

United Nations System Chief Executives Board for Coordination

Digital & Technology Network

Session Report, ICAO Montreal 5-6 May 2025

Executive Summary	2
Outcomes	2
Recommendations	3
Introduction	5
Driving Enterprise-wide Transformation in a Moment of Disruption	5
Cybersecurity Landscape.....	6
HLCM Efficiency Measures.....	6
DTN Communities of Practice	12
ICT Budget Benchmarking	23
HLCM Task Force on ICC.....	25
AI for Workforce Transformation	26
Annex 1: Participation	28
Annex 2: DTN Communities of Practice.....	30
Annex 3: HLCM / DTN Efficiency Measures	31

Executive Summary

This DTN session brought together Chief Information Officers (CIOs) from across the UN system to advance strategic initiatives focused on operational efficiency and digital transformation. Discussions centered on identifying opportunities for inter-agency collaboration, cost optimization, and enhanced cybersecurity using shared services and emerging technologies. Building on the outcomes of HLCM discussion on efficiencies, DTN focused on measures prioritized by the Committee where ICT is either the driver or the enabler. Plenary discussions were informed by the outcomes of the recent HLCM and guided by core principles: preventing monopolies, promoting healthy competition, and eliminating duplication to foster a more effective and collaborative approach.

Discussion on HLCM efficiency measures highlighted the vital need to harness the collective strengths of UN agencies through deeper collaboration and coordination. In the face of persistent budgetary constraints and liquidity challenges, the proposed initiatives seek to drive transformational change by streamlining processes, reducing duplication, and optimizing the use of resources. At the heart of this agenda is a unified approach to digital transformation, procurement, and shared services—critical levers for improving governance, enhancing transparency, and leveraging technology to advance the UN's mission. These measures are expected to yield significant cost savings and operational efficiencies while fostering a more agile, integrated, and results-oriented UN system, better positioned to meet the complex demands of today's global landscape.

The session also welcomed external partners who contributed valuable perspectives. Deloitte emphasized the role of customer-centric strategies, digital investments, and a culture of innovation in driving enterprise-wide transformation. Mastercard provided insights into the evolving cybersecurity landscape, underlining the importance of robust security frameworks and proactive risk management. Google demonstrated how AI and cloud computing can enhance scalability and operational performance, while Gartner provided guidance on strategic planning and technology trends, encouraging the use of data analytics and IT budget benchmarking.

Outcomes

Outcomes from discussions on HLCM Efficiency Measures

- One IT (S3): Several UN entities (Lead UN Secretariat, participating agencies: ICAO, UNHCR, UNEP, UNRWA, WFP, UNOPS, UNICEF, IOM, and WMO). **HLCM to consider using UNICC for the data center consolidation discussions to leverage their data centers.**
- AI Common Translation Facility (O2): Following the demonstration of an operational solution already in production, this project is now led by ITU and ICAO. **HLCM to consider adding ITU, ICAO and UN Secretariat to lead.**
- Integrated ICT Procurement and Shared Software Catalogue (P3): Significant interest in ICT procurement and the development of a shared service catalog. Key areas for negotiation at a unified level have been identified. Leading UNDP & UN Secretariat. Participating: ICAO, IFAD, UNFCCC, HCR, UNEP, SSC, WFP, UNOPS, UNICEF, IOM, UNFPA, WMO, UNESCO, WIPO & CTBTO.
- Digital ID (O4): There were discussions about the requirements for joining the digital ID initiative and the potential for including global address directory services. Leading: UN Secretariat. Participating: SSC, UNRWA, WFP, UNOPS, UNICEF, UNWOMEN.

- ERP as a Service (\$4): UNDP will continue to provide ERP services to other UN agencies, leveraging its existing infrastructure and expertise. The proposal includes expanding the service to other platforms like SAP and Workday, with other agencies potentially leading these streams. UNDP collaborates with interested agencies to evaluate the Total Cost of Ownership (TCO) and operational efficiency of Quantum. Leading: UNDP & UN. Participating: WFP, WMO.

Outcomes from discussions on DTN Initiatives

DTN communities of practice and working groups collectively enhance the UN's operational efficiency, security, and technological capabilities, ensuring alignment with industry best practices and fostering a collaborative environment for sustainable digital transformation.

- Cloud Community of Practice: A common UN system pricing deal has been negotiated by the Cloud CoP with Amazon Web Services (AWS), providing a template for negotiations with other key vendor platforms.
- Cybersecurity Community of Practice: Potential collaboration with Mastercard to strengthen the UN system's cybersecurity posture, to be further explored by the Cybersecurity Community of Practice.
- Open-Source Community of Practice: DTN approved the funding proposal for all agencies to contribute USD 10k for the GitLab platform. The funding approval for the GitLab platform underscores the commitment to open-source solutions.
- Digital Dexterity Community of Practice: Newly established to promote organizational agility as a key driver of sustainable digital transformation. The establishment of the Digital Dexterity Community of Practice highlights the importance of enabling the UN system to navigate the inherent complexities, rapid changes and uncertainties of the digital age.
- CRM Community of Practice: to position itself as a center of excellence for CRM systems, providing advice and support to agencies. The CRM Community of Practice aims to become a center of excellence, providing crucial support to agencies.
- Additional agencies were added to the Gartner IT budget benchmarking exercise, developed for optimizing technology investments, enhancing efficiency, and aligning spending with industry best practices, raising participation to 25.
- One ERP: The focus is on consolidating ERP systems across the UN to achieve cost savings and operational efficiencies. Agencies are encouraged to consider joining existing ERP services rather than implementing standalone systems. DTN is following a phased approach towards the objective of one ERP, which acknowledges the inherent challenges in securing broad-based business support of consolidating the management of each existing ERP system under dedicated, accountable entities as a transitional measure.
- A new working group was established to optimize Endpoint Management, to be led by UNDP & WIPO.
- Planning: The DTN fall session will be fully virtual. Date to be decided.

Recommendations

- One Enterprise Resource Planning (ERP) system: DTN recommends HLCM to include the long-term objective of establishing a single ERP system as a shared service across the UN system.
- Data Centre Consolidation & UNICC: DTN recommends HLCM to consider UNICC for the data center consolidation discussions to leverage existing UNICC data centers.

- Global Address Directory Services: DTN recommends HLCM Digital ID initiative to consider adding global address directory services within its scope.
- HLCM Task Force on UNICC: DTN asks UNICC to provide a proposal for efficiency measures using the global shared service model, to be considered/discussed and agreed at the Management Committee meeting. DTN to consider formulating and provide detailed recommendations on the essential characteristics of effective global shared services.

Introduction

The 2025 Spring Session of the Digital Technology Network (DTN) was hosted by ICAO in Montreal, Canada on 5–6 May, chaired by Bernardo Mariano, Chief Information Technology Officer of the UN Secretariat, and Shirin Hamid, Chief Information Technology Officer of the IMF. Held in a hybrid format, the session centered on advancing initiatives to enhance operational efficiency across UN agencies.

Secretary General of ICAO Juan Carlos Salazar welcomed participants to the organization’s headquarters, underscoring the meeting’s significance during a pivotal period of transformation. He highlighted ICAO’s ongoing commitment to digital innovation, including achievements such as ISO certification for information security and the deployment of a new enterprise resource planning system. Mr. Salazar emphasized the value of inter-agency collaboration to harness collective capabilities and drive meaningful change.

In his opening remarks, Mr. Mariano reaffirmed the importance of unified efforts across the UN system to tackle shared challenges and accelerate digital transformation. He introduced the *UN80* initiative, launched by the Secretary-General, which seeks to identify efficiencies, implement mandates more effectively, and examine structural reforms. He also outlined the role of the HLCM ICC Task Force in assessing governance, operational models, and legal and procurement frameworks. He concluded by calling for concrete, actionable proposals to be presented to the High-Level Committee on Management in September.

Driving Enterprise-wide Transformation in a Moment of Disruption

Ms. Aprajita Rathore from Deloitte delivered a compelling presentation on the imperative for enterprise-wide transformation, particularly during times of disruption. Her presentation emphasized that transformation extends beyond the adoption of new technologies; it requires a fundamental rethinking of business models, processes, and organizational culture to ensure long-term competitiveness and resilience.

Aprajita outlined a series of strategic priorities essential for effective transformation. Central among them is adopting a customer-centric approach—aligning organizational change with customer needs and leveraging data analytics to inform decisions and foster innovation. Equally important is the integration of digital technologies across the enterprise. She highlighted the value of scalable, adaptable solutions such as cloud computing, artificial intelligence, and automation to drive efficiency, reduce costs, and enhance service delivery.

A strong organizational culture that encourages continuous improvement and innovation was another key theme. She stressed the role of leadership in creating an environment where employees are empowered to experiment, embrace change, and learn from setbacks. She also underscored the importance of cultivating strategic partnerships—with technology providers, peers, and academic institutions—to tap into new resources and accelerate growth.

This presentation reinforced that successful transformation is rooted in customer insight, digital integration, cultural agility, and strategic collaboration. These pillars, when embraced together, enable organizations to navigate disruption and lead with confidence into the future.

Cybersecurity Landscape

Mr. Johan Gerber from Mastercard delivered a comprehensive overview of the evolving cybersecurity landscape, highlighting the growing sophistication and frequency of threats facing organizations worldwide.

His presentation emphasized the urgent need for robust, multi-layered security strategies that integrate advanced technologies, employee training, and continuous threat monitoring to effectively safeguard critical systems and data. He outlined the increasing prevalence of cyber threats such as ransomware, phishing, and supply chain attacks, noting their rising complexity and potential for widespread disruption. He stressed the importance of strategic collaboration between organizations, governments, and cybersecurity experts to share threat intelligence and develop coordinated defenses. A key focus was the role of artificial intelligence and machine learning in enhancing detection and response capabilities—tools that enable organizations to stay ahead of dynamic and persistent threats.

Beyond technology, Mr. Gerber underscored the necessity of cultivating a security-conscious culture. He advocated for ongoing training and awareness programs to equip employees with the skills needed to recognize and respond to cyber risks. He also highlighted the critical role of comprehensive incident response plans, ensuring swift, organized action in the event of a breach. His presentation reinforced that effective cybersecurity requires a holistic approach—one that combines technological innovation, human readiness, and cross-sector collaboration. Together, these elements form the foundation of a resilient defense posture in an increasingly complex digital environment.

One important takeaway from the discussion that followed was the offer of collaboration with Mastercard, to advance information security within the UN system, extended to the DTN Cybersecurity Community of Practice.

HLCM Efficiency Measures

The session focused on strategic initiatives aimed at enhancing operational efficiency and digital transformation across the United Nations system. Key topics included ERP as a service, centralization of data centers, UN digital ID, integrated ICT procurement, and AI-supported translation facilities.

UN Digital ID (HLCM Ref. O4)

Massimiliano Merelli (UNICC) presented HLCM proposal O4 UN Digital ID as the all-in-one digital solution for the UN Family.

The discussion on the UN Digital ID program underscored its transformative potential to modernize and streamline operations across the United Nations system. The initiative is driving digitalization, automation, and improved data management by creating standardized, interoperable solutions that support both strategic innovation and operational efficiency. Phase one of the program focused on pension data sharing, establishing a minimum set of data denominators to facilitate consistency across agencies. Phase two is now prioritizing interagency staff movements, including integration with BSAFE and UNDSS systems to enable smoother transitions and more comprehensive HR data sharing.

Looking ahead, the proposal for the Digital ID includes forward-looking innovations such as direct salary payments into digital wallets and the use of virtual badges for access and accreditation. These features are designed to reduce administrative overhead, eliminate intermediaries, and increase transaction speed and traceability—particularly beneficial for cross-border operations. Virtual badges are expected to streamline event registration, security clearance, and real-time identity verification, creating a seamless experience for both staff and visitors.

The initiative is driven by a range of benefits, including enhanced operational efficiency, cost savings, improved user experience, strengthened governance, and modernized system capabilities. At the same time, implementation challenges remain, such as upfront investment, integration with legacy systems, resistance to change, and security and compliance concerns. To address these, the team is embedding security and privacy measures from the outset and exploring adaptability and highlighting the savings and return on investment (ROI) that are made possible by implementing UN Digital ID in different use cases.

The discussion highlighted the strategic value of establishing a strong foundation for the Digital ID programme, ensuring alignment with operational needs and securing buy-in from key stakeholders, particularly in finance and security. As the initiative progresses, it holds significant promise for elevating efficiency, security, and user experience throughout the UN system.

Next Steps

1. **UNICC** to share the cost benefit analysis and consider including creating a global address directory service within the scope of the Digital ID to enable collaboration across the UN System.
2. **UNICC** to consider providing differentiated pricing model to make it attractive for various types of agencies.
3. **UNICC** to provide onboarding details and recurring costs for agencies interested in joining the UN Digital ID initiative.

ERP as a Service (HLCM Ref. S4)

Naoto Yamamoto (UNDP) and Avinash Patel (UNDP) presented HLCM proposal S4 ERP as a service.

The United Nations ERP as a Service initiative is a collaborative effort designed to generate cost savings and operational efficiencies across participating agencies. By leveraging economies of scale, the initiative delivers an end-to-end enterprise resource planning (ERP) solution at an estimated cost of \$400 to \$600 per user annually. This comprehensive package includes software, a scalable technology foundation, user support, and implementation services.

The solution is deployable within a 12- to 18-month timeframe, utilizing standardized templates, proven testing methodologies, and dedicated hyper-care support to ensure seamless transitions. While grounded in common infrastructure, the platform is highly adaptable—capable of accommodating agency-specific business logic and API integrations, thereby enabling tailored configurations that align with each agency's unique mandate.

Currently, 10 UN agencies are actively engaged in the initiative, with additional organizations in advanced stages of consideration. The core ERP system is powered by Oracle Cloud ERP and complemented by Salesforce for customer relationship management (CRM) and ServiceNow for service desk operations.

Looking ahead, the initiative envisions incorporating alternative ERP platforms such as SAP and Workday. Implementation and ongoing support for these systems will be led by participating agencies, fostering a decentralized but coordinated model of service delivery.

By joining this consortium, agencies can benefit from shared expertise, pooled resources, and a unified approach to digital transformation. The ERP as a Service model offers not only substantial cost reductions but also improved agility, interoperability, and long-term sustainability. Success, however, hinges on coordinated planning and a strong commitment to inter-agency collaboration.

Outcomes

1. The end journey is to establish a single ERP as a shared service (a) as long as the system meets the operational and service delivery needs of the organization and (b) the TCO is lower than alternatives. The objective is to move toward this direction, recognizing the challenge of gaining business support and exploring the possibility of managing three ERPs by one entity.
2. Build Business Case - HLCM has provided a template with Cost-Benefit Analysis (CBA).
3. Additional Shared Services - Break into specific components, such as CRM or Treasury-as-a-Service.

Next Steps

1. **UNDP** to collaborate with interested agencies to evaluate the Total Cost of Ownership (TCO) and operational efficiency of Quantum.
2. **UN Secretariat** to encourage agencies to commit to specific elements of the ERP proposals and provide support based on their experience.
3. **ITU** to explore common SAP negotiations and digital badge and accreditation processes.
4. **UNICEF** to evaluate the cost-effectiveness, operational efficiency, reduced carbon footprint, and security of ERP solutions.
5. **UNRWA** to consider diversification strategies to mitigate risks associated with relying on a single vendor or country for critical systems.
6. **UN Women** to continue leveraging Quantum for cost-effective and efficient operations.

AI-Supported Common Translation Facility (HLCM Ref. O2)

The discussion on the New AI-Supported Common Translation Facility centered on the transformative potential of artificial intelligence in enhancing translation services across UN agencies. The initiative aims to improve translation quality, accelerate turnaround times, bolster information security, and reduce operational costs—thereby significantly increasing overall efficiency.

José Blanco Pérez (IMF) and Valentin Prat (IMF) presented the IMF's advanced AI-based translation tool, which combines neural machine translation (NMT) with large language models (LLMs) to deliver high-quality, context-aware translations. The system currently supports 130 languages, enabling up to 116,000 language pair combinations. It offers near-instantaneous translation, self-service functionality, and comprehensive security measures—including both visible and hidden watermarks to ensure traceability and data integrity.

Trained and fine-tuned using the UN's seven core languages, the tool is optimized for accuracy and relevance. It supports multiple file types—including PDFs, tables, and images—and is accessible 24/7 across various platforms. Since its deployment, the system has translated more than 200 million words within six months, demonstrating its scalability and impact.

The initiative reflects a broader strategic vision to harness AI in support of multilingual communication within the UN system. While the benefits are compelling, successful implementation will require coordinated planning, policy alignment, and ongoing refinement to address challenges such as data privacy, linguistic nuance, and integration across diverse agency workflows.

Outcomes

1. ITU and ICAO to co-lead from DTN and Chair to encourage UN Secretary to co-lead from the business.

Next Steps

1. **UN Pension Fund** to join the translation initiative and share their implementation experience.
2. **UNU** to investigate the capability of machine translation to handle texts in tables or images.

One IT - Centralization of Data Centres and Digital Service Hubs (HLCM Ref. S3)

Bernardo Mariano Junior (UN) and Michel Bergeron (UN) presented HLCM proposal S3 OneIT - Centralization of Data Centres and Digital Service Hubs.

This initiative seeks to harness the capabilities of existing UN Secretariat facilities while exploring the development of new digital service hubs in strategically chosen locations. At present, the Secretariat operates two Tier 3 data centres in Valencia and Brindisi, both of which offer robust resilience and disaster recovery capabilities. These facilities are ISO-certified for information security and service management, ensuring high standards of operational integrity.

The proposal envisions an expanded use of these state-of-the-art centres, coupled with the establishment of additional digital service hubs in lower-cost duty stations. This strategy is designed to optimize shared resources, reduce redundancy, and unlock the benefits of centralized infrastructure.

Key advantages include:

- **Improved operational efficiency** through streamlined systems and increased agility;
- **Cost savings** driven by economies of scale;
- **Enhanced security and compliance**, aligned with global standards;
- **Scalable infrastructure and services**, adaptable to the evolving needs of the UN system;
- **Proximity to end-users**, through regional hubs better positioned to serve local requirements.

The proposal offers flexible engagement options tailored to the needs of partner entities—ranging from rack rentals to fully managed and platform services. A number of UN entities have already expressed strong interest in participating, including ICAO, UNHCR, UNEP, UNRWA, WFP, UNOPS, UNICEF, IOM, and WMO.

Proposal S3 lays the groundwork for a more integrated, secure, and cost-effective digital ecosystem across the UN system—supporting both immediate operational goals and long-term transformation.

Outcomes

1. This proposal highlighted the need for alternative cloud services – dc + digital hub.
2. DTN to consider adding UNICC as an alternative option.

Next Steps

1. **UNICC** to be included in the data center consolidation discussions on leveraging existing data centers.
2. **IMO** to explore centralized data centers for security reasons and affordability.
3. **WIPO** to consider diversification strategies in response to trade volatility and geographic resilience.
4. **UNRWA** to prioritize global address book sharing within the digital ID initiative.

Integrated ICT Procurement and Shared Software Catalogue (HLCM Ref. P3)

Bernardo Mariano Junior (UN) and Elisabeth Eckerstrom (UNDP) presented HLCM proposal P3 Integrated ICT Procurement and Shared Software Catalogue.

This proposal seeks to drive system-wide efficiencies by leveraging enterprise agreements, centralizing procurement processes, and expanding access to shared software licensing arrangements. Jointly led by UNDP and the UN Secretariat, and supported by a growing coalition of participating agencies, this initiative represents a critical step toward more coherent and cost-effective ICT procurement across the UN system.

The proposal is structured around two primary domains: software and hardware. On the software side, the initiative focuses on consolidating demand for high-value contracts with major providers—such as Microsoft, Amazon Web Services, and Google—thereby securing more favorable pricing and enhanced service terms through collective bargaining power.

On the hardware side, the aim is to streamline procurement of essential equipment—including computers, monitors, conferencing systems, and printers—by utilizing existing procurement frameworks to negotiate better rates and service-level agreements.

The benefits of this proposal are both tangible and strategic:

- Improved pricing and value through aggregated demand;
- Enhanced contract management, ensuring consistency and oversight;
- Reduced administrative burden on individual entities;
- Increased operational coherence, contributing to a unified ICT ecosystem across the UN.

A key enabler of this vision is the potential use of platforms like the United Nations Global Marketplace (UNGM) to facilitate contract visibility and shared bidding opportunities—fostering transparency and collaboration.

The initiative has already demonstrated success: a joint agreement with a major vendor has resulted in a 15% discount on all products, achieved without any minimum spending requirements. This outcome exemplifies the savings and efficiencies possible through coordinated procurement.

Participating organizations include UNDP, the UN Secretariat, UNSSC, and several others, with further interest emerging across the system. In summary, Proposal P3 is a practical and forward-looking approach to ICT procurement—one that promises lower costs, stronger vendor relationships, and a more harmonized digital foundation for the United Nations.

Outcomes

1. Significant interest in ICT procurement and shared service catalog – and to identify key areas for negotiation at a unified level; and consider the implications of the JIU recommendations on Mutual Recognition.

Next Steps

1. **UN Pension Fund** to elaborate on the JIU report on mutual recognition and its recommendations to HLCM and DTN.
2. **UNFPA** to actively manage software products and renegotiate contracts as more agencies join.
3. **UNRWA** to add a dashboard to track efficiency gains and provide guidance on participating in the integrated ICT procurement initiative.
4. **UN Women** to join the integrated ICT procurement initiative and seek guidance on participation.
5. **IOM** to confirm interest in the IT procurement initiative.
6. **WIPO** recommend the UNGM platform for the shared software catalogue. This proposal was accepted.
7. **OICT** to share details of ongoing discussions with Microsoft for the Unified Support Model that could be leveraged by the UN organizations.
8. **IMO** to share positive feedback on the integrated ICT procurement initiative and highlight procurement challenges.
9. **UNICEF** to investigate the AWS discount further and ongoing conversations with Amazon.

DTN Communities of Practice

The DTN communities of practice are vital for promoting collaboration, sharing best practices, and developing joint initiatives among UN agencies. They focus on specific areas such as ERP, ICT procurement, and digital transformation, enabling agencies to address common challenges, leverage collective expertise, and implement cost-effective solutions. By fostering a unified approach, the DTN communities of practice enhance efficiency, reduce costs, and support the digital transformation efforts across the UN system.

Generative AI Community of Practice

The Generative AI Community of Practice—led by Ingrid, Amy, and Sameer—offered a compelling overview of the transformative potential of generative AI across the United Nations system. The session underscored both the opportunities and responsibilities that come with integrating advanced AI technologies into operational frameworks.

The presenters highlighted the growing application of generative AI in areas such as language translation, data analysis, and the automation of routine tasks—each offering the promise of significant efficiency gains and improved service delivery. Case studies shared during the presentation demonstrated successful implementations in automated content generation, predictive analytics, and multilingual communication, illustrating the technology's capacity to augment human capabilities and streamline complex workflows.

A central theme of the presentation was the ethical use of generative AI. Ingrid, Amy, and Sameer emphasized the need for robust governance frameworks, grounded in principles of transparency, accountability, and fairness, to mitigate bias and ensure equitable outcomes. They made a clear call for collaboration across UN entities to collectively shape these norms and ensure that innovation proceeds responsibly.

To advance this shared agenda, the presenters proposed the creation of a centralized platform for knowledge exchange, joint experimentation, and cross-agency collaboration. Such a platform would enable UN agencies to pool resources, share best practices, and accelerate the responsible adoption of generative AI technologies.

Participants raised critical implementation challenges—including initial investment costs, integration with legacy systems, and organizational change management. The discussion also addressed technical barriers, notably around data privacy, cybersecurity, and the need for scalable digital infrastructure. Participants recommended exploring strategic partnerships with technology providers to help address these gaps.

A strong consensus emerged around the importance of establishing dedicated oversight teams to guide AI deployment, conduct regular impact assessments, and ensure alignment with organizational values and goals. The chat contributions reflected broad support for enhanced cooperation and reinforced the urgency of developing clear ethical guidelines to govern AI use.

Outcomes

1. Proposal to establish a centralized platform for knowledge sharing and joint projects among UN agencies to foster innovation and collective growth.
2. Identification of technical challenges such as data privacy, security, and the need for robust infrastructure. Suggestions to explore partnerships with technology providers to address these issues.
3. Recognition of the need for substantial initial investments, integration with existing systems, and addressing potential resistance to change through strategic planning and stakeholder engagement.

4. Consensus on the importance of continuously monitoring and evaluating the impact of generative AI on UN operations. Recommendation to set up dedicated teams to oversee AI projects and conduct regular assessments.
5. Strong support expressed for increased collaboration and knowledge sharing among UN agencies. Agreement on the benefits of a centralized platform for fostering innovation.

Next Steps

1. **Code Sharing and Development** - Continue working on code sharing and development through UNICC.
2. **Procurement and HR Networks Collaboration** - Collaborate with procurement and HR networks on their use cases.
3. **Deep Dive Session** - Conduct a deep dive session on the value of AI, scheduled for June 30th.
4. **Implement AI Risk Framework** - Implement and share further the AI risk framework developed by WIPO.
5. **Adopt PRISM Framework** - Adopt and further implement the PRISM framework for AI initiatives.
6. **Review Business Applications** - Review and share experiences on the transparency and explainability of AI applications.
7. **Challenge Event** - Organize a challenge event to showcase AI use cases and solutions, potentially involving a hackathon.

Open-Source Community of Practice

Omar Mohsine (UN) and Mostafa Elkordi (UNFPA), Co-Chairs of Open-Source Community of Practice, presented on the strategic importance and untapped potential of open-source technologies within the United Nations system. Their presentation underlined that open-source offers a pathway to greater efficiency, flexibility, and innovation, aligned with the unique needs and resource constraints of UN entities.

Omar and Mostafa emphasized several core advantages of adopting open-source solutions. Chief among them is cost efficiency: open-source software eliminates licensing fees, enabling agencies to reallocate financial resources toward other mission-critical activities. Moreover, open-source platforms offer unparalleled flexibility, allowing for deep customization to meet the diverse and evolving requirements of different UN organizations.

This community serves as a powerful asset for capacity building, problem-solving, and continuous improvement. It was also noted that with publicly accessible code, vulnerabilities can be more easily identified and resolved, bolstering both accountability and resilience. Acknowledging that the adoption of open-source is not without challenges, Omar and Mostafa addressed key concerns, including the need for skilled personnel, potential compatibility issues with existing systems, and the importance of governance. They highlighted the role of training, capacity development, and strategic planning in overcoming these barriers and ensuring sustainable implementation.

The session concluded with a strong call to action for inter-agency collaboration. Omar and Mostafa advocated for the sharing of best practices, pooled resources, and joint initiatives to advance open-source adoption across the UN system. Participants expressed strong support, recognizing open-source as a powerful enabler of digital transformation, operational agility, and long-term sustainability.

This update positioned open-source not merely as a technical choice, but as a strategic imperative—one that can drive innovation, reduce costs, and empower the UN to deliver more effectively in a rapidly evolving digital landscape.

Outcomes

1. DTN approved the funding proposal that all agencies contribute USD 10k for the GitLab platform.
2. Participants acknowledged the significant advantages of open-source solutions, including cost savings, flexibility, customization, community support, and enhanced security and transparency.
3. The need for skilled personnel and potential compatibility issues with existing systems were recognized as challenges that must be addressed for successful adoption of open-source tools.
4. There was a strong emphasis on the importance of training and capacity building to ensure that UN agencies can effectively implement and manage open-source software.
5. The discussion concluded with a call for increased collaboration among UN agencies to share best practices, resources, and expertise in open source. This collaborative approach was seen as essential for driving innovation and efficiency within the UN system.
6. Participants expressed strong support for the idea of leveraging open-source solutions to enhance operations and improve service delivery across UN agencies.

These outcomes highlight the potential for open source to play a transformative role in the UN system, provided that the challenges are addressed, and collaboration is fostered.

Next Steps

1. **Survey for Funding** – CEB Secretariat to conduct a survey to identify agencies willing to contribute \$10,000 each to fund the UN-hosted GitLab platform.
2. **Central Funding** - Establish central funding for the GitLab platform to provide free access to project managers who want to open source their tools.
3. **Open-Source Week** - Prepare for the UN Open-Source Week starting June 16, including hackathons and side events.
4. **Pilot Project with ECE** - Continue the pilot project with the Economic Commission for Europe to open source their taxation platform.
5. **Governance and Compliance** - Ensure governance and compliance for open-source projects hosted on the GitLab platform.
6. **Capacity Building** - Develop capacity-building initiatives to support the adoption and maintenance of open-source projects.

Cybersecurity Community of Practice

Cybersecurity Community of Practice Co-Chairs Richard Lane (WIPO) and Sebastian Bania (UNICEF) advocated for a comprehensive, system-wide approach to cybersecurity, that heavily depends in inter-agency collaboration for its success.

At the heart of their presentation was the transformative role of emerging technologies—particularly artificial intelligence and machine learning—and the imperative for the UN's organizations to pursue these opportunities responsibly and with the best interest for the ones we serve. A key theme throughout the presentation was the importance of collaboration across UN entities. Sharing information, tools, and best practices is essential to building a cohesive and resilient security practice—one that is greater than the sum of its parts. In an environment where cyber threats are increasingly complex and persistent, no single agency can afford to operate in isolation.

The presenters also underscored the importance of workforce readiness. Cybersecurity, they noted, is not solely the responsibility of IT professionals. Every staff member has a role to play. Ongoing training and awareness initiatives are crucial to equipping personnel at all levels with the knowledge and skills needed to recognize and respond to cyber threats effectively. In addition, they highlighted the need for clearly defined incident response protocols. Establishing well-coordinated procedures before an incident occurs enables organizations to act quickly and effectively, minimizing disruption and ensuring continuity of operations in the event of a breach.

In closing, Richard and Sebastian called on participants to embrace a proactive and collaborative mindset. Protecting the confidentiality, integrity, and availability of UN systems and data is essential to the Organization's ability to fulfill its mission in an increasingly digital world.

Outcomes

1. Participants gained a deeper understanding of the strategic significance of cybersecurity and the critical need for robust, system-wide security measures.
2. There was a strong consensus on the value of inter-agency collaboration, particularly through the sharing of information, resources, and best practices to enhance collective resilience.
3. The importance of regular training and awareness campaigns was affirmed, with commitments made to equip staff with the tools to identify and respond to cybersecurity threats.
4. Participants committed to the development of clear, pre-established protocols to ensure swift and coordinated responses to cybersecurity incidents.
5. The session reinforced interest in adopting technologies such as artificial intelligence and machine learning to enhance the UN's threat detection and mitigation capabilities.
6. The presentation fostered a shared determination to adopt a unified, proactive approach to cybersecurity across the UN system.

Next Steps

1. AI Security and Safety Paper: Sebastian presented the progress on the working paper addressing security and safety in AI-centric digital product development, incorporating both industry expertise and operational insights. This paper is complementary to other ongoing AI tools and initiatives and draws from the experience from other agencies and working groups.
2. Phish-Resistant Authentication White Paper: Produce a white paper exploring use cases and solutions for implementing phish-resistant authentication across the UN system.
3. Revision of Terms of Reference: Update the Terms of Reference for the Cybersecurity Community of Practice to reflect current challenges, opportunities and evolving priorities.

4. Threat Intelligence Working Group: Establish a dedicated working group to explore opportunities for enhanced threat intelligence sharing with industry partners, building on existing platforms such as Common Secure.
5. Cost Optimization Framework: a draft cost optimization framework for streamlining cybersecurity costs, with a focus on risk assessments, targeted controls, tool consolidation, and the use of shared services was completed with the input of several agencies. This proposal will be finalized in the following weeks, ahead of the CCOP symposium.

Digital Dexterity Community of Practice

Digital Dexterity Community of Practice Chairs Hlekiwe Kachali (UNICEF) and Diana KLEIN (WFP) presented on the strategic importance of digital dexterity across the United Nations system. Defined as the capacity to adapt, innovate, and effectively leverage digital technologies, digital dexterity was positioned as a cornerstone of organizational agility and a key driver of sustainable digital transformation.

The Chairs underscored the urgency of continuous skills development as the foundation for cultivating digital dexterity. This includes a broad spectrum of initiatives—from structured training programmes and targeted workshops to self-paced learning resources—all aimed at equipping staff with the digital fluency and technical capabilities needed to thrive in an evolving digital landscape.

Equally important was the call to foster a culture of innovation—one that encourages experimentation, rewards curiosity, and normalizes learning through trial and error. The presenters emphasized that staff must feel empowered to explore and adopt new technologies without fear of failure, as such a mindset is essential for keeping pace with change and unlocking new efficiencies.

The presentation also highlighted the critical role of collaboration and knowledge sharing. By working across agency lines, UN entities can exchange insights, replicate successful initiatives, and accelerate the collective journey toward digital maturity. Several tools and platforms were showcased—ranging from collaborative workspaces and e-learning ecosystems to emerging software solutions—all of which support more efficient, connected, and responsive operations.

A key takeaway from the session was the need to measure the impact of digital dexterity initiatives. This includes defining and tracking clear key performance indicators (KPIs) to evaluate training effectiveness, technology adoption rates, and progress in digital transformation goals.

In summary, the presentation reinforced that digital dexterity is not optional—it is essential. To succeed in a complex, fast-moving environment, UN agencies must invest in skills development, nurture a culture that embraces change, and collaborate across boundaries to build a workforce that is agile, empowered, and ready for the future.

Outcomes

1. Participants recognized the importance of continuous skills development and committed to implementing training programs and workshops to enhance digital literacy and technical skills among staff.
2. There was a consensus on the need to foster a culture that embraces digital innovation and encourages experimentation. Agencies committed to creating environments where staff feel empowered to explore new technologies and approaches without fear of failure.

3. The value of collaboration and knowledge sharing across UN agencies was emphasized. Participants agreed to work together and share insights to accelerate digital transformation efforts and achieve greater impact.
4. Agencies expressed interest in adopting various tools and technologies showcased during the presentation, including collaboration platforms, digital learning resources, and innovative software solutions. These tools are expected to help staff work more efficiently and effectively in a digital environment.
5. There was a commitment to measuring the impact of digital dexterity initiatives by tracking key performance indicators (KPIs) and outcomes. This will help assess the effectiveness of training programs and digital transformation efforts.

Overall, the presentation led to a renewed focus on investing in skills development, fostering a culture of innovation, enhancing collaboration, adopting new tools and technologies, and measuring the impact of digital dexterity initiatives.

Next Steps

1. **Draft Terms of Reference** - Review and finalize the draft terms of reference for the Digital Dexterity Community of Practice.
2. **Common Definitions and Components** - Define common definitions and identify key components for the digital dexterity ecosystem to facilitate agency benchmarking.
3. **Competency Framework** - Develop a digital competency framework to build upon digital, data, AI, and future technology use cases, and establish learning paths for training and upskilling.
4. **Knowledge Sharing** - Create a library of terms of reference, training products, assets, and best practices to share across agencies, focusing on areas like Microsoft Copilot.
5. **Common Benchmarks** - Establish common benchmarks, including minimum digital capability standards, shared performance indicators, and a glossary for digital dexterity.
6. **Progress Reviews and Impact Reports** - Conduct regular progress reviews, track KPIs, and produce annual impact reports to monitor progress and measure benefits, value, and impact.

ERP Special Interest Group

Marthinus Johannes Greyling (UNHCR) and Prakash Vaidyanathan (UNICEF) introduced the ERP Special Interest Group (ERPSIG)—an active community designed to foster inter-agency collaboration in the management and optimization of Enterprise Resource Planning (ERP) systems across the United Nations system.

At its core, the ERPSIG aims to create a platform for knowledge sharing, joint problem-solving, and harmonization of ERP practices. Recognizing the common challenges faced by UN agencies in implementing and maintaining ERP solutions, the group seeks to leverage collective expertise to drive efficiency, reduce duplication, and promote system-wide alignment.

Central to the focus of this initiative is the harmonization of ERP processes and platforms. This involves exploring opportunities for integrating disparate systems, enhancing data interoperability, and developing standardized frameworks and guidelines to support more coherent and consistent ERP implementations across agencies.

The presentation highlighted several key ERPSIG initiatives already underway, including:

- Joint procurement of ERP licenses to reduce costs and negotiate improved vendor terms;
- Collaborative training programmes aimed at building cross-agency capacity and improving user competency;
- Development of shared service models to streamline operations and improve the overall user experience.

Marthinus and Prakash underscored the strategic importance of stakeholder engagement, urging UN agencies to participate actively in the ERPSIG community. By sharing experiences, aligning efforts, and co-developing solutions, agencies can unlock greater value from their ERP investments while supporting a more integrated and agile UN system.

In conclusion, the ERPSIG represents a powerful example of what can be achieved through cooperation, standardization, and shared innovation. It is a call to action for UN entities to come together, not only to solve technical challenges, but to reimagine how ERP systems can serve as enablers of transformation and efficiency across the organization.

Outcomes

1. ERPSIG fosters greater collaboration among UN agencies, encouraging them to share knowledge, best practices, and experiences related to ERP systems. This collaboration is expected to lead to more efficient and effective ERP implementations across the UN system.
2. The group identified opportunities for harmonizing ERP processes and systems, which will help reduce duplication of efforts and improve data interoperability. Developing common frameworks and guidelines will ensure consistency and alignment in ERP implementations.
3. Joint procurement of ERP licenses and collaborative training programs were highlighted as initiatives that can achieve significant cost savings for UN agencies. These efforts will help optimize resource allocation and reduce overall expenses related to ERP systems.
4. The development of shared service models and other collaborative initiatives are expected to improve service delivery and enhance the user experience for ERP systems. This will lead to more efficient and effective operations within UN agencies.

The presentation emphasized the importance of active participation and engagement from UN agencies in the ERPSIG. By involving stakeholders in the development of innovative solutions, the group aims to achieve its goals and drive positive change across the UN system.

Next Steps

1. **ERP Study** - Thinus and Prakash to update the ERP study questionnaire and gather information from all agencies.
2. **Executive Partnership with SAP** - Thinus and Prakash to move forward with establishing an executive partnership with SAP for one price by the end of 2025.
3. **Common Managed Services** - Thinus and Prakash to consolidate managed services across agencies to achieve economies of scale.
4. **Shared Business Services** - Thinus and Prakash to explore shared business services such as travel agency services, learning management, recruitment systems, source to contract, payroll processing, and year-end reporting consolidation.
5. **Funding for ERP Study** - Thinus and Prakash to discuss funding options for the ERP study, potentially seeking contributions from agencies.

6. **Functional Teams** - Thinus and Prakash to identify and create virtual functional teams from various organizations to balance workload and knowledge sharing.

Cloud Community of Practice

Francesca Duri (WIPO) and Senida Panjeta (UN) introduced the Cloud Community of Practice (CoP) initiative, spotlighting the One UN Cloud Pricing effort—a collaborative approach to securing more favorable terms for cloud services across the UN system. Francesca and Senida shared background on the successful negotiation of a 15% discount on Amazon Web Services (AWS)—accomplished without imposing minimum spending commitments on individual agencies. This agreement allows UN entities to maintain the agility and autonomy needed in their cloud strategies while benefiting from system-wide savings. They emphasized the essential role of coordination between technical experts and procurement professionals in reaching this milestone.

Looking ahead, the Cloud CoP plans to extend this model to other major cloud service providers, including Microsoft and Google. By replicating the unified negotiation approach, the initiative seeks to secure similarly advantageous terms—further broadening the impact and improving service quality across a wider spectrum of cloud solutions. Francesca and Senida stressed the importance of inclusive engagement—ensuring that relevant stakeholders across UN agencies are actively involved in shaping agreements that reflect their operational needs. Equally important is the need for flexible contract structures, capable of accommodating the diverse requirements and usage patterns of different organizations.

In closing, the One UN Cloud Pricing initiative stands as a powerful example of the benefits of collective action and strategic collaboration. By working together, UN agencies are not only reducing costs, but also enhancing their capacity to deliver secure, scalable, and high-performing digital services—advancing the broader goals of digital transformation within the United Nations system.

Outcomes

1. The negotiation of a 15% discount on AWS services without requiring spending commitments resulted in immediate cost savings for participating UN agencies. This discount is expected to reduce overall cloud service expenditure significantly.
2. The initiative fostered greater collaboration between technical and procurement teams across UN agencies, demonstrating the effectiveness of joint efforts in achieving favorable terms for cloud services.
3. The negotiated agreement allows UN agencies to benefit from reduced costs while maintaining flexibility in their cloud service usage, accommodating diverse needs and usage patterns.
4. The success of the AWS negotiation highlighted the potential for replicating similar agreements with other major cloud service providers, such as Microsoft and Google, further enhancing cost savings and service quality for UN agencies.

The presentation emphasized the importance of involving the right stakeholders and maintaining a flexible contract structure to accommodate the diverse needs of different UN agencies. This approach is expected to drive further participation and collaboration within the Cloud CoP.

Next Steps

1. **AWS Private Pricing Addendum** - Francesca and Senida to ensure agencies are aware of the AWS private pricing addendum, which includes a 15% discount on all AWS services and a 50% discount on training. Agencies need to contact Sarah from AWS to enroll.

2. **AWS Training** - Francesca and Senida to coordinate with AWS for learning assessments to determine appropriate training for technical teams and ensure the 50% discount on training is applied.
3. **Exit Strategy Guidelines** - Francesca and Senida pivot from developing a unified exit strategy to creating guidelines for agencies to develop their individual exit strategies.
4. **Cloud Community of Practice** - Francesca and Senida to continue exploring and presenting cloud-related initiatives, including disaster recovery within Google Workspace and UNICC's private cloud offerings.
5. **AWS Enterprise Support** - Francesca and Senida to highlight the inclusion of enterprise support in the AWS private pricing addendum to relevant agencies.

Digital Accessibility Working Group

Suzanne Shanahan of the United Nations and Celine Hazbun of the World Health Organization shared the progress and priorities of the Digital Accessibility Working Group—an initiative committed to ensuring that digital content and services across the UN system are accessible to all, including persons with disabilities.

The presentation reaffirmed the UN's dedication to inclusivity and equity in the digital realm, emphasizing that digital transformation must be grounded in inclusive design principles and globally recognized accessibility standards. By embedding these principles into every stage of digital development, the UN is working to create platforms and services that are usable, navigable, and responsive to the diverse needs of its global user base.

Suzanne and Celine highlighted several key initiatives led by the working group, including:

- The development of accessibility guidelines tailored to the UN context.
- Training programmes designed to build the capacity of staff to produce and manage accessible digital content.
- Awareness campaigns aimed at fostering a culture of digital inclusion.

These efforts are equipping UN personnel with the knowledge and tools required to ensure that accessibility is not an afterthought, but a core feature of digital service delivery.

The presentation also addressed persistent challenges, such as limited resources, inconsistent levels of awareness across agencies, and the need for sustained support. In response, the working group is actively promoting inter-agency collaboration and the sharing of best practices, recognizing that collective learning is essential to overcoming these barriers.

In conclusion, the Digital Accessibility Working Group is a vital force in advancing the UN's commitment to leaving no one behind in the digital age. Through shared standards, targeted training, and collaborative engagement, the group is helping to build a digital ecosystem that is not only efficient—but equitable, inclusive, and accessible to all.

Outcomes

1. UN agencies committed to integrating inclusive design principles and accessibility standards in their digital tools and platforms, ensuring that digital content and services are accessible to all users, including individuals with disabilities.
2. The working group initiated the development of comprehensive accessibility guidelines and training programs to equip UN staff with the necessary knowledge and skills to create and maintain accessible digital content.

3. Efforts were made to raise awareness about the importance of digital accessibility through targeted campaigns, fostering a culture of inclusivity within the UN.
4. The presentation emphasized the need for collaboration among UN agencies to share best practices and overcome challenges related to digital accessibility. This collaborative approach is expected to drive continuous improvement in accessibility efforts.
5. The working group acknowledged the challenges in implementing digital accessibility, such as limited resources and varying levels of awareness. Strategies were discussed to address these challenges, including ongoing training and support for UN staff.

Next Steps

1. **Review and Feedback on Minimum Baseline** - DTN members to review the proposed minimum baseline for public website accessibility (WCAG 2.1 AA) and provide feedback.
2. **Training and Resources** - Suzanne and Celine to ensure access to online digital accessibility courseware for DTN working group focal points and secretariat staff and assess its suitability for other organizations.
3. **Implementation of Accessibility Standards** - Suzanne and Celine to coordinate with entities to implement the WCAG 2.1 AA standard for public websites and share best practices, resources, and vendor contracts.
4. **Tracking and Reporting** - Suzanne and Celine to pilot a common digital accessibility core criteria and reporting model to track progress and maturity in digital accessibility across entities.
5. **Collaboration with EOSG and HLCM** - Suzanne and Celine to continue coordinating with the Executive Office of the Secretary General and the High-Level Committee on Management to support digital inclusion efforts.

CRM Community of Practice

Dino Cataldo Dell’Accio of the United Nations Joint Staff Pension Fund (UNJSPF) and Talita Molenaar of UNICEF outlined the initiatives and achievements of the Customer Relationship Management (CRM) Community of Practice (CoP)—a collaborative effort aimed at transforming how UN agencies engage with their stakeholders.

At the heart of the CRM CoP’s work is a commitment to enhancing stakeholder engagement and improving service delivery through more consistent, effective, and data-informed relationship management. The presenters underscored the importance of adopting standardized CRM tools and processes to streamline communications with beneficiaries, partners, donors, and other key constituencies. By harmonizing approaches, agencies can foster greater coherence, responsiveness, and operational efficiency.

Dino and Talita highlighted several priority initiatives led by the CRM CoP, including:

- The development of CRM implementation guidelines to establish common principles and best practices.
- Training programmes to build internal capacity and promote effective CRM adoption.
- The deployment of CRM platforms tailored to the unique operational needs of UN agencies.

These efforts are equipping staff with the skills and technologies necessary to manage stakeholder relationships more strategically contributing to improved satisfaction, transparency, and mission impact.

The presentation also addressed the practical challenges of CRM adoption, such as data integration, change management, and the need for continuous support. In response, the CRM CoP is actively facilitating inter-agency collaboration, providing a forum for the exchange of lessons learned, and supporting a community of practitioners committed to advancing CRM excellence across the UN system.

Outcomes

1. **Standardization of CRM Practices:** UN agencies committed to adopting standardized CRM processes and tools to streamline interactions with stakeholders, aiming for a more cohesive and efficient approach to managing relationships and communications.
2. **Development of CRM Guidelines and Training Programs:** The CRM CoP initiated the development of comprehensive CRM guidelines and training programs to equip UN staff with the necessary knowledge and skills to effectively manage stakeholder relationships and enhance service delivery.
3. **Implementation of CRM Platforms:** Efforts were made to implement CRM platforms across UN agencies, providing staff with the tools needed to manage stakeholder relationships more effectively.
4. **Addressing Implementation Challenges:** The CRM CoP acknowledged the challenges in implementing CRM practices, such as data integration, user adoption, and the need for ongoing training and support. Strategies were discussed to address these challenges, including fostering collaboration and sharing best practices among UN agencies.

Next Steps

1. **Engagement with CRM Community of Practice** - DTN members to direct any CRM implementation inquiries to the CRM Community of Practice for guidance and support.
2. **Vendor and Implementation Partner Collaboration** - CRM Community of Practice to continue regular engagement with vendors and implementation partners to ensure they understand and address the specific needs of UN agencies.
3. **Sharing Best Practices and Services** - CRM Community of Practice to share best practices, services, and negotiated pricing agreements with agencies interested in CRM systems.
4. **Center of Excellence** - CRM Community of Practice to position itself as a center of excellence for CRM systems, providing advice and support to agencies.

Endpoint Services Working Group

Discussions on Endpoint Services brought to light a range of innovative approaches and practical experiences from across the UN system and partner organizations. The dialogue underscored a shared commitment to modernizing endpoint management in order to enhance security, simplify administration, and support a more agile digital workforce.

A standout example was the adoption of Google Workspace and Chromebooks, which offer auto-provisioning capabilities and inherently reduce the need for software updates or additional endpoint protection solutions. This configuration was presented as a compelling model for streamlining device management while maintaining robust security standards.

UNICEF shared its successful deployment of Cloud PCs to provide corporately provisioned computing environments for remote consultants. This cloud-based approach ensures secure access to essential applications and resources, while simplifying provisioning and oversight—particularly for distributed teams.

OPCW highlighted the effectiveness of Microsoft Intune and Autopilot, which have significantly reduced the complexity of endpoint management. Compared to traditional Windows management systems, these modern tools offer greater automation, consistency, and user experience, transforming what was once a technical challenge into a streamlined process.

Collectively, these insights reinforced a common conclusion: the adoption of modern endpoint management solutions—whether cloud-native platforms, automated provisioning tools, or secure virtual desktops—can substantially reduce administrative burden, enhance security posture, and improve the overall user experience.

The discussion reflected a growing consensus that embracing new technologies is essential to future-ready endpoint services. By continuing to share experiences and align on best practices, UN agencies can build more efficient, secure, and scalable digital environments. Perceived benefits include:

- Enhanced Security: By standardizing endpoint management practices, the group can help mitigate security risks associated with unmanaged or poorly managed devices, reducing vulnerabilities and improving the overall cybersecurity posture of the UN system.
- Cost Efficiency: Centralized and optimized endpoint management can lead to cost savings by reducing the need for redundant tools and processes, and by leveraging economies of scale in procurement and support.
- Support for Remote Work: With the increasing prevalence of remote work, effective endpoint management ensures that staff can securely and efficiently access necessary resources from any location, maintaining productivity and continuity of operations.
- Alignment with Best Practices: The working group will align endpoint management practices with industry best practices, ensuring that the UN system remains at the forefront of technology management and security.

Outcomes

1. Establish End Point Working Group with co-leads from UNDP, WIPO and participants from UNFPA, UNSEC, ICAO & IMO.
2. Define scope, conduct survey (costing), and develop business case.

Next Steps

1. **WIPO** to create a working group on endpoints to address the challenges of managing endpoint devices.
2. **UNICC** to develop a proposal for endpoint management and provisioning services.
3. **IMO** to contribute experience with leasing laptops to the working group.
4. **UNDP** to join the working group on endpoints and potentially lead the effort.
5. **CEB Secretariat**- Include dashboards, structure, and templates – KPI, CBA for DTN TEAMS.

ICT Budget Benchmarking

Gartner delivered a comprehensive presentation on ICT Budget Benchmarking, offering UN agencies and partners a framework for optimizing technology investments, enhancing efficiency, and aligning spending with industry best practices.

At the core of Gartner's presentation was an explanation of their benchmarking methodology, which involves comparing an organization's ICT expenditure across key categories—such as hardware, software, services, and personnel—against peer organizations and global standards. This approach enables institutions to evaluate the effectiveness of their ICT investments, identify inefficiencies, and uncover opportunities for strategic improvement.

The analysis revealed emerging trends in ICT spending, notably the growing prioritization of cloud services and cybersecurity. These areas are receiving increased investment as organizations seek to modernize infrastructure, safeguard operations, and support digital transformation.

Gartner also shared actionable recommendations based on benchmarking data. These included:

- Strategies for cost optimization without compromising service quality;
- Techniques for improving return on investment (ROI);
- Approaches for aligning ICT budgets more closely with organizational objectives and mission priorities.

To ground these insights in practical experience, the presentation featured case studies of organizations that have successfully restructured their ICT budgets. These examples provided tangible lessons learned, showcasing how thoughtful benchmarking and strategic planning can yield measurable improvements in efficiency, governance, and impact.

Outcomes

1. Organizations gained a clearer understanding of how their ICT spending compares to industry standards and peer organizations. This benchmarking helps identify areas where they can improve their ICT investments.
2. Gartner provided actionable recommendations for optimizing ICT budgets, including strategies for cost reduction, improving ROI, and aligning ICT spending with organizational goals.
3. Participants became more aware of current trends in ICT spending, such as the growing investment in cloud services and cybersecurity. This awareness can guide future budgeting decisions.
4. The case studies shared during the presentation offered practical insights and lessons learned from organizations that have successfully optimized their ICT budgets. These examples serve as valuable references for other organizations.
5. The detailed analysis of spending categories and the benchmarking methodology provided organizations with tools to refine their budgeting practices and achieve better efficiency and effectiveness.

Next Steps

1. **Complete Foundation Model** - DTN members to complete the foundation model on the budget and efficiency tool by the end of May.
2. **Establish Run vs. Grow and Transform Perspective** - DTN members delineate their IT spend into 'run the business' and 'grow and transform' categories to optimize IT supply chain and business value.
3. **Schedule Review Call** - DTN members to schedule a review call with Gartner experts to discuss their results and identify opportunities for optimization.
4. **Participate in UN Cohort** - DTN members to ensure their participation in the benchmarking exercise to contribute to the UN cohort and receive comparative insights.
5. Addition of two agencies to this exercise. (ICAO, UNRWA).

HLCM Task Force on ICC

Chair of the HLCM Task Force on ICC Bernardo Mariano (UN Secretariat) outlined the work of the Task Force, which has been established to conduct a comprehensive review of the International Computing Centre (ICC). The initiative is aimed at ensuring that ICC continues to deliver effective, efficient, and responsive IT and digital services to United Nations agencies.

The task force is structured around two primary workstreams:

- **Governance and Operating Model:** This workstream assesses ICC's current governance structure and operational approach. The objective is to identify areas for enhancement and propose improvements that will increase accountability, agility, and overall effectiveness in meeting the evolving digital needs of UN agencies.
- **Legal and Procurement Frameworks:** The second workstream is examining ICC's legal agreements and procurement processes. The goal is to streamline procedures, ensure alignment with organizational priorities, and strengthen the legal underpinnings that support collaborative and efficient service delivery across the system.

Mr. Mariano emphasized that the task force's success hinges on collaboration and broad stakeholder engagement. Input is being actively solicited from across the UN system to ensure that the review is inclusive, evidence-based, and aligned with the practical needs of agencies that rely on ICC services. The task force's findings and recommendations will be presented to the High-Level Committee on Management (HLCM) in the fall, forming the basis for future decisions on the strategic direction, governance, and operational frameworks of the ICC.

Outcomes

1. The task force is looking into ICC's governance, operating model, legal, and procurement frameworks that require enhancement to improve overall efficiency and effectiveness.
2. Emphasis was placed on the importance of collaboration among UN agencies and gathering input from various stakeholders to ensure that the proposed changes are comprehensive and address the needs of all parties involved.
3. The task force is in the process of developing recommendations based on the review of ICC's governance and operating model, as well as its legal and procurement frameworks. These recommendations will be included in the final report.
4. The final report from the task force, containing the proposed recommendations, is expected to be presented to HLCM in the fall. This report will outline the necessary actions to enhance ICC's service delivery to UN agencies.

Next Steps

1. **Management Committee Review** - The Management Committee to review the options paper before it is submitted to the HLCM.
2. **Report Submission** - Submit the report to the HLCM by September for the meeting in October.
3. **DTN Recommendation** - DTN provides recommendations on the characteristics of global shared services.
4. **Draft Proposal** - UNICC to draft a proposal on the characteristics of efficient global shared services and share it with DTN members for feedback.

5. **Efficiency Measures** - UNICC provides a proposal for efficiency measures using the global shared service model, to be discussed at the Management Committee meeting.

AI for Workforce Transformation

Nelly Wilson, Google's Global Lead for AI Services, and Jeff Brown, Public Sector Lead for Google Workspace, explored the transformative potential of artificial intelligence in workforce transformation through the lens of Google Cloud technologies. Their message was clear: AI is not a distant innovation—it is a present-day enabler of productivity, efficiency, and innovation within modern organizations.

Nelly Wilson outlined the capabilities of Google Cloud's AI services, demonstrating how these tools can be integrated into existing operational frameworks to automate routine tasks, deliver real-time insights, and improve the quality and speed of decision-making. She presented a range of AI-driven solutions designed to reduce manual workloads and empower employees to focus on higher-value activities.

Jeff Brown complemented this perspective by showcasing the role of Google Workspace in enabling AI-powered collaboration. He illustrated how the platform's intelligent features—such as smart suggestions, automated workflows, and seamless integration across tools—can enhance team communication, support remote work, and drive greater productivity. These capabilities, he noted, help staff work more effectively, adapt quickly, and deliver with greater impact.

The presentation also addressed a critical dimension of AI adoption: data privacy and security. Both speakers reaffirmed Google's commitment to responsible AI practices, ensuring that solutions are secure, compliant, and aligned with global standards. They emphasized the importance of transparency, user trust, and the implementation of safeguards to protect sensitive information.

Outcomes

1. Participants gained a deeper understanding of the various AI tools and solutions offered by Google Cloud, and how these can be integrated into their workflows to enhance productivity and efficiency.
2. The role of Google Workspace in supporting AI-driven workforce transformation was highlighted, showcasing how collaborative tools can improve team communication and facilitate remote work.
3. The importance of data security and privacy in AI implementations was underscored, with best practices for ensuring compliance and protecting user data being discussed.
4. The presentation demonstrated the transformative potential of AI in driving innovation and creating a more agile and efficient workforce, encouraging organizations to explore AI solutions for their operations.

Next Steps

1. **Schedule Initial Scoping Session** - DTN members schedule an initial scoping session with the Google Workspace team to discuss specific needs and use cases.
2. **Participate in Breakout Session** - DTN members attend the breakout session at the conclusion of the event for additional demos and detailed discussions.
3. **Register for Webinar** - DTN members to register for the Agent Space webinar on June 12th to learn more about the tool and its applications.
4. **Explore No-Cost Pilots** - DTN members to explore the no-cost pilots and proof of concepts available for Agent Space through partners like Deloitte and Daston.

Experience Sharing on Google Workspace

Soren Thomassen (UNFPA) and Charlotte Tarp Toelle (UNOPS) shared their experiences with Google Workspace, highlighting its impact on their organizations, including team communication, security and productivity.

Next Steps

1. **Enable Interoperability** - DTN members to ensure interoperability between different platforms, avoiding blocking tools like drive.google.com in firewalls.
2. **Support Directory Integration** - DTN members invest in directory integration and cross-authentication to facilitate collaboration across different platforms.
3. **Consider AI Licenses** - DTN members consider AI licenses mandatory for all users to enhance productivity and efficiency.
4. **Evaluate Cost Savings** - DTN members evaluate the cost savings of Google Workspace compared to Microsoft Office 365, considering the potential for coexistence and reduced costs.
5. **Promote Healthy Vendor Competition** - DTN members to nurture healthy vendor competition by supporting interoperability and avoiding monopolies.

DTN Chairmanship

Prior to the Montreal meeting an invitation was sent to the membership, inviting candidates for the role of DTN Co-Chair. Due to a low response rate, this invitation has been extended and those interested to learn more about the role are invited to contact CEB Secretariat.

This session marked the end of Shirin Hamid's two-year term as DTN Co-Chair. It concluded with Bernardo thanking Shirin, recognizing the positive contribution and impact she has made advancing DTN priorities over four sessions, during a period that has seen great changes.

DTN Session Planning

- DTN 2025 fall session will be fully virtual. Date to be decided.
- DTN 2026 spring session will be hosted by IAEA in Vienna. Date to be decided.

Annex 1: Participation

In-Person

- Ahmed Ammar, IMF
- Alvaro Flores Diaz, ICJ
- Amy Doherty, World Bank
- Ana Paula Nishio de Sousa, UNIDO
- Annabelle Viajar, IMO
- Bernardo Mariano, UN
- Bertrand Frot, ICAO
- Charlotte Tarp Toelle, UNOPS
- Dennis Cleary, OPCW
- Montserrat Fernandez, ITU
- Francesca Duri, WIPO
- Gaël Lams, ILO
- Kamal Naim, UNEP
- Karlis Kalejs, WIPO
- Mumtaz Tamim, UNRWA
- Naoto Yamamoto, UNDP
- Ng Chong, UNU Richard Maciver, CEB
- Rola Khreis, IAEA
- Sanya Dehinde, ICAO
- Shirin Hamid, IMF
- Soren Thomassen, UNFPA
- Susana Garcia, UNWTO
- Thomas Bousios, IFAD
- Tsigereda Sebhatu, IMO

Online

- Amy Jean Doherty, World Bank
- Biswamber GURUBACHARYA, WHO
- Bjorn Mansson, OHCHR
- Celine HAZBUN, WHO
- David MANSET, ITU
- Diana KLEIN, WFP
- Dino Cataldo Dell'Accio, UNJSPF
- Elena Lukashik, CEB
- Fabrice Boudou, WTO
- Geoffrey Okao, UNICEF
- Hlekiwe Kachali, UNICEF
- Ingrid REGIEN, UNAIDS
- Ismail Sabir, UNWOMEN

- Ivan Sequeira, INTRACEN
- Jackson Krainer, WDC
- Marietta MUWANGA-SSEVUME, IOM
- Massimiliano MERELLI, UNICC
- Montserrat Fernandez, ITU
- Mostafa Elkordy, UNFPA
- Ng S. T. Chong, UNU
- Omar Baig, UNESCO
- Omar Mohsine, UN
- Prado NIETO BARRANTES, UNICC
- Prakash Vaidyanathan, UNICEF
- Rania Abou Chakra, WMO
- Richard LANE, WIPO
- Rola KHREIS, IAEA
- Sameer Chauhan, UNICC
- Sebastian Bania, UNICEF
- Senida Panjeta, UN
- Suzanne Shanahan, UN
- Talita Molenaar, UNICEF
- Thinus Greyling, UNHCR
- Thomas Bousios, IFAD
- Tsigereda Tekle Sebhatu, IMO
- Tushar Arvind DIGHE, UNOPS

Annex 2: DTN Communities of Practice

DTN currently maintains several thematic communities to advance priorities.

Communities of Practice

Generative AI Community of Practice [World Bank, UNAIDS, UNICC]

Chairs: Ingrid Regien (UNAIDS); Amy Jean Doherty (World Bank); Sameer Chauhan (UNICC)

Cloud Community of Practice [UN, WIPO]

Chairs: Senida Panjeta (UN); Francesca DURÍ (WIPO)

CRM Community of Practice [UNJSPF, UNICEF]

Chairs: Dino Cataldo Dell’Accio (UNJSPF); Talita Molenaar (UNICEF)

Digital Transformation Community of Practice [UNJSPF, UNHCR]

Chairs: Dino Cataldo Dell’Accio (UNJSPF); Michael Walton (UNHCR)

Open-Source Solutions Community of Practice [UN, UNFPA]

Chairs: Omar Mohsine (UN); Mostafa Elkordy (UNFPA)

Cybersecurity Community of Practice [WIPO, UNICEF]

Chairs: Richard Lane (WIPO); Sebastian Bania (UNICEF)

Digital Dexterity Community of Practice [UNICEF, WFP]

Chairs: Hlekiwe Kachali (UNICEF), Diana KLEIN (WFP)

Collaboration Technologies Community of Practice [OPCW]

Chair: Dennis Cleary (OPCW)

Special Interest Group

ERP Special Interest Group (ERPSIG) [UNHCR, UNICEF]

Chairs: Marthinus Johannes Greyling (UNHCR); Prakash Vaidyanathan (UNICEF); Paddy Choudhari (UNICEF)

Working Groups

Digital Accessibility Working Group [UN, WHO]

Chairs: Suzanne Shanahan (UN); Celine Hazbun (WHO)

Endpoint Management Working Group [WIPO, UNDP]

Chairs: Francesca Duri (WIPO); Naoto Yamamoto (UNDP)

Annex 3: HLCM / DTN Efficiency Measures

The status of agency participation in HLCM Efficiency Initiatives as of 27 May 2025 is provided below. Lead agencies are denoted by an asterisk.

HLCM Efficiency Initiative		Participating Agencies
S3	One IT	UN*, ICAO, UNHCR, UNEP, UNRWA, WFP, UNOPS, UNICEF, IOM, WMO
O2	AI Common Translation Facility	ITU*, ICAO*
P3	Integrated ICT Procurement and Shared Software Catalogue	UN*, UNDP*, ICAO, IFAD, UNFCCC, HCR, UNEP, SSC, WFP, UNOPS, UNICEF, IOM, UNFPA, WMO, WIPO, UNESCO, CTBTO
O4	Digital ID	UN*, SSC, UNRWA, WFP, UNOPS, UNICEF, UNWOMEN
S4	ERP as a Service	UNDP*, UN*, WFP, WMO