



Digital & Technology Network (DTN) Session Report

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Executive Summary

The DTN's 2024 spring session explored the significant impact of technology, necessitating adaptation to rapidly evolving innovations, driving digital transformation, and spearheading strategic initiatives that utilize AI to achieve a competitive edge. Invited speakers advocated for a proactive approach to harnessing the potential of Generative AI and Low Code/No Code platforms, while emphasizing the significance of data, security, and sustainability. Discussions on the evolving role of the Chief Information Officer (CIO) highlighted key strategies and challenges in navigating the changing technological landscape, including driving impactful digital transformations, fostering collaboration, and transitioning towards value-oriented organizational models. Representatives from Google and Microsoft shared cybersecurity insights, emphasizing the intersection of AI and cybersecurity within the challenging landscape.

In a series of presentations discussing the evolving role of the Chief Information Officer (CIO), speakers highlighted key strategies and challenges in today's rapidly changing technological landscape. Boston Consulting Group emphasized leveraging digital solutions, such as generative AI, to drive impactful digital transformations, aligning with organizational goals, and integrating digital strategies with the UN's Sustainable Development Goals. Microsoft focused on the transformative potential of Low-Code/No-Code platforms, stressing the need for careful governance and collaboration between IT and business units to drive innovation. Discussions explored the paradigm shift needed for organizations to transition towards a value-oriented approach through technology, urging a move from traditional IT management to more cohesive and platform-based organizational models. All discussions underscored the critical role of the CIO in driving digital initiatives, fostering collaboration, and navigating the challenges and opportunities presented by the evolving digital landscape.

Representatives from Google shared insights on the specific challenges and opportunities that generative AI presents, advocating for a proactive approach to harnessing its potential. The complexities of intellectual property in the context of AI were presented by WIPO, emphasizing the need for clear policies and continuous learning to mitigate risks. An update from the UN's Generative AI Community of Practice introduced the PRISM framework for evaluating AI use cases and outlining the next steps for strategic AI integration within the UN system. The first day concluded with a plenary discussion on Generative AI, focusing on risk management, prototype funding, prioritization of AI use cases, and the development of a comprehensive AI strategy. Discussions highlighted the challenges and strategies related to AI innovation within a risk-averse financial framework. Organizations were guided on effectively navigating the complexities of integrating AI technologies by balancing risk with controlled experimentation, prioritizing impactful use cases, managing vendor relationships, and fostering a culture of knowledge sharing.

Cybersecurity insights and solutions were presented by both Google and Microsoft, focusing on the intersection of AI and cybersecurity within the challenging landscape. Microsoft emphasized the increasing sophistication of cyber threats and their evolution, introducing initiatives to empower defenders and sharing insights into specific cyber-attacks faced by the UN and similar organizations. Google, through Mandiant's Threat Horizons Report, highlighted common threat activities and vulnerabilities across industries, stressing the need for improved detection capabilities and robust security measures. A closed plenary session delved into recent cybersecurity incidents within the UN system, discussing responses, mitigation measures, and the importance of maintaining dialogue with vendors about security features. Conclusions emphasized the necessity of staying informed about cybersecurity

and AI developments, carefully assessing cybersecurity investments, and engaging with relevant communities and experts.

Updates from DTN workstreams included sessions on Cloud, ERP, Open-Source, Digital Accessibility, and Mutual Recognition. Discussions on cloud focused on transitioning the Private Cloud Working Group into an advisory body, exploring new private cloud offerings, and optimizing cloud service selection and governance. ERPSIG provided insights from a comprehensive Deloitte study on ERP systems within the UN, emphasizing cloud migration, integrated solutions, and cost-saving synergies. The Open-Source Solutions community of practice outlined advancements made in the adoption of open-source software, emphasizing collaboration and collective negotiation with cloud service providers. The Digital Accessibility working group discussed progress made in the development of guidelines and awareness initiatives. The Mutual Recognition working group proposed actionable steps including the sharing of fundamental policies, standards, and guidelines. Discussion on the UN 2.0 Strategy and Digital Transformation Initiative highlighted the importance of integrating digital innovation and AI into the UN system's framework through collaborative efforts and strategic planning.

Collectively, these discussions underlined the significant impact of technology on organizations, emphasizing the need for digital transformation, proactive use of AI, cybersecurity, and the evolving role of technology leaders in navigating these changes.

Introduction

The spring 2024 session of DTN took place between 6 & 7 May at UNESCAP, Bangkok and was chaired by Bernardo Mariano (CITO, UN Secretariat) and Shirin Hamid (CIO, IMF). This session was attended by 40 (in-person) participants from 35 organizations, while others joined remotely. The agenda was adopted without changes.

The agenda focused on the evolving role of CIOs in navigating ICT advancements, particularly emphasizing leadership, communication, and the potential of generative AI. Discussions explored the transformative power of data in shaping a modern UN era and emphasized the need for CIOs to adopt strategies that drive innovation, leverage low-code/no-code solutions, and scale generative AI effectively. The session included updates from communities of practice advancing common solutions in the priority areas of generative AI, UN private cloud, open-source solutions, ERP and digital accessibility. A confidential session allowed for an open and frank exchange on recent cybersecurity incidents across the UN system and highlighted the need for collective action.

The session was opened by Ms. Armida Salsiah Alisjahbana, Under-Secretary-General of the United Nations and Executive Secretary of ESCAP and Soomi Ro, Director of Administration (ESCAP). USG Alisjahbana expressed gratitude for the opportunity to attend the meeting of the Digital and Technology Network (DTN), highlighting the importance of digital transformation and emerging technologies for the UN system. She discussed ESCAP's commitment to align with the UN Secretary General's vision of UN 2.0 and accelerating efforts to contribute to the SDGs. Examples were provided of ESCAP's recent activities in leveraging digital innovation for sustainable development in the Asia Pacific region, tracking SDG progress at the country level, and internal transformation towards UN 2.0.

The Evolving Role of the CIO

Is it Time to Get Rid of the IT Department?

Joe Peppard, Professor and Academic Director at UCD Michael Smurfit Graduate Business School, Ireland

Joe Peppard is a notable academic and expert in information systems and digital business strategy. He is known for his research and contributions to the understanding of how organizations can leverage digital technologies for strategic advantage. Mr. Peppard holds several prominent academic positions and has been involved with various institutions and organizations throughout his career.

This discussion revolved around the metaphorical representation of IT departments within organizations as islands, emphasizing the challenges and dynamics faced by these units in aligning with the broader objectives of the organizations, often referred to as the mainland. The conversation delved into various issues, including the perception of IT as a separate entity, the engagement model between IT and other business units, the impact of this relationship on project outcomes, and the growing need for a paradigm shift in how IT is integrated and managed within organizations. Below is a summary of the key points discussed, followed by an elaboration for clarity.

In his presentation, he articulated the urgent need for organizations to transition from traditional IT management to a more value-oriented approach through technology. He underscored the critical aspect

of acknowledging the distributed nature of knowledge within organizations and the essential role of effectively coordinating this dispersed knowledge. Mr. Peppard highlighted the emerging organizational models that prioritize delivering value through technology, moving beyond conventional IT management structures towards more cohesive and efficient operations.

Drawing insights from innovative banks, this presentation exemplified the shift towards platform-based organization, where the fusion of tech talent and assets optimizes operational effectiveness. It emphasized the significance of reducing friction and fostering enhanced collaboration to harness the distributed knowledge effectively. Furthermore, key messages emphasized the imperative for leadership teams to recognize and address the inherent limitations of traditional IT departments in today's digital landscape.

Mr. Peppard underscored the importance of restructuring organizations to leverage data and digital tools for driving value creation and fostering innovation in the digital era. This included the need to align people with new organizational concepts and introducing language that resonates with the evolving digital trends and challenges. Overall, the key points centered around the transformational shift towards optimizing digital capabilities and organizational structures to thrive in an increasingly digital-centric business environment. Discussions underscored the critical need for organizations to rethink and redesign the role of IT from being a standalone unit to an integral part of the organizational fabric, focusing on delivering business value and driving strategic initiatives.

Takeaways

- Traditionally, a digital twin is a virtual representation of a physical asset or product. However, Mr. Peppard suggested that an organization's systems can also be seen as a digital representation of the organization itself.
- IT departments were likened to islands, illustrating their isolation from the rest of the organization (mainland), which often results in misalignment of objectives and perceptions.
- The current partnership model between IT and the rest of the organization leads to IT being seen as a supplier rather than a strategic partner, causing a gap that is hardwired by practices and language.
- This model results in IT projects that often do not meet the strategic objectives of the organization, with IT being relegated to a cost center role and forced to justify its value continuously.
- The discussion emphasizes the need to move away from managing IT as a separate entity and towards integrating IT as a core component of the organizational fabric, focusing on delivering value through IT.
- Instances of organizations like DBS Bank, Starling Bank, and Judo Bank are provided to illustrate how they have successfully integrated IT into their business models, moving away from traditional IT department structures.
- Leadership teams need to recognize that there is a problem with technology and maybe they are the problem. Their frame of reference needs to change.

Evolving Role of the CIO in the Context of Low Code/No Code

Nalin Shukla, Microsoft

Mr. Nalin Shukla is the Asia technical leader of Microsoft's Business Applications including Power Platform, a No-Code/Low-Code platform, which enables anyone to create applications, automations and chatbots. Mr. Shukla discussed the evolving role of the Chief Information Officer (CIO) in the era of Low-code/No-code (LC/NC) development platforms, with a particular focus on leveraging Microsoft's Power Platform.

The presentation emphasized the transformative potential of LC/NC platforms in the context of software development, AI integration, and business process optimization and focused on Digital Leadership in the era of AI, covering the strategies CIOs should adopt to drive innovation in their organizations, leveraging Low-Code with AI. A key issue highlighted was the cost of adoption. Initial development costs for the first application on the platform are high, which can deter organizations from starting the transition. However, over time, as more applications are developed, the cost-effectiveness of the platform improves significantly. This creates a dilemma where organizations need strategies to manage the initial financial barrier to encourage early adoption.

The presentation delved into the concept of citizen development, where non-IT staff are empowered to create their own applications. This approach can drive innovation but also introduces risks related to security, data management, and overall IT governance. The evolving role of IT in this context was emphasized; IT departments need to provide safe environments and robust governance structures to support citizen developers while maintaining necessary oversight and control. This balance is crucial to ensure that the benefits of democratized IT do not come at the cost of organizational security and data integrity. Furthermore, the structural changes required within IT teams to accommodate this new approach were addressed. There is a need for IT to collaborate closely with business units, offering guidance and support rather than just setting up foundations. This co-creation model ensures that both IT and business units work together to achieve the desired outcomes. Additionally, concerns about the potential monopolistic nature of relying heavily on a single provider like Microsoft were raised. Organizations expressed concern about interoperability, exit strategies, and ensuring that they do not become overly dependent on one vendor.

The importance of managing the risks associated with the explosion of dependencies in a composable IT environment was also discussed. With more moving parts and increased access points, the potential for security vulnerabilities rises. Effective data classification and risk management strategies are essential to mitigate these risks. Overall, while the Microsoft Power Platform was shown to provide significant benefits, as was the need for careful planning and governance to navigate the associated challenges successfully.

Takeaways

- The role of CIOs is highlighted as crucial in navigating the shift towards LC/NC platforms. CIOs are tasked with driving innovation, fostering a culture of experimentation, and ensuring that IT initiatives align with business objectives. The emphasis is on the strategic integration of LC/NC platforms to enhance business agility and efficiency.
- The discussion underscored the capabilities of Microsoft's Power Platform, including Power Apps, Power Automate, Power Pages, and AI Builder. These tools allow for the development of AI-powered applications and workflows, potentially with the assistance of AI copilots. The platform's

versatility and ease of use are touted as key benefits for democratizing application development across organizations.

- Governance strategies are essential to balance security and accessibility. The concept of "validated environments" is introduced, suggesting a controlled ecosystem where users can innovate within defined boundaries. This approach aims to mitigate security risks while encouraging creativity and problem-solving.
- The economic implications of adopting LC/NC platforms were discussed, with a focus on the cost-efficiency of scaling application development. The platform's licensing model is designed to reduce the per-unit cost as more applications are developed, promoting widespread innovation.
- There is the need for a cultural shift within organizations to fully leverage LC/NC platforms. This includes changing perceptions around IT's role, encouraging cross-functional collaboration, and fostering a culture of continuous learning and innovation.
- The concept of "fusion teams" was highlighted as a strategy for integrating business and IT expertise. These teams, composed of both technical and business professionals, work together to identify opportunities for innovation and streamline processes.

How to Thrive in A Dynamic Environment

Luke Raffin, Boston Consulting Group

Luke Raffin, a partner and associate director of social impact at Boston Consulting Group, highlighted the critical transformation of the Chief Information Officer (CIO) role amidst rapid technological advancements, particularly in generative AI. Mr. Raffin underscored the necessity for CIOs to adapt to new digital paradigms to enhance efficiency and outcomes for stakeholders, with a special focus on emerging economies. He framed the discussion around the significant impact that United Nations agencies aim to achieve and how digital solutions can substantially contribute to these efforts.

In his presentation, Mr. Raffin emphasized the need for CIOs to understand and leverage new technologies like generative AI to benefit their organizations. He outlined the importance of aligning digital strategies with organizational goals, fostering collaboration across departments, and maintaining a customer-centric approach. Key roles for CIOs were highlighted, including being strategic thought partners, driving internal digital transformations, and building external partnerships. He underscored the necessity of continuous learning and innovation, efficient resource management, and effective impact measurement, concluding with a call for CIOs to actively lead, inspire curiosity, and manage digital resources to achieve impactful outcomes.

Emphasis was given to the importance of digital technologies in addressing Sustainable Development Goals (SDGs). Mr. Raffin highlighted the need for innovative solutions to overcome challenges like conflict, instability, and resource constraints, stressing that digital technologies are essential for meeting SDG targets. He shared successful strategies from various organizations, including Jamaica's DX lab, Microsoft's cultural shift, and Spotify's incremental funding approach, showcasing how different sectors are effectively leveraging digital transformations. He proposed seven key roles for CIOs to drive digital transformation within their organizations. These roles include delivering the internal digital agenda to establish credibility, activating broader leadership for digital initiatives, acting as a strategic thought partner for digital applications, demonstrating digital innovation in business processes, building

foundational digital knowledge and promoting continuous learning, providing flexible access to technical expertise, and creating and leveraging an ecosystem of external partners.

Discussions addressed the unique challenges faced by UN agencies through various scalable and non-scalable digital implementations. Examples from different UN system organizations illustrated practical applications, while the presentation also identified barriers to achieving digital objectives at scale, including misalignment on roles, dispersed capabilities, lack of foundational digital knowledge among staff, and ineffective KPIs. Strategic recommendations emphasized the need for deeper discussions and planning to overcome these barriers and leverage digital solutions successfully. This discussion stressed the importance of collaboration, having a clear vision, and taking a proactive approach to talent management. By adopting these roles and strategies, it was argued CIOs can significantly enhance their organizations' ability to achieve impactful digital transformations. The session concluded with an invitation for reflections and questions, encouraging ongoing dialogue about the critical role of digital leadership in today's rapidly evolving technological landscape.

Takeaways

- CIOs must comprehend the implications of new technologies, such as generative AI, and how these advancements can be utilized for organizational benefits.
- It is crucial for CIOs to ensure that digital strategies are aligned with the organization's overall objectives.
- Promoting cooperation and collaboration between IT, digital teams, and other business units is essential to drive digital transformation.
- Adopting an end-to-end user journey mindset and focusing on customer-centric solutions can enhance the effectiveness of digital initiatives.
- Continuous learning and upskilling are vital for staying ahead in the rapidly changing digital landscape. Developing AI-powered knowledge platforms can aid in this process.
- Creating and maintaining an ecosystem of external partners can provide valuable technological solutions and knowledge, contributing to the organization's digital goals.
- CIOs should actively engage in leadership roles, inspiring curiosity and innovation within their teams and the broader organization.
- Efficiently managing and deploying technical expertise across the organization can help meet digital transformation goals despite resource constraints.
- Implementing effective digital-related KPIs is necessary to measure the success and efficiency of digital programs.
- CIOs may need to play multiple roles, including thought leaders, strategic advisors, funders, orchestrators, product developers, capability builders, and partnership brokers to drive digital transformation.

Conclusions

Discussions on the evolving role of CIOs outlined several key points:

- Generative AI has revolutionized how users interact with technology, from composing emails and translating languages to enhancing images and shopping online. This necessitates businesses to adapt their strategies to meet the changing behaviors and expectations of users.

- Companies must transform digitally to leverage Generative AI for improving customer experiences, optimizing operations, and innovating products and services.
- The role of CIOs is becoming more strategic and integral to driving business success in the digital age. CIOs are expected to be orchestrators of ecosystems, leveraging technological advancements to foster innovation, efficiency, and competitiveness.
- There is a critical need for organizations to rethink and redesign the role of IT from being a standalone unit to an integral part of the organizational fabric, focusing on delivering business value and driving strategic initiatives.

The Power of Leadership Communication: Strategies for Success

Sunil Gupta (CTBTO)

At DTN's session in Nairobi (November 2023), it was decided to advance the topic of leadership, effecting cultural change and communication. As part of the preparation for the 2024 autumn session, Sunil Gupta led a discussion emphasizing the essential role of communication in effective leadership.

This presentation highlighted that communication that goes beyond mere information exchange, advocating for a style that is purposeful, engaging, and inspirational and to dismantle common myths about communication and underscored its historical and contemporary importance in leadership. A key distinction was made between leadership and management communication: leadership communication focuses on inspiring messages, setting a clear direction, and empowering teams, while management communication tends to be more about operational oversight.

The discussion delved into the dynamics of upward and downward communication within organizations, identifying common challenges such as remote communication, information overload, and cultural differences, and proposed strategies to overcome these issues. Additionally, the science behind communication was explored, particularly how hormones like dopamine and oxytocin influence engagement and trust. The importance of personal connection, future-oriented messaging, and storytelling in leadership communication was emphasized. Through interactive exercises and personal stories, the session illustrated the impact of effective communication on trust and empathy in leadership, ultimately shaping organizational culture and achieving strategic objectives.

Takeaways

Included the need to:

- Evaluate whether your communication approach is more aligned with management or leadership and make necessary adjustments.
- Strive to connect with individuals at all levels within your organization to build trust and engagement.
- Clearly communicate a vision that motivates and aligns your team towards common goals.
- Develop and use storytelling skills to effectively convey messages and inspire action.
- Create mechanisms for upward communication to gather feedback and insights from all organizational levels.
- Be aware of and strategize to overcome challenges posed by remote communication and cultural differences.

Outcome

- Plan item for DTN autumn session to delve deeper into the topic of developing digital skills and competencies across the organization.

Generative AI

How to Learn Faster, Innovate at Pace, and Scale Purposefully

Sam Bourton, Co-Founder and CTO of QuantumBlack & Technology Fellow Partner in McKinsey

Sam Bourton, co-founder of Quantum Black, illuminated the evolution and success of the company's AI practice since its establishment in 2009, culminating in its integration into McKinsey post-acquisition in 2015. With a team of approximately 1,500 experts spread across 20 global offices, Quantum Black's core objective revolves around innovating technology to address real-world problems through the application of data and analytics. Particularly noteworthy was the acknowledgment of the challenges encountered and lessons learned during the implementation of such innovative practices, acknowledging the perpetual need for adaptability in response to the ever-shifting landscape of the industry.

Addressing the rapid progression inherent in AI, Mr. Bourton deliberated on the principles and strategies essential for the effective scaling of AI initiatives within organizations. Emphasis was laid on the prerequisite collaboration between business and IT units to facilitate the seamless prioritization and execution of AI projects. He gave emphasis to the pivotal role played by leadership, recruitment of talent, cultivation of organizational culture, and fostering a supportive community in the successful adoption of AI-driven practices.

Navigating the intricate terrain of AI implementation, he presented a comprehensive organizational approach, encompassing the generation of ideas from internal and external sources, meticulous project evaluation protocols, and the employment of agile sprints for iterative development processes. The presentation intricately explored the complexity associated with transitioning AI projects from a developmental phase to full-scale production, stressing the significance of aligning these projects with overarching business objectives and establishing clear pathways for scalability—from initial lab prototypes to operational environments.

Delving into the complexities associated with the operationalization of AI projects, Mr. Bourton highlighted the need for thorough considerations encompassing end-to-end processes, tangible business outcomes, and the strategic deployment of application blueprints. Recognizing the imperative need for organizations to adopt flexible and adaptive strategies to effectively navigate the multifaceted landscape of AI innovation, this presentation encapsulated a blend of practical insights and strategic considerations aimed at successfully implementing AI initiatives at scale.

The discussion concluded with an acknowledgment of the rapid evolution of AI and the shared challenges and opportunities it presents and the expressed need for further discussion on AI implementation strategies, particularly regarding balancing innovation with practical, scalable solutions.

Takeaways

- Prioritize AI implementation based on domain-specific needs to ensure relevance and impact.

- Cultivate a culture that encourages experimentation, quick learning from failures, and agile project management to keep pace with AI innovation.
- Carefully assess the necessity and potential of in-house versus vendor-provided AI solutions, considering both the short-term and long-term implications on organizational capabilities and flexibility.
- There is a continuous need for adaptability due to the ever-changing landscape of the industry.
- Principles and strategies necessary for effectively scaling AI initiatives within organizations includes the need for collaboration between business and IT units, leadership, recruitment of talent, cultivation of organizational culture, and fostering a supportive community.
- A comprehensive organizational approach for AI implementation includes generating ideas from internal and external sources, meticulous project evaluation protocols, and the use of agile sprints for iterative development processes.
- When addressing the complexity of transitioning AI projects from a developmental phase to full-scale production, it is crucial to align these projects with overarching business objectives and establish clear pathways for scalability.
- Addressing the complexities associated with the operationalization of AI projects requires consideration of end-to-end processes, tangible business outcomes, and the strategic deployment of application blueprints.
- Organizations need to adopt flexible and adaptive strategies to effectively navigate the multifaceted landscape of AI innovation.

Riding the Generative AI Wave and Beyond

Christopher Nam & Rajat Gupta, Google

Mr. Nam underscored the potential for partnerships between Google and organizations like UNOPS to advance sustainability initiatives. He outlined two key areas of focus: "greening by IT" and "greening of IT," emphasizing the importance of clean workloads and sustainable business operations. He discussed the evolving role of CIOs, stressing the need for them to become effective orchestrators of ecosystem collaborations. He outlined seven key trends shaping the role of CIOs, including infrastructure accountability, data ownership, and the rise of edge computing. Mr. Gupta provided demonstrations of generative AI use cases, showcasing capabilities in enhancing search functions and providing insights from large datasets. These demonstrations highlighted the potential for generative AI to streamline processes and facilitate more efficient data analysis.

Participants raised questions about integrating AI models with organization-specific contexts, seeking insights into methodologies for training AI models and adapting them to specific agency needs. The discussion revolves around various topics related to technology, organizational change, AI, data privacy, and ethical considerations. There's a focus on Google's offerings and partnerships with organizations, especially in the context of responsible AI and data security. Participants express concerns and queries regarding data privacy, confidential computing, and the integration of AI at the edge. The conversation also delves into the evolving role of AI in organizations, the need for standardization, and the challenges of implementation, particularly in terms of cost and security. Despite some past challenges and criticisms, there's a recognition of Google's responsiveness and efforts to address the needs of institutions, with potential partnerships being discussed. Overall, there's a sense of collaboration and exploration of how technology can be leveraged responsibly to drive positive outcomes.

As seen by Google, the evolving role of the CIO involves navigating the complexities of emerging technologies, particularly generative AI, to drive organizational transformation, improve user experiences, and maintain competitive advantage.

Takeaways

- Google's sustainability initiatives offer partnership opportunities with organizations like UNOPS, focusing on "greening by IT" and "greening of IT."
- The evolving role of CIOs requires adaptation to emerging technological trends and a shift towards effective ecosystem orchestrators.
- Key trends such as infrastructure accountability and the rise of edge computing are shaping the role of CIOs and IT operations.
- Generative AI shows promise in enhancing search capabilities, analyzing large datasets, and streamlining data processing.
- Organizations seek insights into integrating AI models with specific contexts, such as UNOPS' climate change initiatives.
- Strategic adoption of AI involves aligning use cases with business goals and industry-specific needs.
- Continuous employee education and training on AI tools are essential for maximizing benefits and mitigating risks.
- The future of AI entails advancements in AI agents capable of autonomously performing tasks based on user prompts, driving efficiency and innovation.
- Despite past criticisms, Google is recognized for its responsiveness and efforts to address institutional needs, with potential partnerships being discussed.

Navigating Intellectual Property

Kenichiro NATSUME, Ulrike TILL & Bruno POULIQUEN (WIPO)

Mr. Natsume and Ms. Till from WIPO discussed the complexities of intellectual property in the context of AI, emphasizing the need for clear policies and continuous learning to mitigate risks. The presentation delved into various Intellectual Property (IP) concerns surrounding generative AI models, including issues related to confidentiality, IP infringements, ownership of outputs, open-source compliance, and the risks associated with deepfakes infringing on personality rights. Mitigation strategies were discussed, focusing on reviewing terms and conditions, legal team oversight, clean dataset usage, staff awareness, and staying updated on AI regulations. Litigations and legal challenges in the AI field were highlighted, notably involving OpenAI facing lawsuits over copyright infringements, highlighting the complexity of the legal landscape. Mr. Pouliquen presented Internal initiative WIPO's WINGS (LLM deployed on WIPO intranet). This project, like WTO's AMI Castles, illustrates organizational efforts to address these challenges. Overall, the presentation emphasized the necessity of understanding and managing IP risks in the context of rapidly evolving AI technologies.

Discussions underscored the multifaceted challenges of navigating intellectual property in the context of generative AI. It highlighted the need for organizations to remain vigilant, adopt clear policies, and engage in continuous learning to mitigate risks. Through internal initiatives and collaborations, organizations like WIPO are taking proactive steps to explore the potential of generative AI while addressing the associated legal and ethical concerns.

Envoy on Technology

Amandeep Singh Gill, Secretary General's Envoy on Technology

In a recorded address, the Envoy on Technology Mr. Amandeep Singh Gill provided an update on several priority initiatives. These included the upcoming Summit of the Future, underlining its importance within the context of a global digital compact. He emphasized the urgency of international cooperation on digital technologies and shaping a shared vision for a digital future that is open, free, secure, and inclusive. A zero draft has been released, incorporating extensive public consultations.

Mr. Gill also highlighted the establishment of a high-level advisory body on AI governance to provide deeper analysis and suggestions. The body is preparing for its final in-person meeting in Singapore. Focus was also placed on the upcoming second edition of the Open Source for Good conference, to be held at the UN headquarters in July. The conference aims to explore the role of open-source projects in sustainable development and to facilitate collaboration with governments, nonprofits, and businesses. He concluded by inviting participation from members, acknowledging their valuable insights for enriching the discussion.

HLCM Task Force on AI in the UN System

Sarah Dwidar (IOM) & Ricardo Rendon Cepeda (IFAD)

An update provided by HLCM Task Force Co-Chairs on AI addressed two on-going initiatives: the HLCP Inter-agency Working Group on AI (IAWG-AI), which focuses on outward-looking AI governance and the HLCM AI Task Force on AI in the UN system, which aims to develop a system-wide normative and operational framework for AI.

The HLCM Task Force has two streams of work. Subgroup One is focused on developing a normative guidance and model policy on AI, while subgroup Two focuses on pooling technical capacity and exploring the feasibility of a UN system generative AI platform. The model policy for AI being developed by Subgroup One will serve as a framework for entities to draft their own internal AI regulatory frameworks and policies. The policy aims to complement other policy instruments and address intersections with areas like data protection, privacy, and governance. The subgroup is conducting an ongoing review and analysis of existing normative documents and frameworks to develop the model policy. Mechanisms for pooling technical capacity and knowledge sharing on AI are being identified by Subgroup Two. It has identified ongoing AI activities in the UN system and is exploring the feasibility of generative AI platforms for the UN system from the perspective of infrastructure, models, development and tooling, and applications and solutions. Co-Chairs also discussed potential deliverables and new discussion items, including launching a dedicated code hosting space for AI in the UN, investing in developing AI or GenAI datasets and models, and addressing the workforce implications of AI within the UN system.

Overall, the HLCM Task Force on AI aims to ensure that the UN system is not left behind in AI developments and is prepared to leverage AI technologies effectively while addressing ethical and operational considerations. The Network learnt that both Subgroups are on track to deliver on each of their respective outcomes at HLCM's autumn session.

Generative AI Community of Practice

Marco Luizzi & Anusha Dandapani (UNICC)

The Generative AI Community of Practice (CoP) presentation, co-chaired by Ingrid Regien (UNESCO) & Marco Luizzi (UNICC), provided a comprehensive update on the progress and findings of the CoP's efforts to integrate generative AI within the UN system. The presentation provided by Anusha Dandapani (UNICC) detailed the CoP's journey, from the initial gathering of collaborative inputs to the development of frameworks aimed at guiding the ethical and effective use of AI technologies.

It was explained that the Generative AI CoP is at a pivotal stage in its journey, with significant groundwork laid for the strategic integration of AI technologies within the UN system. Through survey insights, the development of the PRISM framework, and planned next steps, the CoP is poised to address key challenges, prioritize impactful use cases, and foster an environment conducive to ethical and effective AI use. A detailed survey was conducted for this purpose among UN partner agencies to understand current generative AI use cases, skill gaps, and the technological landscape. Key insights from the survey include:

- **Use Cases:** A significant interest in chatbots and the incorporation of Copilot and Microsoft 365 for summarization tasks. This indicates a trend towards automating communication and data processing tasks.
- **Skill Development:** A notable gap in AI-related skills within the organizations, with 80% of respondents pointing out the need for further skill development. Despite 60% of organizations having some form of training, there's a clear demand for more targeted, use case-specific training programs.
- **Challenges:** Ethical considerations and responsible AI usage emerged as primary concerns among the respondents. Additionally, issues related to data quality and the availability of labeled or annotated data for training AI models were highlighted, underlining the need for robust data governance and management strategies.

A significant portion of the presentation was dedicated to introducing the PRISM framework, a tool designed to score and prioritize generative AI use cases specifically for the UN system. The framework aims to provide a structured approach to evaluating potential AI applications based on multiple dimensions, including business value, feasibility, and impact. This approach allows for a more strategic, informed decision-making process, aligning AI initiatives with organizational goals and resources.

Following the introduction of the PRISM framework, the CoP outlined several key next steps. These included applying the PRISM framework to select high-priority AI use cases for further development and implementation; Developing comprehensive training materials and playbooks for stakeholders, aiming to build capacity and facilitate the adoption of generative AI technologies; and ensuring that generative AI models and implementations align with broader UN system objectives and incorporate robust AI governance principles.

Conclusions

Discussions on the opportunities and challenges on the advent of Generative AI underlined several key points to ensure its judicious deployment in pursuit of organizational goals:

- Embrace a culture that values learning from failures, with controlled financial risks.
- Allocate specific budgets for sandbox experimentation, closely monitor costs, and prioritize projects with quick turnaround times.
- Implement a governance framework to manage AI demand effectively and streamline the use case intake process.
- Engage in collective negotiations with vendors and explore strategic partnerships to manage costs and support innovation.
- Consider different funding sources' tolerance levels for failure and potentially adopt a "no regret" policy for AI experimentation.
- Develop a comprehensive AI strategy, focusing on impactful use cases and employing clustering to manage many potential applications efficiently.
- Leverage a community of practice for knowledge sharing and continuous learning among teams.

Outcomes

DTN tasks the DTN GenAI CoP to:

- Apply the PRISM framework to select high-priority AI use cases for further development and implementation.
- Develop playbooks aimed to build capacity and facilitate the adoption of generative AI technologies.
- Ensure generative AI models and implementations align with broader UN system objectives and incorporate robust AI governance principles.
- Offer a mechanism in the long run to continue sharing use cases
- Develop an approach that is (hyper) agile i.e. review the PRISM approach to see if we need a more agile version.
- Review possibilities of preparation of shared data sets and use of APIs.
- Propose best potential use cases both for shared use (like HR policies developed by UNHCR/UNICC) and common use cases that can be implemented per agency.

Cybersecurity Landscape

As key cybersecurity service providers to the UN system, both Google and Microsoft were invited to share their observations and detail their solutions within this dynamic and challenging landscape.

Microsoft

Priyo Lahiri, Director Security, Compliance & Identity, Microsoft

Microsoft's session focused on the critical intersection between AI and cybersecurity, providing insights into the cyber defense threat landscape, empowering defenders, and securing future initiatives. The presentation aimed to offer a comprehensive understanding of current challenges and Microsoft's efforts to navigate these threats.

Mr. Lahiri highlighted the increasing sophistication of cyber threats and their evolution over the past year. Microsoft has been tracking these changes, noting a significant shift in the threat landscape, especially in the last six months. It was noted that AI's role in cybersecurity is growing, with both positive applications

for defense and potential misuse by threat actors. The presentation covered how AI is being used to enhance security measures and the risks posed by AI-driven attacks.

Microsoft introduced initiatives aimed at empowering cybersecurity defenders. This includes leveraging AI to bolster defense mechanisms and providing tools and strategies to enhance security operations. Microsoft's Secure Future Initiative was discussed as a significant step towards enhancing cybersecurity. The initiative focuses on prioritizing security across all operations within Microsoft, driven by a directive from CEO Satya Nadella to make security a top organizational priority.

The presentation covered specific cyber-attacks that Microsoft has faced, emphasizing identity attacks and the importance of securing identity and access management. Operational errors and the need for stringent security measures in both test and production environments were also highlighted. Microsoft shared insights into the types of cyber-attacks targeting the United Nations and similar organizations, including phishing, remote exploitation, and sophisticated social engineering campaigns. The rise in password spray and phishing attacks was specifically noted.

Concerns about the misuse of LLMs for malicious purposes, such as generating malware or conducting phishing campaigns, were addressed. The entry barrier for cybercrime is lowering due to the availability of AI-driven services that facilitate malicious activities. Microsoft emphasized the need for organizations to adopt best practices such as eliminating passwords, moving to Zero Trust Network Access (ZTNA), securing endpoints with Extended Detection and Response (XDR), and utilizing AI-based cyber defense mechanisms. In addition, it was recommended that organizations move beyond traditional multi-factor authentication (MFA) to adopt phishing-resistant methods. This includes using passkeys, Windows Hello for Business, or other biometric authentication methods to protect against identity attacks.

Google

Saran Raj - Google

The session introduced the "Threat Horizons Report," led by a dedicated analyst from Mandiant's Advanced Intel Access Program in Singapore, with a background in maritime security, counterterrorism, and cyber threat intelligence, aimed to use intelligence insights to bolster the security posture of organizations.

Key statistics from the report were shared. It was revealed that financial services, business services, high tech, and retail/hospitality were the most targeted industries, with sensitive information possession being a common threat across industries. Data theft and financial gain remain primary objectives for attackers, with ransomware intrusions representing a significant portion of financially motivated cases. Exploits were the most common initial infection vector, followed by phishing and prior compromises. The report highlighted the use of zero-day vulnerabilities by attackers to maintain access and complete their missions.

Organizations were encouraged to improve their detection capabilities and adopt control mechanisms to mitigate the threat of ransomware and other cyber-attacks effectively. Emphasis was given to staying vigilant against evolving phishing techniques and ensuring the security of sensitive information. The discussion underscored the evolving nature of cyber threats and the importance of leveraging intelligence and adopting robust security measures to protect against these threats. With ransomware and data theft

continuing to pose significant risks, organizations must stay ahead of adversaries by understanding the threat landscape and implementing effective defense strategies.

Takeaways

Conclusions from briefings by external partners emphasized the following:

- It is important to maintain dialogue with vendors about the security features of their products, especially concerning AI tools. Understand how they are addressing cybersecurity threats and what responsibilities fall on the vendor versus the customer.
- Keep abreast of the latest developments in cybersecurity and AI. Participate in communities of practice, attend relevant conferences, and engage with cybersecurity experts to stay informed.
- Carefully assess the cost and benefits of cybersecurity investments, including AI-based solutions. Ensure that spending aligns with the organization's risk profile and cybersecurity needs.

Closed Session

In a closed plenary session, DTN discussed in depth recent cybersecurity incidents within the UN system. No minutes of this conversation were taken. In addition to an update from the UNISSIG Co-Chairs, briefings were provided by ICC (The Hague), UNDP and UNRWA.

In addition to sharing lessons learnt from recent UN system cybersecurity incidents, responses and recommended mitigation measures, this closed session provided members a forum to arrive at a common and more complete understanding of the cybersecurity landscape. Topics included external communication and organization reputation management; Impact on day-to-day business; Involvement of the host country; Long term impact on IT financing and relationship with Members; Long term impact on most senior management understanding of IT and cybersecurity.

The Network also learnt how UNRWA swiftly adapted to evolving threats and secured access to critical applications and resources (from any location, on any device) by implementing Zero Trust. Discussions in plenary also considered appropriate information security requirements for common back offices and common premises and concluded with the assignment of tasks to UNISSIG.

Outcomes

DTN recommends:

- Organizations review existing MoUs for shared services through the lens of cybersecurity.
- Organizations recognize the need to elevate cybersecurity to become a business risk.
- Organizations to contribute towards the UNICC fund for cybersecurity incident response.

DTN tasks UNISSIG to:

- Develop a common playbook for cyber incident responses for organizations and common service providers.
- Develop internal protocols for the decommissioning of legacy equipment.
- Develop external protocols for engaging with national governments when they become involved in cybersecurity incidents.
- Finalize white paper on cybersecurity for shared services so it becomes actionable.
- Continue to build on recent initiatives advancing the sharing of lessons learnt from incidents.

Workstreams

DTN establishes workstreams to pursue priority issues and make recommendations. Communities of practice advance the introduction of business solutions over time in key tactical areas. Currently four are maintained: Generative AI; Digital Transformation; Open-Source Solutions; and Customer Relationship Management.

Special Interest Groups emphasize shared learning, expertise, and collaboration among members within a particular field of expertise. DTN currently maintains two, namely: the UN Information Security Special Interest Group (UNISSIG) and the Enterprise Resource Planning Special Interest Group (ERPSIG).

Working Groups pursue short to medium term outcomes within a specific domain. Two presented during this session: Cloud and Mutual Recognition, though the latter now is sunset. All active groups are hosted on Teams, where membership is also maintained.

Due to time constraints, there was no update during this session from the Digital Transformation community of practice, for which a dedicated session will be organized.

Cloud

Francesca Duri, WIPO

The meeting discussed transitioning the Private Cloud Working Group into an advisory body, exploring new private cloud offerings, and optimizing cloud service selection and governance within the UN.

Representing the subgroup's chair, Ms. Duri (WIPO) highlighted the need for effective cloud solutions to support the UN's digital transformation efforts. Key topics covered included the shift from creating a minimum viable product to an advisory role, developing new private cloud services, and moving from a "cloud-first" to a "cloud-smart" strategy, focusing on workload placement and selecting suitable computing models.

The Network learnt that two UN organizations (UN Secretariat and UNICC) are currently developing distinct technical architectures for private cloud services. Additionally, a collaboration between companies from Luxembourg and Belgium is creating a private cloud offering based on Google's distributed cloud, expected by early 2025. The Private Cloud Working Group is proposed to extend its advisory role to the DTN, ensuring comprehensive governance of all cloud services within the UN system.

The discussion emphasized the need for creating guidelines for selecting cloud service providers and discussed the feasibility of adopting a Memorandum of Understanding (MoU) model for cloud services procurement. Inspired by models from the UK government and DIGIT, this approach aims to secure volume discounts and enhance cost-effectiveness. The potential benefits of unified cloud service procurement, reflecting on past initiatives, were highlighted as a strategic direction for the UN system.

Outcomes

DTN tasks the CoP to:

- Officially transition the Private Cloud Working Group into an advisory group to provide guidance on cloud principles and architecture.
- Group to become an advisor to DTN to promote the principles and guidelines to be adopted by any private cloud implementation across the UN

- Identify internal leads for CSPs, include Legal in addition to Procurement in the negotiation as a step towards leveraging collective buying power.
- Continue discussions with new private cloud providers, assessing their offerings' viability and technical architecture to inform future cooperation.
- Expand the cloud placement workload document to include real examples and lessons learned, making it a valuable resource for all UN entities. Solicit contributions from technical teams across the UN system to enrich the guidelines document with diverse experiences and insights.
- Establish criteria for the choice of the CSP so that internal teams can refer to some overarching principles when recommending a CSP to an application team/the business, considering the specific needs and situations of different organizations within the UN system.

ERP

Massimiliano Merelli (WFP) & Marthinus Johannes Greyling (UNHCR)

This update from ERPSIG Co-Chairs focused on discussing an executive brief prepared by Deloitte, summarizing a comprehensive study on the Enterprise Resource Planning (ERP) systems within the United Nations. Commissioned by WFP and UNHCR, the study aimed at mapping the current ERP landscape, identifying best practices, exploring cost-saving scenarios, and considering potential roadmaps for future ERP implementations.

The UN ERP Study conducted by Deloitte offers valuable insights into the current status and future plans of ERP systems in the United Nations. The study highlights the importance of assessing ERP capabilities, analyzing best practices, and identifying opportunities for cost savings and synergy. The recommended scenarios for shared UN ERP roadmaps provide a roadmap for implementing the Next Generation of ERP systems. Further investigation could focus on the specific challenges and benefits of each scenario and their potential impact on UN agencies' operations and performance.

The study found that UN agencies primarily use on-premises ERP solutions like SAP and Oracle for planning, finance, and supply chain management, while opting for cloud solutions like Workday for Human Capital Management. CRM systems include Salesforce and Microsoft Dynamics, with some agencies lacking any CRM. There is a strong interest in migrating to cloud-based ERP systems, with SAP, Oracle, and Workday as preferred options. Deloitte proposed three ERP roadmap scenarios, emphasizing potential cost-saving synergies and recommending a collective negotiation approach with AWS for better cloud service discounts. Challenges include departmental resistance to ERP transformation.

The executive brief from Deloitte outlines a clear path for the future of ERP systems within the UN, emphasizing cloud migration, integrated solutions, and potential cost-saving synergies through collective negotiation and shared services. The need for a collaborative approach, involving both IT and business units, is crucial for the successful implementation of these recommendations. The next steps involve further collaboration with cloud service providers and engaging all UN agencies in adopting a unified approach to ERP transformation. By addressing these action items, the UN aims to modernize its ERP systems, achieving greater efficiency, cost savings, and operational excellence across its agencies.

Outcomes

DTN tasks the ERPSIG to:

- Present Deloitte findings within ERPSIG at their next session (4-7 June, UNHQ NY)

- Share full report and brief the DTN in a dedicated session to be organized by CEB Secretariat (in early July).
- Pursue an MoU model with cloud service providers for volume discounts, with champion organizations identified for each vendor.
- Consider creating global master templates for ERP implementations to standardize processes and achieve economies of scale.
- Involve finance, HR, and supply chain departments early in the ERP transformation process to address concerns and ensure buy-in.

DTN membership to:

- Encourage UN agencies to share their experiences and lessons learned to enrich the ERP strategy document with practical insights.
- Work closely with legal and procurement teams to address contractual challenges and ensure agreements align with UN's diverse operational needs.

Open-Source

Omar Mohsine (UN Secretariat) & Mosfafa Elkordy (UNFPA)

The Open-Source Solutions community of practice aims to advance the adoption and integration of open-source software within the United Nations system. Community of practice co-chairs focused on actionable steps to create an open-source ecosystem. This initiative follows a comprehensive survey assessing open-source software utilization across the UN.

Key work streams include the development of a software catalogue led by UNFPA, the establishment of a common policy framework by ITU, and the standardization of open-source licenses spearheaded by IAEA and WHO. An internally hosted GitLab repository will be developed by UNICC, and capacity-building efforts will be led by OICT.

The Community of Practice will hold its first in-person retreat to take place in Valencia on May 14 to 16th and to be hosted by UN-OICT. The 3-day retreat provides the opportunity for a comprehensive update on the status and progress of each of our 5 initiatives, along with the presentation of a detailed roadmap outlining a strategic direction for the remainder of the year. The retreat will bring together open-source experts from 8 different UN agencies (UNICEF, UNU, UN-OICT, UNDP, UNEP, World Bank, UNICC and ITU).

Next steps involve promoting collaboration among UN entities and participating in the “OSPOs for Good” conference scheduled for July 9-10 in NYC. The meeting underscored the UN's commitment to leveraging open-source solutions to drive innovation, efficiency, and cost savings, aiming to enhance its digital transformation efforts.

Takeaways

- UNFPA will lead the creation of a comprehensive catalogue of open-source software.
- ITU will lead the effort to create a unified policy for open-source licenses.
- IAEA and WHO will address license standardization issues.
- UNICC will create an internally hosted GitLab repository.
- OICT will lead efforts to enhance the capacity of UN entities in using open-source software.

Outcomes

- Encourage contributions from various UN entities to foster a collaborative environment.
- Members were encouraged to participate in the Open-Source conference to share insights and best practices.

Digital Accessibility

Celine Hazbun (WHO)

The DTN working group on Digital Accessibility, co-chaired by Celine Hazbun (WHO) & Suzanne Shanahan (UN Secretariat), provided an update on progress made towards enhancing digital accessibility across the UN by sharing experiences and developing implementation guidelines for digital accessibility indicators.

This working group was formed to address digital accessibility challenges, such as the lack of a common assessment methodology, limited expertise, and resources. This group has met twice, with 18 entities participating, and developed a Digital Accessibility Maturity Model. UNICEF showcased a digital accessibility help desk, and a social media campaign was launched for Global Accessibility Awareness Day. Next steps include a baseline data collection cycle, further engagement from UN organizations, and the development of accessibility guidelines and awareness initiatives.

It was recognized that this working group's efforts represent a collaborative step towards enhancing digital accessibility across the UN. By developing guidelines, sharing knowledge, and raising awareness, the group aims to overcome existing challenges and ensure digital platforms are accessible to all stakeholders. Continued support and participation from UN entities are critical for the group's success and the broader goal of inclusive digital transformation.

Outcomes

DTN requests the Digital Accessibility working group to:

- Continue development and run a test cycle (initiated around 13th May) of the online data collection mechanism for entities to complete.
- Finalize and distribute the Social Media Package for the GAAD campaign, for respective entities to promote.

Mutual Recognition

Soren Thomassen (UNFPA)

Representing the DTN Mutual Recognition working group, Soren Thomassen highlighted the need for actionable steps to avoid mere discussion without implementation. Three key actions are proposed: first, to advocate for mutual recognition and develop shareable systems such as the quantum ERP system; second, to encourage UN entities to adopt fundamental policies, standards, and guidelines; and third, to create a shared inventory of these documents within the Digital Transformation Network (DTN) to facilitate sharing. The presentation also emphasizes the importance of sharing strategies among entities for mutual inspiration and assistance in strategy development.

In conclusion, upon completion of these actions, the working group's tasks will be considered completed. The timeline for completion is targeted by the next meeting or by the end of the year, pending the uploading of necessary documents and policies.

Outcomes

DTN agreed:

- On the fundamental policies requested and for CEB Secretariat to establish a repository for policy sharing.
- DTN working group on Mutual Recognition (MR) to be sunset. DTN will continue advocating for ICT services configurable for other UN entities (e.g., Quantum) and leveraging MR during procurement exercises.
- All member organizations to adopt a (defined) 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.

UN 2.0 Initiative

Kersten Jauer (EOSG)

Kersten Jauer (EOSG) provided DTN an update on the UN 2.0 initiative, a strategic effort to integrate digital and AI capabilities into the UN's operational and programmatic activities. The session, co-chaired by representatives from various UN entities, aimed to address the urgent need for digital transformation across the UN system to support global digital ecosystems and transition economies towards knowledge-based models.

The UN 2.0 vision aims to leverage digital capabilities to transform UN programming and operations to address 21st-century challenges. The Secretary-General emphasized a commitment to integrating data, digital innovation, and AI into the UN's work. The first UN 2.0 week showcased significant engagement and the impact of these capabilities. Upcoming intergovernmental processes are expected to mandate further investments, with about 25 UN entities incorporating digital strategies. A joint action plan is being developed to coordinate efforts, featuring joint mechanisms, specific Secretariat actions, and strategic blueprints for UN entities.

This discussion highlighted the significance of the UN 2.0 initiative in integrating digital innovation and AI into the UN system's framework. Through a coordinated action plan and embedding these capabilities into strategic plans, the UN aims to bolster its support for global challenges. Collaboration across UN entities is emphasized to foster a unified approach to digital transformation. The recommendations include finalizing the joint action plan, integrating UN 2.0 into strategic planning, active participation in intergovernmental processes, expanding digital and AI leadership roles, and strengthening technology infrastructure and partnerships. These action items are pivotal for the UN system to effectively address global challenges through digital innovation and AI.

Session Planning

Agreement was reached on the planning of subsequent DTN sessions:

- Due to a lack of time, an update from the Digital Transformation community of practice was postponed. An interim session will therefore be organized to advance this discussion and brief DTN on current initiatives.
- Another interim session will be held in July to discuss in detail the findings of the Deloitte ERP study, commissioned by WFP & UNHCR.
- The 2024 fall session will be hosted by FAO in Rome in the week of 11 November. Invitations to this three-day session will be extended to representatives of the Digital Transformation community.
- The 2025 spring session will be hosted by ICAO in Montreal in May. While currently planned in the week of 12 May, negotiations are currently underway to evaluate the possibility of rescheduling to the week of 5 May, to accommodate the governing body meeting schedules of member organizations.

Annex – Participants¹

- Ahmed Ammar, International Monetary Fund
- Alexander Sudakov*, Comprehensive Nuclear-Test-Ban Treaty Organization Preparatory Commission
- Alvaro Flores Diaz, International Court of Justice
- Amy Doherty, The World Bank
- Annabelle Viajar, International Maritime Organization
- Anusha Dandapani*, UN International Computing Centre
- Armida Salsiah Alisjahbana, UN Economic and Social Commission for Asia and the Pacific
- Bernardo Mariano Junior, United Nations Secretariat
- Bertrand Frot, International Civil Aviation Organization
- Biswamber Lal Gurubacharya, World Health Organization
- Bjorn Mansson*, Office of the United Nations High Commissioner for Human Rights
- Bruno POULIQUEN*, World Intellectual Property Organization
- Celine Hazbun*, World Health Organization
- Charles Hornsby*, Office of the United Nations High Commissioner for Refugees
- Charlotte Tarp Toelle, United Nations Office for Project Services
- Chhaya Kapilashrami, United Nations Framework Convention on Climate Change
- Christian Larsson, United Nations Children's Fund
- Dejan Jakovljevic, Food and Agriculture Organization of the United Nations
- Dennis Cleary, Organisation for the Prohibition of Chemical Weapons
- Doug Greene, Office of the United Nations High Commissioner for Refugees
- Elena Tomuta*, United Nations Conference on Trade and Development
- Fabrice Boudou, World Trade Organization
- Francesca Duri*, World Intellectual Property Organization
- Gaël Lams, International Labour Organization
- Hans De JONG*, International Atomic Energy Agency
- Ingrid Regien, Joint United Nations Programme on HIV/AIDS
- Ismail Sabir, UN Women
- Jason SLATER*, United Nations Industrial Development Organization
- Jay Mahanand, World Food Programme
- Kaan Cetinturk, United Nations Relief and Works Agency for Palestine Refugees in the Near East
- KAMAL NAIM, United Nations Environment Programme
- Karl KALEJS, World Intellectual Property Organization
- Kelly Mannix, International Criminal Court
- Kenichiro NATSUME*, World Intellectual Property Organization
- Kersten Jauer*, Executive Office of the Secretary General
- Kristina EGUND*, United Nations Office for Project Services
- Lukasz CYRA*, United Nations Relief and Works Agency for Palestine Refugees in the Near East
- Marco Luizzi*, UN International Computing Centre

¹ Asterisks denote remote participation.

- Marietta MUWANGA-SSEVUME, International Organization for Migration
- Marthinus Johannes Greyling*, Office of the United Nations High Commissioner for Refugees
- Massimiliano Merelli*, World Food Programme
- Michele Kelly Mannix, International Criminal Court
- Montserrat Fernandez Cortes, International Telecommunication Union
- Mosfafa Elkordy*, United Nations Population Fund
- Muhammad Ismail Sabir, UN Entity for Gender Equality and the Empowerment of Women
- Ng Chong, United Nations University
- Omar Baig, United Nations Educational, Scientific and Cultural Organization
- Omar Mohsine*, United Nations Secretariat
- Petra Marshall, International Labour Organization
- Prado NIETO BARRANTES*, UN International Computing Centre
- Rania Abou Chakra*, World Meteorological Organization
- Richard Lane*, World Intellectual Property Organization
- Richard Maciver, United Nations Chief Executives Board Secretariat
- Rola Khreis, International Atomic Energy Agency
- Saleem Avan, United Nations Secretariat
- Sameer Chauhan, UN International Computing Centre
- Shirin Hamid, International Monetary Fund
- Soomi Ro, UN Economic and Social Commission for Asia and the Pacific
- Soren Thomassen, United Nations Population Fund
- Sunil GUPTA, Comprehensive Nuclear-Test-Ban Treaty Organization Preparatory Commission
- Susana Garcia Rubio*, United Nations World Tourism Organization
- Sylvain St-Pierre, United Nations Development Programme
- Thomas Bousios, International Fund for Agriculture Development
- Tsigereda Sebhatu, International Maritime Organization
- Ulrike TILL*, World Intellectual Property Organization
- Vikas Viswambharan, UN Economic and Social Commission for Asia and the Pacific

External Presenters

This session benefited from the expertise and insight provided by the following external presenters:

- Christopher Nam, Google
- Joe Peppard*, UCD Michael Smurfit Graduate Business School
- Luke Raffin, Boston Consulting Group
- Nalin Shukla, Microsoft
- Priyabrata (Priyo) Lahiri, Microsoft
- Rajat Gupta, Google
- Saran Raj, Google
- Simon Bourton, QuantumBlack, McKinsey