

**Chief Executives Board  
for Coordination**CEB/2005/HLCM/R.19  
6 October 2005

---

**HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)  
Tenth Session  
New York, 10-11 October 2005****Summary Conclusions of the Fifth Meeting of the ICT Network**

(Geneva, 26-27 September 2005)

1. The agenda as adopted is provided in annex I; the list of participants is contained in annex II.

**Agenda Item 1: Adoption of the Agenda**

2. The convener of the ICT Network, Mr. Roger Jones (IMO), reminded the Network that the HLCM, at its last meeting, endorsed the eight priority business case areas contained in the United Nations System ICT Strategic Framework. This meeting must centre on a review and next steps for the implementation of the Strategic Framework business cases, and provide the HLCM with an update of their development.

**Agenda Item 2: ICT Strategy: Moving Forward**

3. The ICT Network heard presentations regarding the progress of the priority business cases. Mr. Andreas Christoforides (International Computer Centre - ICC) made a presentation on ICT Services and Sourcing, ERP Systems (Payroll), Information Security and Disaster Recovery, Common Applications (e-mail), and ICT Training. This work has resulted in reports, soon to be finalized, that outline the strength of these areas for further action within the UN system, and describe the way forward for future development. In addition, the ICC reports that it has already commenced training activities under that initiative. The Network thanked the ICC for this work and agreed to establish working groups to take these areas forward.

4. A presentation of a proposal/charter for the development of a business case for the ICT Development Network was made by ITAG Representative, Mr. Stephen Fazio (UNICEF). The presentation described the key elements of the proposal, which would document, inter alia, the current network capabilities and global communication requirements of participating organizations, and recommend an appropriate model to satisfy the requirements. The presentation stressed that while this proposal emerged from discussions to address issues related to inter-agency communications during emergency situations, it should be seen in a broader context of building a global capacity to share communications capabilities across the UN system. The presentation also stressed that given the complex nature of the subject matter, the business case would emerge only after the analysis described in the proposal, and therefore the proposal did not constitute an actual business case to develop a global network capability. The Network expressed

its appreciation to the ITAG for the proposal. It concluded that while the proposal provided a significant foundation upon which to move ahead with the project, it needed further development before it could be moved forward.

5. The development of a business case framework constitutes a priority area of the network and is an area that also meets the Network's current need to evaluate business needs, options, risks and measure benefits. To this aim, the ICT Network invited Forrester Research to present the High-Level Business Case tool it had developed in conjunction with the UN. Mr. Ed Blinder (UN) introduced the presentation and noted that this tool was now the standard method for performing business case analysis with the ICT function of the UN Secretariat. It was noted that this contribution offered valuable perspective, which will in turn be considered by the ICT Network working group entrusted with furthering the development of this initiative.

6. The heart of the Network's subsequent discussion regarding the progress of the outline business cases was whether or not the result to date was sufficiently rigorous for addressing the key elements of the UN System ICT Strategic Framework. The Network concluded that it should revitalize the implementation by adopting a programme of work addressing the eight priority areas identified at the 4<sup>th</sup> ICT Network meeting. The Network secured the time commitment of most organizations attending this meeting, and annex III shows the scope of the work and each organization's commitments and participation.

#### **Decision 1**

The Network requested ITAG to strengthen the proposal on the Inter-Agency Connectivity Business Case by including a more detailed description of the business-related problems being addressed, the options available, the implications of non-action, the expected benefits from the investment, and the range of projected costs involved, should the preferred option be introduced. Since the proposal uses one vendor, Cisco, to perform the study, the Network also requested ITAG to clearly indicate their approach to avert any potential conflict of interest in the contracting of Cisco Systems and any issues of single-sourcing that may emerge from their contractual status during the drafting of the business case.

#### **Decision 2**

It was concluded that 8 working groups would form, one for each priority business case initiative. Each of these groups would define the terms of reference, advance the business case and provide a progress report to the network at the next meeting, with status reports occurring at regular intervals prior to the next meeting. It was recognized that each of the groups would require a solid participation under the guidance of a lead agency. For business case initiative number 6 on ICT Governance and best practices, the Network further agreed to include a consideration of the ICT Network's method of governance and the terms of reference. Annex III defines each working group and the participants.

#### **Agenda Item 3: The ICT Network and ICC – A Technology Partnership.**

7. During the development of the business cases, the ICT Network recognized that ICC has a part to play in the development of the ICT Strategic Framework and that the modalities of the interface of the ICC and ICT needed clarity, both in procedural and legislative terms, so that the responsibilities of each entity were clearly defined. The ICT Network recognized the separate

governance of ICC, which operates on a mandate from the General Assembly, explored the nature of the existing relationship between the Network and the ICC and agreed on the need to build greater synergies between them, especially in the context of implementation elements of the business cases.

### **Decision 3**

The ICT Network agreed to convene an ad-hoc group, comprising the former and current ICC Management Committee Chair, the ICC Director and CEB Secretariat Senior Advisor, representing the ICT Network convener, with the task of drafting the terms of this relationship. The proposed terms of reference and modus operandi will be circulated for comment to the ICT Network and submitted for formal adoption by the ICC Management Committee and the ICT Network for endorsement.

### **Agenda Item 4: JIU Reports**

8. The ICT Network considered two recently released reports of the JIU, one on a common payroll system and another on the use of open source software, both of which have a significant impact on ICT operations throughout the system. The central point of the JIU Report on common payroll solutions was a case for implementing, over time, a shared payroll function, and indicated that this was closely linked to the development of a common ERP system for the United Nations system. The Network agreed that the JIU recommendations must be seen against the background of the relative costs and benefits, and must contain a clear business case for moving to a unified payroll system. However, the ICT Network believes that, as presented by the JIU, the business case was not self-evident since organizations have invested extensively, and some very recently, in major ERP systems, which include payroll components, and that consideration must be given to these sunk costs. Furthermore, the Network felt the JIU confused the issues of a centralized payroll and a common payroll, where the former is a payroll system operated by a single entity while the latter would be a common payroll system operated by each agency. The Network agreed that developing a centralized or a common payroll system first required a simplification and a unification of different organizational and management practices in use across the UN system, which the JIU report did not fully address. In addition, the Network felt the JIU presented a technological simplification of the problem, and the business case would benefit from the involvement of the FB and HR Networks. Nevertheless, the network recognized that the convergence among the agencies of entitlements management would form the basis of a common payroll system down the line and that there could be opportunities for synergy and economies of payroll activity if it was centralized with one provider.

9. The second JIU report considered by the Network concerned the use of Open Source Software within the UN System. The network noted one of the criticisms by the JIU – that the ICT Network did not recognise open source software use as a priority – but felt that this does not sufficiently acknowledge the contribution that OSS currently makes and that decisions on its adoption by ICT directors are made on the basis of individual operational need. It was noted that many organizations have already adopted OSS to serve their own organizational needs. In addition, the ICT Network felt that while the JIU report presented many interesting findings, it failed to satisfy its own mandate of presenting a case for the use of Open Source Software, and instead presented recommendations having little or nothing to do with open source.

### **Decision 3**

In order to help all the constituent players to better understand the choices ahead in the area of a common or centralized payroll, the network concluded that the working group addressing ERP should undertake a business case review of common and centralized payroll.

### **Decision 4**

The Network also agreed that economies could be furthered if likeminded agencies collaborated on developing their payroll systems, and the Network noted that collaborative arrangements were already in place: FAO and ILO with an Oracle implementation and UNICEF, IMO and WFP with SAP.

### **Decision 5**

It was decided to keep OSS on the agenda of the ICT Network and revisit the issue of open source use in greater depth at its next meeting.

### **Agenda Item 5: Knowledge Management**

10. The ICT Network discussed the topic of knowledge management in two areas, as a priority of the ICT Strategic Framework, and as a tool for exchanging ICT-related information amongst the organizations.

11. Within the ICT Strategic Framework, Mr. Ken Herman (CEB Secretariat) presented an overview of the work underway for a system-wide knowledge sharing strategy. He explained that the HLCP, first at its eighth session in September 2004 and subsequently at the Greentree retreat in July 2005, requested the CEB Secretariat to prepare a draft terms of reference for a system-wide knowledge sharing strategy, and that this work must proceed in an interdisciplinary manner by including a range of stakeholders from around the system. Discussion in the meeting focused on the need to avoid duplication between this work and the ICT Network business case initiative on knowledge sharing.

12. In terms of exchanging ICT related information amongst organizations, Mr. Richard Maciver (CEB Secretariat) presented the revised CEB web site currently under development, along with the section of the new web site devoted to the management networks, including the ICT Network. This new web site allows the Network to share documents, meeting calendars, and many other group-related tasks, which would assist the group in working together to create the business cases. The web site should be launched by the end of the year. While created using free and open source software, the extent of other costs to host or enhance the site have not yet been determined. The Network thanked the CEB Secretariat for work on the new web site. The Network also discussed ways to increase knowledge sharing amongst the ICT community of the system, including exploring creating communities of practice for ICT-related areas such as information security and infrastructure operations, while noting that a significant amount of knowledge sharing already exists in less formal arrangements.

### **Decision 6**

The Network agreed that the interagency knowledge sharing strategy development should proceed within the context of the UN ICT Strategic Framework by creating a working group around the knowledge sharing initiative, in this way avoiding any duplication of effort.

**Decision 7**

The network agreed that it should explore, under the knowledge sharing working group, and in conjunction with the developing system-wide knowledge sharing strategy, communities of practice around critical areas of ICT operation, like information security, help-desk services, and infrastructure operation.

**Agenda Item 6: Other Matters.**

13. The Network decided to arrange its next meeting after consultations with the membership, keeping in mind the schedule for the HLCM and HLCP meetings.

## Annex I – Agenda

1. Adoption of the Agenda
2. ICT Strategy: Moving Forward
3. The ICT Network and ICC – A Technology Partnership
4. JIU Reports
5. Knowledge Management
6. Other Matters

Annex II – List of Participants

**Spokesperson: Roger Jones (IMO)**

| Org  | Name and Title  |
|------|---|
| UN   | Mr. Eduardo Blinder<br>Director, Information Technology Services Division                               |
|      | Mr. Louis McCaul<br>Chief, Information and Communication Technology Service, UNOG                       |
|      | Mr. Sandro Dessi<br>Chief, Systems Development and Maintenance  |
|      | Mr. Armin Plum<br>Administrative Officer, Performance Management  |
|      | Ms. Roberta Rumiano<br>Information and Communication Technology Service, UNOG                           |
| ILO  | Mr. Nadim R. Habra<br>Chief, Information Technology and Communications                                  |
| FAO  | Mr. David Benfield<br>Director, Information Systems and Technology Division                             |
| ICAO | Mr. Pat O'Hare<br>Chief, Information and Communication Technology                                       |
| WHO  | Mr. Martin Peter Catterall<br>Director, Information Technology and Telecommunication Department         |
|      | Ms. Sylvia Murphy<br>IT Adviser   |
| IMF  | Mr. Soon Choi<br>Head of Information Technology Services,<br>Technology and General Services Department |
| UPU  | Mr. Pascal Kerboas<br>Information Technology Manager, Information Technology                            |
|      | Mr. Bernard Hoenig<br>Expert Recruitment and Remuneration   |
| ITU  | Mr. Stephen Geis<br>Head of Management & Planning Unit<br>Information Services Department               |
| WMO  | Ms. Vladislava Toukalek<br>Acting Chief, Information Technology Division                                |
| IMO  | Mr. Roger Jones<br>Director, Administrative Division  |
|      | Mr. Vincent Job<br>Deputy Director / Head, Information Technology and Information Systems               |

| Org                | Name and Title  |
|--------------------|---|
| WIPO               | Mr. Colin Buffam<br>Deputy Director, IT Division  |
| IFAD               | Mr. Massimo Aureli<br>Director, Management Information Systems Division   |
| WTO<br>(Trade)     | Mr. Ghassan Karam<br>Director, Informatics Division   |
| UNCTAD             | Mr. Marc Weidmann<br>Chief, Information Technology Support, Administrative Services                                     |
| UNDP               | Ms. Michelle Maggal<br>Chief, Enterprise Production Support Services  |
| UNHCR              | Mr. John Serrato<br>Director, CIO, Division of Information System and Telecommunications                                |
|                    | Ms. Clare Goldie<br>Director, ITS   |
|                    | Mr. Tony Salmon<br>Director, Management Systems Renewal Project   |
| UNRWA              | Mr. Guy Siri<br>Director, Support Services  |
|                    | Mr. Suhail Katkhuda<br>Chief, Information Systems Division  |
| WFP                | Mr. Finbarr Curran<br>Director, ICT   |
| OHCHR              | Mr. Shinichi Kushima<br>Head, Information Management and Technology   |
|                    | Mr. Najah Didi<br>Systems Analyst   |
| UNAIDS             | Ms. Sima Newell<br>Manager, Information Technology and Systems  |
| ICC                | Mr. Andreas Christoforides<br>Director  |
| UNJSPF             | Mr. Paul Dooley<br>Chief, Information Management Systems Section  |
| OSCE               | Mr. Anders Ole Norsker<br>Head, Information Technology and Communication Services, Department of Management and Finance |
| OPCW               | Mr. Greg Linden<br>Head, Information System Branch  |
| CEB<br>Secretariat | Mr. Kenneth Herman<br>Senior Advisor on Information Management Policy Coordination                                      |
|                    | Mr. Richard Maciver<br>ICT Specialist and Webmaster   |



Annex III – Working Group Participation

| <b>Initiative</b>                    | <b>Members</b>   |
|--------------------------------------|--|
| 1. ICT Services sourcing strategy    | FAO*, UNICEF, WMO, WFP, OHCHR, WHO, IMF, UNDP, IMO, IAEA         |
| 2. ICT Development Network           | UNICEF*, IMF, (ITAG Organizations)                               |
| 3. Common Applications Solutions     | UNRWA*   |
| 4. Knowledge sharing                 | FAO*, ILO, UNAIDS, WFP   |
| 5. ERP Systems/Payroll               | UN*, UNRWA, UNAIDS, UNJSPF, UNHCR, UNDP, IMO, IAEA               |
| 6. ICT Governance and best practices | WFP*, UNICEF, UNAIDS, WTO, FAO, UNHCR, WHO, IMF, IMO, WIPO, IAEA |
| 7. Business case development         | WFP*, ICAO, UN, UNHCR, UNAIDS, WMO                               |
| 8. ICT Training                      | UNCTAD*, ILO, IFAD   |