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for Coordination**

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**31st Session of the ICT Network
New York, 23-24 October 2018 - Meeting Summary**

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Executive Summary

The 31st session of the ICT Network was hosted by the United Nations Secretariat (OICT) in New York between 23 and 24 October, 2018. The meeting was chaired by Ms. Atefeh Riazzi (Chief Information Technology Officer, Assistant Secretary-General) and Mr. Jeffrey Modell (Chief Information Officer and Director, International Atomic Energy Agency). New Network members were welcomed from UNCTAD, UNICC and CTBTO.

Many items on the Network's agenda spoke to the challenges and opportunities in defining a strategic vision for the Network. Discussion on the Network's Terms of Reference led to a review of its mission, governance, strategic positioning and name. Recognizing the need to extend the Network's focus towards a strategic and digital transformation of the UN system as a whole, the ICTN unanimously adopted the motion to rename itself to the Digital & Technology Network (DTN). This decision acknowledges the role of technology and the Network in supporting the business and working together with other networks in order to facilitate organization-wide innovation and change. This name change also translates to a shift in focus from operational and tactical towards a strategic collaboration in programmatic and frontier activities.

Plenary sessions provided an opportunity to share recent experiences and priorities for the upcoming year. Now established as a standing item on the Network's agenda, member discussions provided an opportunity to share knowledge and experiences on a wide variety of topics, facilitating the discussion on new opportunities for inter-agency collaboration. The Network received updates from UNCTAD, CTBTO, IFAD, UNEP, UNHCR, UNICEF, UNIDO and UNJSPF. In plenary, the Network also focused opportunities to advance its collective capacity in the area of emerging technologies. Three new sub-groups were identified to facilitate knowledge sharing and/or advance specific initiatives: Technology Innovation, Infrastructure Transformation and Business Transformation. These groups address wide-ranging needs of member organizations as they migrate their operations to the cloud, mainstream innovation and collectively adopt a more transformative mission. Defining the purpose, scope and membership of each sub-group is the responsibility of the respective sponsoring agency. Following up, each sponsoring agency will document the Sub-Group Terms of Reference, assign a lead from within their organization, and make a call for participants through the Network Coordinator.

The Network regularly invites external experts and thought leaders to its sessions in order to advance a collective understanding of specific markets, trends and technologies. A keynote presentation from Gartner focused on maximising return from ICT investments, the people side of digital business transformation and the evolution of IT operating, funding and governance models to support digital business. On day two, the Information Services Group (ISG), a leading global technology research and advisory firm, briefed the Network on research undertaken into the state of the ICT sourcing industry. This session was expansive, covering not only outsourcing, but also items such as robotic process automation (RPA), traditional sourcing versus software as a service (SaaS) and cloud delivery models.

This meeting was organized in partnership with Devex, the social enterprise and media platform for the global development community. At the conclusion of the first day, an interview between Raj Kumar (Devex President and Editor-in-Chief) was held with a panel of three UN system CIOs, namely: Ms. Atefeh Riazzi (Chief Information Technology Officer, Assistant Secretary-General); Mr. Daniel Couture (CIO, UNICEF) and Mr. Doug Greene (Director and CIO, UNHCR). This live-streamed discussion advanced dialogue on digital disruption and its impact on the role of the UN and the CIO function. Questions posed by Mr. Kumar covered a wide range of topics including the disruption and opportunities presented in the digital age, capacity challenges facing organizations and how to leverage the interest and good will of the general public, academia, the private sector and member states in the pursuit of a Digital UN.

Background

At its first regular session of 2018, the CEB discussed the promotion of innovation in the UN system and the Chair of the Board called on the UN system to systematically integrate and mainstream innovation within and across its entities.

UNIN Collaboration

On July 17th, the ICTN met with UNIN representatives by teleconference to further the innovation agenda. The meeting was joined by UN, UNICEF, WTO, WFP, IAEA, UNHCR, ICAO, UNIDO, WMO, IOM, UNAIDS, and UNOPS. UNIN & ICTN Co-Chairs led the discussion, which sought suggestions from members for advancing innovation in the ICTN and to position the Network as either an innovator or as an enabler. Several approaches were discussed whereby the ICTN could make a meaningful contribution towards the UN system's innovation agenda.

A survey was undertaken to better understand how the Network collectively sees itself in relation to innovation, and to identify and prioritize initiatives that address opportunities and obstacles. It was observed that most ICT divisions position themselves as enablers as opposed to leading the innovation function or driving innovation. It was noted that, in the main, organizations remain largely reliant on "traditional" technologies, though some organizations are beginning to embrace more advanced "frontier" technologies. Artificial intelligence and machine learning together represent the most relevant "frontier" technologies, followed by Big Data/Analytics and Blockchain.

Technologies reported as having been successfully scaled included Big Data, Internet of Things (IoT), and Artificial Intelligence/Machine Learning. During the meeting, opportunities were discussed as they related to the automation of administrative processes, the provision of improved data for decision making, and new technologies that help maximize programme impact. On the basis of its perceived strengths, the opportunities identified and the role technology can play in overcoming obstacles, the Network reviewed its portfolio of activities and prioritized those considered to be realistic, innovative and supportive of the business.

HLCM Innovation Retreat

This session of the DTN came on the heels of HLCM's retreat on innovation, which resulted in the prioritization of Network initiatives supporting the mainstreaming of innovation within the Committee's strategic plan. Initiatives proposed by each HLCM Network were discussed during the course of its deliberations and these addressed a wide range of new technologies, including robotic process automation and common service centres; machine learning and artificial intelligence, particularly with regard to translation and document management; creation of virtual, physical and event-based spaces to innovate; and, innovation in human resources management.

The Committee committed to take forward the CEB's vision on innovation, both within and across UN system entities. Specific scalable initiatives were identified in the course of its deliberations during the retreat, and prioritised proposals received that incorporated robotic process automation & common service centres; machine learning and artificial intelligence, particularly with regard to translation and document management; creation of virtual, physical and event-based spaces to innovate; and, innovation in human resources management.

31st Session of the ICT Network

Introduction

The 31st session of the ICT Network, hereafter referred to by its new name, the Digital and Technology Network (DTN), took place within a context of organizational transformation, recently characterized by management reforms, the publication of the Secretary General's Strategy for New Technologies and HLCM's formal commitment towards the development and mainstreaming of innovative solutions. These institutional drivers presented the Network with the timely opportunity to renew its focus and function and to redefine its role and contribution towards a Digital UN system.

The agenda of this session featured several items that helped inform and steer the discussion on the Network's strategic positioning and future role. Throughout the session, Network members discussed at length a collective response to the changing role of the UN, the changing role of the CIO, frontier technologies and the Network's contribution towards a Digital UN. The Network revised its core value offering, governance structure and scope in a revised terms of reference and a new name.

UN Reforms

Ms. Atefeh Riazi opened the meeting with an overview of recent developments being driven by UN reforms, including the formation of the Department of Management Strategy, Policies and Compliance (DMSPC) and the Department of Operational Services (DOS). Further changes included the proposed establishment of a new organization within the UN Secretariat, the Global Service Delivery Model; which aims to introduce a structured approach to the provision of business services and a Business Transformation Unit that will focus on advancing capacity and skills in data analytics, benchmarking, accountability compliance and other areas. In addition, the Department of Field Services (DFS) and ICT will combine to form one entity reporting to the USGs of DMSPC and DOS. Together, these changes represent the Secretary General's response to member states' demands for simplified business processes and include increased automation and downward delegation of decision making to the local level in order to be more flexible, agile and innovative.

Changes within ICT include the establishment of three hubs (in Vienna, Bangkok & New York) supporting the development of enterprise solutions. An additional hub in Valencia will support application development for DFS. The creation of an app store invites all departments to innovate, develop and contribute to the inventory of applications while enforcing the necessary standards compliance and quality controls. This initiative is one of several aimed at opening up innovation at all levels of the organization by providing staff with safe spaces to innovate and share solutions responsibly. A second component of this strategy involves the retraining and certification all IT contractors and staff in cybersecurity, data analytics, business relationship management, contract management and mobile app design. More administrative ICT services (including infrastructure, email and hosting) will be outsourced within the next five years; a change that allows increased capacity in data science and the redeployment of 50% of IT professionals to support the programme side.

Secretary General's Strategy on New Technologies

This session of the DTN followed the publication of the Secretary General's Strategy on New Technologies, which sets a clear direction for adoption of frontier technologies in the pursuit the goals the United Nations Charter, the Universal Declaration of Human Rights and the 2030 Agenda.

Ms. Atefeh Riazi provided the Network with an overview of the strategy, which outlines the following strategic commitments of UN system leaders:

1. Deepening the UN's internal capacities and exposure to new technologies;
2. Increasing understanding, advocacy and dialogue;
3. Supporting dialogue on normative and cooperation frameworks;
4. Enhancing UN system support to governments' capacity development.

Ms. Atefeh Riazi detailed how these commitments go further to ensure the UN deepens its capacity in new technologies in an ethical manner at every level of the organization and affirmed the need for the Network to incorporate this guidance in its deliberations and in the planning and prioritization of its activities.

Terms of Reference

A new definition¹ updates and re-establishes the Network's mission; objectives; governance structure; working methods; meeting frequency; reporting and accountability and the creation of sub-groups. Within this context, discussion led to the Network's own analysis of its needs and how they may be collectively advanced by the currently-operating special interest groups described below.

In recognition of an accelerating pace of change within the innovation, digital and frontier space, the ICT Network changed its name to the *Digital and Technology Network (DTN)*. This change acknowledges the potential role of the Network in advancing the digital transformation agenda and recognises the need to collaborate with other HLCM Networks in the pursuit of innovative solutions.

Under its new name, the revised Terms of Reference for the Network introduces a governance structure comprising two co-Chairs: the position of CITO is now a standing co-Chair and another DTN member (the IAEA CIO/Director since April 2018) serves a term of two years, helping maintain a balance of interests and priorities across the UN system. While the focus of the Network has traditionally been to efficiently and effectively support business operations, an emphasis on the digital transformation of organizations now encompasses coordination on programmatic activities. The DTN, therefore, also considers the mainstreaming of innovations that have a positive impact on organizations' mandates and activities in member states. Other changes included three new DTN sub-groups established to raise awareness and develop expertise in new technologies and the decision to create an Advisory Board comprising experts from the private sector and academia.

Discussion on this item continued intermittently for the duration of the meeting and was aided by the expertise and insight provided by external presenters on closely related topics.

Special Interest Groups

The DTN established three new working groups to further advance collective efforts in specific areas:

- Technology Innovation
- Infrastructure Transformation
- Business Transformation

For each group, the identification of a lead agency (or group sponsor) was established as a mandatory pre-requisite for its consideration by the Network. Allowing for a more equal distribution of knowledge and expertise among participating organizations, the definition, aim and scope of each group was further defined by its assigned lead agency.

The Network presently oversees the activities of two special interest groups, namely:

¹ CEB/2018/HLCM/ICT/10

- UN Information Security Special Interest Group (UNISSIG)
- ERP Special Interest Group (ERPSIG)

Within the context of discussing the Network's coverage of emerging technologies and trends of increasing priority, the value offering of these groups was reviewed and an additional three special interest groups were established to ensure portfolio of interests that supports a well-informed Network.

UN Information Security Special Interest Group

Chaired by UN/OICT, the UNISSIG is the principle mechanism within the UN system for the promotion of inter-agency cooperation and collaboration on information security-related matters. Its primary objective is the optimization of information security within its member organizations. This objective is pursued through the continuous and collective assessment of the UN system's exposure to internal and external threats, in order to prudently mitigate exposure to risk on all levels of an organization, particularly the strategic and operational levels.

Within the context of these discussions, it was decided that the UNISSIG will continue to operate within the parameters of its existing terms of reference. However, in addition to advancing inter-agency collaboration and knowledge sharing in the area of information security, discussion within the Network on the future of this group concluded it necessary to become more active in the design and delivery of shared solutions and innovations. The Network concluded that the UNISSIG will remain operating within its current mandate under the auspices of the DTN and chairmanship of the UN (OICT).

ERP Special Interest Group

The ERPSIG has been the principle mechanism within the UN system for the sharing of knowledge and collaboration on ERP related matters. These annual meetings comprise member presentations, breakout session and interaction with industry partners. ERPSIG members leverage these meetings to share best practices for specific ERP platforms and advance their collective understanding of new developments and trends in the ERP domain.

The Network considered it necessary to re-centre its focus from vendor-led tracks towards the identification of innovations that support core business functions. It was decided that the ERPSIG group will be subsumed and reformulated by the Business Transformation Group. This decision reflected the Network's expressed preference to migrate from vendor-led discussions and towards a renewed focus on strategic vision, business process and future state architectures.

Business Transformation Group

Chaired by UNFPA, the objective of the group is to develop and share best practices in respect of ICT enablement of organizations and business transformation. The intent is to capitalize on experiences related to the development of ICT solutions in support of operational processes, programmatic delivery and enable new working model that can be implemented through the usage of technology.

The ERP systems of the various entities are part of the scope of this working group, as well as all the other technologies that support/enable the creation of digital processes, interactions models, information management in support of current or transformative operations model.

Technology Innovation Group

In support of the activities and interests of the DTN, the mission of the Technology Innovation Group, sponsored by UN/OICT and WFP, is to advise the Network on system-wide approaches to leverage advanced, emerging and frontier technologies in innovation.

OICT has undertaken a number of initiatives in the area of artificial intelligence and machine learning with significant progress having been made in areas such as News and social media analysis, assessment of humanitarian crises, analysis of radical and terrorist and in the identification of interdependencies between the individual Sustainable Development Goals. Other initiatives build on the enabling nature of frontier technology platforms and help establish the supportive environment necessary in which technical expertise may be developed and mainstreamed.

Infrastructure Transformation Group

Sponsored by IAEA, this group considers the migration of organizations' infrastructure to the Cloud and related trends such as DevOps, in order to share knowledge and experiences.

Innovation

During its autumn retreat, the HLCM prioritised a series of short- and long-term innovation-led initiatives that help overcome institutional pain-points, or alternatively, build upon new opportunities presented by frontier technologies. This exercise invited proposals from each of the Committee's Networks and resulted in a clear priority for the introduction of safe spaces that will allow staff to experiment with new technical platforms and approaches.

During its 31st session, the ICT Network discussed three proposals that aim to advance the creation of safe spaces, while also promoting the interest and engagement of external innovators:

- UN System Crowdsourcing Platform
- UN Innovation Labs
- App Store for Social Good

UN System Crowdsourcing Platform

Crowdsourcing allows any interested person on the internet to help a UN organization on a defined problem without regard to the person's credentials, education, or field of work. The "crowd" has been shown to provide extensive amounts of time, expertise, and effort for rewards or recognition, an interesting challenge, and/or a good purpose. Several organizations have embarked on crowdsourcing as a means to expand the available technological knowledge and expertise; generate new approaches to solving problems; overcome a shortage of financial resources; and identify good ideas.

The Network received a presentation from OICT on the UN Secretariat's Unite Ideas crowdsourcing platform. It was explained that the Unite Ideas platform is available to all UN Member States, accredited NGOs, and entities of the United Nations system to launch public competitions, or "challenges", aimed at developing technology solutions to achieve the SDGs. These challenges are promoted globally by the Unite Ideas platform to the general public and a community of technology experts.

The DTN adopted Unite Ideas as the UN System-wide platform on which to launch crowdsourcing challenges. As follow-up, CEB Secretariat was tasked with organizing the kick-off meeting, which will

include a demo the platform to interested organizations and an opportunity for organizations to share requirements needed to make the platform usable across the System.

Innovation Labs

The establishment of geographically scalable hubs provides an initial step in the advancement of long-term objectives that help develop specific areas of expertise within organizations.

The Network learnt that OICT is currently piloting a United Nations Technology Innovation Lab (UNTIL) in Finland, which will establish a model for labs in other locations designed. These place emphases on the incorporation of cutting edge frontier technologies such as blockchain, artificial intelligence, the internet of things, and the use of unmanned aerial vehicles to support the work of the UN system in pursuit of the SDGs. These hubs allow UN system organizations to collaborate on context-appropriate solutions and provide an entry point to field solutions that benefit from member state interest and local expertise.

UN Secretariat invited organizations to participate in scaling up the geographic presence of UN innovation labs, working together with member states to develop local solutions of potential value to other member states.

App Store for Social Good

The UN App Store is an OICT proposed solution sharing platform, supporting organizations rationalize, standardize and harmonize the application landscape. The introduction of a common application space facilitates compliance with technology, security and governance standards and acts a service that serves as quality clearinghouse. It also underpins the UN Secretariat's migration to the cloud and services, which aims to accelerate and improve control over application development and the delivery of solutions. A restricted area of the store invites solutions from staff, for example, in the creation of common interfaces for common services. OICT proposed expanding the coverage of this platform to provide UN system organizations the opportunity to repurpose application solutions (in both administrative and programme areas) in order to provide staff a space to innovate. UN Secretariat encouraged organizations to contribute towards the development of this on-going initiative.

Language Translation Platforms

The Network received two presentations on the topic of automated translation platforms, from WIPO and DGACM. Considered as complementary platforms, Network members were encouraged to incorporate these platforms into their workflows and to contribute towards their future development.

WIPO Translate

Mr. Bruno Pouliquen (WIPO) presented the language translation platform, WIPO Translate. Based on Machine Translation (MT), this platform has grown to become a very useful and appreciated technology in many International Organizations, helping to effectively handle specific use cases for multilingual services and content. This open source solution is now based on neural Networks and is made available free of charge in all relevant language pairs for translation operations. The ultimate goal of such an open approach is to enable productivity, cost-savings and efficiencies. One of the priorities in the ongoing development of the tool is to standardize its deployment and operations to simplify its maintenance. The ongoing inter-organizational collaborations have already borne fruit not only in exchanging technology, but also in sharing data between organizations. This discussion, therefore, invited ideas to help the knowledge sharing process and collaborations between organizations.

eLuna

In addition, the Network received a presentation from Ms. Cecilia Elizalde, DGACM on the eLuna web-based translation tool. In the traditional business model for the production of multilingual parliamentary documentation for intergovernmental processes, the documents, terminology and references that translators needed for their daily work were dispersed in many systems, databases and files stored on shared drives, some of which were inaccessible to contractors and those who worked off-site, which affected the quality of output and limited the available workforce pool. eLUNA, a web-based computer-assisted translation tool, was therefore developed by DGACM. It combines and automates all necessary functions for translators and language professionals in a single environment, including automatic identification of all previously translated sentences and terminology with access to machine translation for all new sentences, format preservation and quality checks. As a web-based tool, it can be used by translators working remotely, making it possible for contractual staff to also benefit from its time-saving and consistency enhancing features. Its implementation has resulted in many benefits and opportunities including the elimination of paper-based processes, full automation of referencing tasks, higher consistency in translations and increased ability to source work remotely.

The Chair thanked DGACM & WIPO for their demonstrations and invited all members to further evaluate the addition of these platforms within their inventory of translation tools.

Personal Data Protection and Privacy Principles

The United Nations inter-agency Privacy Policy Group (UNPPG), co-led by the UN Global Pulse, special initiative of the UN Secretary-General, and by the UN Office of Information and Communications Technology (OICT), developed the draft Personal Data Protection and Privacy Principles for the UN System Organizations. HLCM endorsed the UNPPG data privacy and personal data protection principles at its 36th session on 12 October.

Mr. Salem Avan (Director, Information Systems and Technology, OICT) provided the Network with an overview of the principles, why they matter and what steps follow their unanimous adoption. The Network learnt that the Personal Data Protection and Privacy Principles aim to: (i) harmonize standards for the protection of personal data across the United Nations System Organizations; (ii) facilitate the accountable processing of personal data for the purposes of implementing the mandates of the United Nations System Organizations; and (iii) ensure respect for the human rights and fundamental freedoms of individuals, in particular the right to privacy.

The HLCM's issuance of the Privacy Principles pave the way for further actions with regard to the protection of privacy and personal data, including the development of appropriate privacy policies across the UN System by each UN Organization. The Principles were presented as a first step towards ensuring that there is a common framework for providing high level protection of the right to privacy, including that of personal data, to persons working for, related to or under the care of the UN System.

ICT Market Analysis

The Network received an ICT market analysis and industry update from Mr. Todd Dreger, Partner & Chief Strategy Officer at ISG. This item evolved into an active discussion and delved deeply into ICT market analysis and market trends including: the repatriation of work through RPA with an impact on human labour; IoT; Cloud delivery model adoption; traditional sourcing versus SaaS and the focus on efficiencies gained through business enablement.

Mr. Dreger's presentation focused on how the ICT sector is gearing towards the needs of the business faster than expected, a trend supported by recognised importance of strong business cases and agile development. Research presented revealed that problems encountered by organizations in their cloud migrations tend to be more change management related than technical. It was observed that SaaS will continue to grow into and become the prevailing model and that now is time to rethink all ICT service contracts in order to deliver services differently. As migration to the cloud dictates a focus on integration orchestration and governance, it was also considered necessary to continue to adopt and scale emerging technologies in this space.

Transforming Enterprise Leadership

As recognized by HLCM in its recent session, pursuing a culture of innovation within UN entities emphasises the importance of senior management leading by example. Acknowledging its leadership role in digital transformation, the Network received a keynote presentation from Mr. Capella (Gartner Group). Mr. Capella has spent two decades studying the strategies, leadership principles, management practices, metrics, and organizational innovations used by the world's best companies to maximize value from their IT investments. Mr Capella presented findings from his recent research, which looks at the people side of digital business transformation and the evolution of IT operating, funding and governance models to support digital business.

32nd Session of the DTN

Following the meeting, it was decided that the 32nd session of the DTN will be hosted by the UN in Valencia in Spring 2019.

Annex - List of Participants

Co-Chairs

Organization	Participant	Title
UN	Ms. Atefeh Riazi	Chief Information Technology Officer, Assistant Secretary-General
IAEA	Mr. Jeffrey Modell	Director and CIO, co-Chair ICTN

Participants

Participants are listed below in alphabetical order on the basis of their first name²

Organization	Participant	Title
ICJ	Mr. Alvaro Flores	Head of ICT Division
UNIDO	Ms. Ana Paula Nishio de Sousa	Chief, Information and Communication Management Service
WHO	Mr. Biswamber Gurubacharya	Manager, Platform Services
UNDP	Mr. Bruce McCarron	Director, Office of Operations, Legal & Technology Services
WIPO*	Mr. Bruno Pouliquen	Head of Advanced Technology Applications Center
UNJSPF	Mr. Cataldo Dell'Accio	CIO
UN	Ms. Cecilia Elizalde	Project Executive, Director of the Documentation Division (DGACM)
UNICEF	Mr. Daniel Couture	Chief Information Officer, ITSSD
UNOPS*	Mr. Dennis Cleary	Senior ICT Advisor
UNHCR	Mr. Doug Greene	Director and Chief Information Officer
UNCTAD	Ms. Elena Tomuta	Chief, Information Technology Services Section
UN	Mr. Erzen Ilijazi	Director
WTO*	Mr. Fabrice Boudou	Director, IT Solutions Division
ICT-ILO*	Mr. Gaël Lams	Team Leader, Web and Communication
UNESCO	Ms. Ingrid Regien	Chief Information Officer
UN-HABITAT	Mr. Kamal Naim	IT Officer, Head of ICT Unit

² *Asterisks denote remote participation.

Organization	Participant	Title
UNFPA	Mr. Luca Baldini	Director, Information Technology and Solutions Office (ITSO)
CTBTO	Mr. Lucas Ferreira	Head, Unix/Linux Support Unit
IOM	Ms. Marietta Muwanga-Ssevume	Chief Information Officer and Director of ICT
WMO*	Mr. Martin Fuhr	Chief, Information Technology and Common Services Division
CEB Secretariat	Mr. Richard Maciver	Inter-Agency Officer, ICT
UNEP	Mr. Saiful Ridwan	Chief, Enterprise Solutions
UN	Mr. Salem Avan	Director
UNICC	Mr. Sameer Chauhan	Director
FAO	Mr. Samuel Varas	CIO
ICAO	Mr. Sanya Dehinde	Chief, Enterprise Technology and Services section
UN Women	Mr. Soren Thomassen	Chief, Information Systems and Telecommunications
OPCW*	Mr. Stephen Jones	Head of Information Services
UNWTO	Ms. Susana García Rubio	Acting Chief ICT
IFAD	Mr. Thomas Bousios	Director and CIO
CTBTO	Mr. Tryggvi Edwald	Chief, IDC/Automatic Processing Systems section & OiC, IDC/Operations section
UNOPS*	Mr. Tushar Arvind Dighe	CIO
UNOV	Mr. Yaroslav Kurennoy	Computational Linguist
FAO	Mr. Yiotis Longinos	Senior Officer, IT Division (CIO)

External Speakers

Organization	Participant	Title
Gartner	Mr. Jaime Capella	Advisor to leading CIOs, technology and business executives
Devex	Mr. Raj Kumar	President and Editor-in-Chief
ISG	Mr. Todd Dreger	Chief Marketing & Strategy Officer/Partner & Chief Strategy Officer