ICT strategy endorsed

Global ICT Town Hall
26 February, 2015
AGENDA

GA resolution on the ICT strategy (A/RES/69/262)
Business Technology Alignment
Leadership
Information Security
Increase Collaboration
Reduce Fragmentation
Organization Structure and Human Resources
The elements of the strategy

<table>
<thead>
<tr>
<th>modernize</th>
<th>transform</th>
<th>innovate</th>
<th>govern</th>
<th>optimize</th>
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</thead>
<tbody>
<tr>
<td>Enterprise solutions, including Umoja and IPSAS</td>
<td>Enterprise Service Desk (Help Desk)</td>
<td>Enterprise Analytics &amp; Business Intelligence</td>
<td>Delegation of Authority</td>
<td>ICT budgetary overview</td>
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<tr>
<td>Network and infrastructure</td>
<td>Enterprise Application Centres</td>
<td>Strengthening ICT collaboration and coordination</td>
<td>Governance framework</td>
<td>Global sourcing</td>
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<td>Information security</td>
<td>Regional Technology Centres</td>
<td>Business Technology Alignment</td>
<td>Human resources management in ICT</td>
<td>Asset management</td>
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<td>Disaster recovery and business continuity</td>
<td>Enterprise network operations communications and security (NOCS)</td>
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<td>Performance management</td>
<td>Cost recovery and rate cards</td>
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<td>Global engineering, conferencing and communications in ICT</td>
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<td>ICT Policies and Procedures</td>
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<td>Enterprise Data Centre</td>
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OFFICE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY
Endorsed all the elements of the strategy
Stressed the need for ICT to support core work of the UN
Requested Secretary-General to provide a detailed progress report, including implementation plan
Acknowledged leadership role of CITO and that Secretariat entities report to CITO on ICT activities (delegated authority)
Reinforced importance of information security and need for central control and governance
Requested increased collaboration across UN system
Requested reduced fragmentation across ICT environment
# ICT strategic roadmap – 5 year, phased approach

<table>
<thead>
<tr>
<th>Phase One</th>
<th>Phase Two</th>
<th>GOVERNANCE AND LEADERSHIP</th>
<th>OPTIMAL USE OF ICT RESOURCES</th>
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<tbody>
<tr>
<td>MODERNISATION</td>
<td>INNOVATION</td>
<td>Governance Framework</td>
<td>Global Sourcing</td>
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<td>Enterprise Solutions</td>
<td>Projects: Analytics, Collaboration, Crisis Management Solutions, Global Security, Modernization Projects</td>
<td>ICT Performance Management Framework</td>
<td>Defragmentation of Organizations/ Harmonization</td>
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<td>Umoja Mainstreaming and IPSAS</td>
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<td>Architecture and Standardization</td>
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<td>Disaster Recovery and Business Continuity</td>
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<td>TRANSFORMATION</td>
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<td>Enterprise Delivery Framework:</td>
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<td>Enterprise Service Desk (Help Desk)</td>
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<table>
<thead>
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<th>2013</th>
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<th>2016</th>
<th>2017</th>
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<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
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<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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Phase One: 2013-2015
Phase Two: 2016-2017
Progress report

70th session of the GA
# Progress report to the GA (70th session)

- **implementation plan**
- **timeline**
- **list of strategic ICT goals (linked to UN goals)**
  - costs
  - performance measures and benchmarks
  - asset inventory (HR and non-HR)
  - deliverables
  - expected benefits and risks
- **five-year overall ICT budget projection**
- **update on ten-point information security action plan**
- **lessons learned**

**Due:** end June
Leadership and central authority
### Entities to report to CITO on:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td>ICT activities and results</td>
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<td>ICT resource management</td>
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<td>• Fiscal</td>
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<td>• Human</td>
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<td>• Assets</td>
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<td>Compliance with ICT standards</td>
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<td>Information security</td>
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<td>ICT architecture</td>
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<td>Compliance with ICT policies &amp; guidance</td>
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Defragment
Fragmentation of technology

- Applications
- Websites
- Data Centres
- Network Architecture
- Data
- Organizational Structure
- Standards
- Service Desk

>2000 applications
>1500 websites
130 service desks (9 AM – 5 PM)
44 data centres
70 ICT units

~100 key applications
~300 websites
5 Enterprise Service Desks (24/7)
2 Enterprise Data Centres
4 Regional Technology Centres*
3 Enterprise Application Centres

*complementary to those in DFS
How harmonization will work

Current State - Department A

<table>
<thead>
<tr>
<th>Location 1</th>
<th>Location 2</th>
<th>Location 3</th>
<th>Location 4</th>
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<tbody>
<tr>
<td>Data Centres &amp; networks</td>
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<tr>
<td>Enterprise Applications</td>
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<td>Helpdesk</td>
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<td>Video Conferencing</td>
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<td>Local analytics IT support</td>
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<td>Business transformation and delivery</td>
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How harmonization will work

Future State - Department A

Location 1  Location 2  Location 3  Location 4

Local analytics
Local IT support

Business transformation and delivery

Technology support

EDCs  EACs  ESDs  RTCs

Service Delivery Framework
Business Technology Alignment

Supporting the core work of the United Nations
Stressing the need to harness the potential of information and communications technology to support the work of the United Nations in the areas of peace and security, development, human rights and international law.
Harmonization and alignment

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Development</th>
<th>Peace and Security</th>
<th>International Law</th>
<th>Human Rights</th>
<th>Humanitarian Affairs</th>
<th>Sustainability (Post 2015)*</th>
<th>Substantive Priorities</th>
<th>Administrative (Umoja, Inspira, +)</th>
</tr>
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<tbody>
<tr>
<td>Regional Technology Centres – local support &amp; alignment</td>
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<td>Enterprise Service Desks – help desk &amp; support</td>
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<td>Enterprise Application Centres – centralized application development</td>
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<td>Enterprise Data Centres – economies of scale &amp; failover</td>
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<tr>
<td>Infrastructure, architecture, standards, governance</td>
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*Currently under consideration by the GA
Increase collaboration
Coordination and collaboration

- Chief Executives Board (CEB)
- ICT Network
- Meet with key Agencies, Funds & Programmes

Q1/Q2

OICT

Information Security
Shared Services
Data
Information Security
BLOCKED ATTACKS ON UN.ORG

1.5 MILLION PER YEAR

4000 PER DAY
“Ransom Ware” attack @UNHQ

MORE THAN 1 MILLION DOCUMENTS UNUSABLE*

*for several days
Global intrusion detection system

December 2014: identified 407 incidents (9 duty stations) wholly undetected by previous systems
More than 6000 files accessed and uploaded to attackers’ system
InfoSec – elements of the strategy

Transparency
- Continuous monitoring
- Vulnerability management

Policy development, compliance and enforcement
- Incident response coordination and intelligence sharing
- Privacy
- Security architecture and application development
- Enhancements to the security infrastructure, incl. regions

Full detailed assessment of ICT assets, services, and systems

Correction of critical issues
Organizational Structure and Human Resources
Global Operations Division

- Oversees all technical and operational aspects of ICT
- Execute the strategy and maintain routine ICT operations functions through the use of technological resources

Includes:
- Global operations and infrastructure
- Enterprise network operations communications and security centre
- Global ICT engineering, conferencing and communications
- Enterprise service desk
- Regional technology centres
- Enterprise data centres
Enterprise Applications Centres

- **Adopt** the application management strategy, related policies and guidelines
- **Manage** all new application development
- **Define** roles and responsibilities
- **Optimize** application support model, including the setup of a global help desk for enterprise system solutions
- **Allocate** sufficient resources to through realignment of existing ICT staff and application support funds
- **Prioritize** the application rationalization projects (and funds) for better business alignment, compliance with technology architecture and cost efficiency
Application Inventory Status

- **Need to validate** and complement the application inventory data already collected
- **Contains 1580 records**

Does not include the applications from:
- DFS and field missions (>600 applications should be added)
- OHRM/DM
- OCSS/DM
- CMP/DM
- DPA
- DPI
- Habitat
**Application Inventory Status**

- Quality of collected information is **poor** since some important metrics are **missing**

<table>
<thead>
<tr>
<th>No.</th>
<th>Metric</th>
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<tbody>
<tr>
<td>560</td>
<td>no user information</td>
</tr>
<tr>
<td>949</td>
<td>no initial implementation costs</td>
</tr>
<tr>
<td>1574</td>
<td>no annual maintenance costs of software licenses</td>
</tr>
<tr>
<td>873</td>
<td>no annual application support costs</td>
</tr>
<tr>
<td>452</td>
<td>no hosting location</td>
</tr>
<tr>
<td>300</td>
<td>no information about development platform</td>
</tr>
<tr>
<td>250</td>
<td>no functional category</td>
</tr>
<tr>
<td>192</td>
<td>no application focal points</td>
</tr>
<tr>
<td>80</td>
<td>no business owners</td>
</tr>
<tr>
<td>50</td>
<td>no description</td>
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</tbody>
</table>
Examples of duplicate systems

- **30+** Time & Attendance
- **15+** Telephone Billing
- **20+** Correspondence Log
- **50+** Knowledge Base
Global Services Division

- Strategic ICT service delivery
- Provide service delivery oversight for information security, operational resilience and programme management
- Includes:
  - ICT policies and procedures
  - Executive solutions and innovation service
  - Global security and architecture
  - Performance Management Framework
  - Governance
  - Business Intelligence and Analytics
ICT Human Resources Management
Approach to ICT HR resource management

- Conduct global review of human resources and organizational structures of ICT offices in UNHQ, OAHs and Regional Commissions
- Take inventory of skills, look into present and future capabilities in all ICT offices, analyse existing capacity
- Conduct gap, supply and demand analysis, model future capabilities for ICT offices globally
- Benchmark existing structure against the industry best practices
- Model future structures and ICT programme configuration based on the ICT Strategy objectives
- Design training programme to develop staff skills
What does this mean for us?

As in any transformation:
- Expect change and to be part of the process
- Join us in Connections and in-person events to engage and follow the progress

Potential benefits:
- Training
- Upgrading skills
- New opportunities
- New roles within a global ICT community
- (Re)connect with the core work of the UN
What does this mean for us?

- ICT will be consolidated into an enterprise delivery framework

ICT Personnel and Resources

- Enterprise Service Desk
- Enterprise Data Centre
- Enterprise Applications Centre
- Enterprise Analytics & Business Intelligence
Next Steps
Immediate priorities

- Information gathering through inquiry, access to systems and automated discovery in support of Secretary General’s progress report on ICT Strategy implementation that will be presented at the 70th Session.

- Defragmentation activities as well as implementation of Service Delivery Framework related to Umoja deployment support.

- Harmonization and standardization related to information security.
Thank you