INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) GOVERNANCE IN THE UNITED NATIONS SYSTEM ORGANIZATIONS
Annexes I and II

Annex I

ICT governance committees/boards or equivalent in United Nations system organizations

Organization	ICT governance committee or equivalent	Composition / Chair	TOR/ functions	Periodicity of meetings	Other committees, bodies dealing with ICT
United Nations	ICT-Executive Committee (ICT-EC)	The Committee is comprised of the Deputy Secretary-General (chair), 13 senior managers at the level of Under-Secretary-General, from both substantive and support areas, and the Chief Information Technology Officer (ex officio member).	· Review and endorse the ICT Strategy · Review and endorse major changes in ICT governance structures · Review the overall programme performance of ICT · Determine investment portfolio and management priorities · Ensure institutional support for programmes and changes introduced by ICT	Five times in 2010	Standing bodies: a) The ICT Advisory Group (ICT-AG): ICT-AG is a working level group that provides a forum for interaction between users and providers of ICT. ICTAG is represented by each major organizational unit of the Secretariat (e.g., departments, offices in HQ and overseas, regional commissions, and tribunals), usually at the department head (D1-D2) level. The ICT-AG is an advisory, not a decision-making, body on ICT matters. Its primary functions are: • Contributes to the development of the ICT strategy for the Secretariat by providing Organization-wide and departmental viewpoints • Provides inputs for the development and revision of ICT policies and procedures • Provides advice to the CITO on important ICT issues • Identifies and raises ICT issues affecting the user community • Maintains awareness of major ICT projects and issues, ICT budgets, service offerings, service level agreements, and technology changes. b) ICT Management Coordination Group (ICT-MCG): The goal of the ICT Management Coordination Group (ICT-MCG) is to achieve a unified approach for the development and implementation of the ICT strategy for the United Nations Secretariat. The ICT Management Coordination Group, chaired by the CITO, is composed of the heads of the ICT units and managers with significant ICT-related responsibilities in Departments, Offices (OAHs, regional commissions, tribunals, etc.) and field missions. Its primary functions are: · Contribute to the development and updates to the ICT Strategy · Provide strategic leadership for ICT matters through the alignment of ICT strategic

objectives and activities with business strategic objectives and processes
· Review and endorse ICT policy, architecture and standards
· Implement ICT strategy, programmes and management frameworks
· Ensure ICT spending/investment is aligned with Organization-wide needs and priorities
· Report on overall programme performance of ICT in the Secretariat
· Review and promote the ICT Fast Forward initiatives and innovative solutions.

c) ICT Program Working Groups:
ICT Program Working Groups have been established for each of the three strategic programmes: knowledge management (KM), resource management (RM) and infrastructure management (IM). These working groups maintain the strategic direction for the Secretariat's ICT strategic programme, review proposed ICT initiatives and monitor their implementation status. The working group provides policy advice and programme suggestions to the CITO.

d) Local ICT Committees:
Local ICT Committees have been formed for each department. Each committee is comprised of substantive area representatives who meet periodically to raise busi-ness needs that may require an ICT solution. The committees are chaired by a substantive expert of the respective department and include the local ICT chief as an ex officio member.

Ad hoc bodies:
Ad hoc governance structures, committees/bodies are established for major ICT projects, such as e.g. UMOJA (see Annex IV above), which may have various committees, advisory groups, project teams, working groups etc.

Other:
The Ad Hoc Open-ended Working Group on Informatics which is the ICT governance group of the Member States.

| UNCTAD * | Information and Communication Technology (ICT) Committee | The UNCTAD ICT Committee (which a t the same time is also a Local ICT Committee according to the UN Secretariat ICT governance structure) is formed comprising of substantive area representatives who meet periodically to raise business needs that may require an ICT | The Committee, among other, performs these functions: approves a rolling strategic plan for IT services and applications covering the next two biennia; oversees all major decisions related to software applications, defines system and data ownership and monitor IT-related matters; monitors all systems development within UNCTAD, irrespective of the source of funding, and ensure this follows the methodologies, standards and procedures set out by the ICT Board, etc. | At least quarterly | Standing bodies: 1. Project Review Committee: Composition: The Committee consists of seven members and seven alternate members. The Director, Information Technology Services Division, is a member and the chairperson of the Committee. Function: The purpose of the Committee is to apply uniformly the standards decided upon by the Information and Communications Technology Board to information and communications technology initiatives within the Organization and to recommend whether such initiatives should proceed. 2. Technological Innovation Committee (TIC) of Geneva (soon to undergo a major change) 3. Respective Working Groups under the TIC 4. ICT Procurement Committee at UNOG 5. ICT- AG (ICT Advisory Group) 6. ICT- EC (ICT Executive Committee) |

	solution. The committee is chaired by the Deputy Secretary General of UNCTAD and includes the local (UNCTAD) ITSS Chief as an ex officio member.			
UNODC *	UNOV/UNODC Information Technology Service (ITS) is governed by the ICT Governance Framework established by the Office of Information and Communications Technology (OICT) UNHQs New York and follows ICT strategy of the United Nations			
UNEP *	The UNEP Senior Management Team (SMT)	The SMT comprises of the Executive Director, Deputy Executive Director, Chef du Cabinet and all Division Directors.	The SMT It is the highest-level decision making body on major ICT matters for UNEP. It decides on all major ICT matters for UNEP and the overall strategy and priorities for ICT policies and major organization-wide systems. The SMT discusses and reviews ICT matters as and when required – for example, when a specific policy on ICT (e.g.		Standing bodies: a) UNEP bodies: (1)The three working groups, comprised of Subject Matter Experts (SMEs) from each division, regional/ outposted office and the MEAs: -UNEP Working group on Knowledge management (KM) The KM working group guides the knowledge management activities in UNEP to ensure the retention of institutional knowledge. -UNEP Working group on Resource Management (RM) The RM working group guides the resource management activities in UNEP to ensure

Greening ICT in UNEP) or a proposal for a UNEP-wide system (e.g. a project management information system to be used by all UNEP staff) has been prepared by the working groups and cleared by the ICT Synthesis Group for presentation to the SMT.

improvement in UNEP's capabilities in managing human, financial and other resources.
-UNEP Working group on Infrastructure Management (IM)
The IM working group guides the infrastructure management activities in UNEP to ensure improvement in UNEP's infrastructure.
(2) UNEP ICT Synthesis Group (UNEP - ISG):
Composition: The Chair of each working group (working group on knowledge management, working group on resource management, working group on infrastructure management), a representative from the Quality Assurance Section (QAS), a Business Change Representative and UNEP Project Sponsors or managers.
Function: The UNEP – ISG reviews policy, process and standard operating procedures for ICT and reviews proposals for UNEP-wide systems that have been prepared by each working group for submission to the SMT; reviews the ICT components of UNEP projects that have been discussed by each working group to ensure that they follow Organization-wide (UNEP and UN) standards; ensures that proposed ICT projects and activities are aligned with the MTS.

b) UNON bodies:
(1) Three UNON working groups
-Application Development Steering Committee (KM), meets quarterly
-IMIS- ERP Steering Committee (RM)
-Technical Review Group (TRG) (IM)
These working groups guide the three strategic programmes in KM, RM and IM for UNON.
The UNEP ICT Adviser participates in each working group.
(2)UNON ICT Committee, meets every 6 months
Comprises of three members, one from UNEP, one from HABITAT and one from UNON.
This committee ensures that local ICT priorities are aligned with the Secretariat- wide ICT strategy.

c) ICT governance bodies of United Nations Secretariat :
(1) ICT Advisory Group (ICT - AG):
Composition: The Chief, CSS and ICT Advisor participate in the ICT Advisory Group, which Ensures that the UNEP ICT priorities are aligned with the Secretariat-wide ICT strategy and sharing of knowledge, experiences and lessons learned with other organizations across the Secretariat.
(2) ICT Executive Committee (ICT- EC)
UNEP Executive Director participates in the ICT Executive Committee (ICT- EC) of the Secretariat, the highest level decision making body on major ICT matters and the overall ICT strategy and priorities.

UN-Habitat *

UNHCR	ICT Governance Board (ICTGB)I	The board is composed of the Assistant High Commissioners (Protection; Operations), Directors from the Divisions (Information Systems & Telecoms; Human Resources Management; International Protection; External Relations; Programme & Support Management; Financial & Administrative Management; Emergency Security & Supply) and Bureaux (Americas; Africa; Asia & Pacific; Europe; Middle East & North Africa). Chaired by the Deputy High Commissioner. The ICT Project Office provides secretariat services to the board.	The purpose of the Board is to provide organization-wide senior-management oversight and coordination of all investments related to information and communications technology. In this context the ICT Governance Board establishes priorities, approves projects and investments and provides monitoring and oversight of efforts that are in progress across the entire organization.	Three times per year. Special sessions may be convened by the Chairperson when required.	Standing bodies: a) ICT Business Owners Committee (ICTBOC): Composition: Deputy Directors from the Divisions and Bureaux. Chaired by the CIO & Director of Information Systems & Telecoms. Function: The ICTBOC provides a mechanism for structured and coordinated interactions between DIST, other Divisions and Bureaux on ICT related projects, and ensures that needs for new or enhanced ICT systems and services are identified and met, taking into account budgetary and capacity constraints. The ICTBOC prioritises ICT investments and presents them to the ICTGB for decision. b) Change Advisory Board (CAB): Composition: Representatives from Business and technical sections along with the user community that can approve or reject changes Function: To efficiently and effectively handle all changes. Has a pivotal role in managing changes to the ICT infrastructure including Business applications. The board that has regular meetings which are often virtual and participants can vary considerably depending on the change(s) being discussed Ad-hoc bodies: Project specific Project Steering Committees that are mandatory for large projects and optional for medium projects.

UNRWA *	Information Management Committee (established in April 2008) However, UNRWA ICT governance is at present provided by an ERP Steering Committee. Furthermore, UNRWA is currently engaging a consultant to conduct an ICT Assessment in order to review various aspects of ICT management including the governance structure. (*)				Ad hoc body: ERP Steering Committee: Composition: Deputy Commissioner-General, Chair Director ERP, Secretary Members Director Administration Support Director of Human Resources Director of Finance Deputy Director of UNRWA Operation/ JFO Deputy Director of UNRWA Operation/WB Deputy Director of UNRWA Operation/Lebanon Deputy Director of UNRWA Operation/Gaza Deputy Director of UNRWA Operation/ Syria Deputy Director External Relation Division Chief Information Services Division Chief Procurement & Logistics Division Coordinator of Programme Services Chief General Legal Division Function: Guiding and overseeing the implementation of the new ERP system at UNRWA
UNDP	ICT Board	The ICT Board consists of members from the Regional Bureau, Central Bureau and its units, Country Offices, and members from the funds administered by UNDP, such as UNV and UNCDF. The members are the policy and technical staff selected on the basis of their knowledge and	The ICT Board: oversees implementation of IM strategy; oversees new and ongoing ICT initiatives; endorses ICT standards and policies; and it is involved in corporate ICT priority-setting and risk management.	Three times in 2010.	Standing bodies: a)ICT Technical Committee: The ICT Technical Committee, a sub-group of the ICT Board, provides technical recommendations for ICT Board decisions. b)Change Control Board (CCB): Ad hoc bodies: Project Boards; and the Projects Teams/Technical Tracks, such as for ERP implementation Other: Inter-Agency Atlas Governance Group (IAAG) for the ATLAS system, in which UNDP, UNFPA, UNOPS, UN Women and UNU participate.

		interest as users, representative management, and functional owners of ICT initiatives.			
UNFPA	ICT Board	Director, Division for Management Services, Chairperson; Deputy Director, Division for Human Resources, Member; Deputy Director , Technical Division, Member; Deputy Director , Division for Oversight Services; Deputy Director , Division for Oversight Services, Member; Chief , Finance Branch, Member; Chief , Media and Communications Branch, Member; Chief , Programme Support and Regional Desks Branch, Member; Advisor , Enterprise Risk Management, Member; Two persons from regional and/or sub-regional offices ; Two country representatives ,	The ICT Board is responsible for ensuring efficient use of ICT resources for the maximum benefit of the organization. The ICT Board further ensures that: •ICT initiatives are aligned with UNFPA business practices, support the achievement of organizational objectives, and promote organizational efficiencies; •Organizational units take business ownership of ICT initiatives; •All foreseeable risks associated with ICT initiatives are clearly identified; •There is no duplication and overlap between various ICT initiatives in different offices of UNFPA; •Development of approved ICT projects/initiatives are prioritized; •Funding requirements for approved ICT initiatives are fully identified; and •Approved ICT policies and standards are applied to all ICT initiatives, as relevant.	Quarterly	Standing bodies: a)Change Control Board: Composition: Change Release Manager, Chairman; Relevant Management Information Services (MIS) staff; Clients and Users. Function: It evaluates the impact and risk of the requested changes to ICT services and ICT infrastructure from both business and technical viewpoints; makes recommendations for implementation, further analysis, deferment, or cancellation of the change request submitted for approval. Meetings are held as necessary. b) ICT Procurement Planning Committee: Composition: The ICT Procurement Planning Committee consists of senior MIS staff. It is chaired by the MIS Chief. Members include the Technology Manager, Applications Development Manager, and Business Support Manager. Function: The mandate of the ICT Procurement Committee is to provide checks and balances on procurement activities of various functions within the MIS. It is the goal of the ICT Procurement Committee to ensure that relevant Procurement and MIS policies are adhered to at all times. Other: Inter-Agency Atlas Governance Group (IAAG) for the ATLAS system, in which UNDP, UNFPA, UNOPS, UN Women and UNU participate.

Members; and Chief , Management Information Services, Secretariat.

The ICT Board is an organ of the Operations Committee (OC). The OC is co-chaired by the two Deputy Executive Directors and comprised of senior managers of all major UNFPA organizational units. The ICT Board reports to the OC.

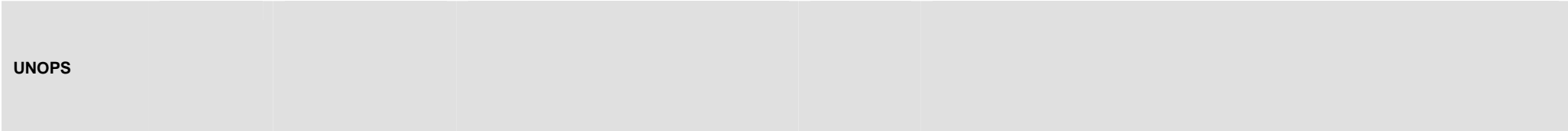|					
UNICEF	ICT Board	The ICT Board members are appointed by the Executive Director among senior staff. The Information Technology Solution and Services (ITSS) division provides secretariat services to the Board. The ITSS Director serves as ex-officio member. The members are appointed for a 3-year period. The ICT experts may be selected to serve as external advisors in ensuring enough technical expertise.	The mandate of the ICT Board is to ensure an appropriate and coordinated use of ICT means and resources across the organization. The goals of the ICT Boards are to promote standardization of ICT systems, avoid duplication of management efforts, and ensure that all projects and initiatives are aligned with the UNICEF ICT Strategy, which guides all new and ongoing ICT initiatives. The Board will: -Advise the Executive Director and the Global Management Team on matters of technology adaptation and prioritization; -Ensure coherent and coordinated usage of ICT throughout UNICEF and beyond in line with the objectives of the organization; -Oversee the implementation of the ICT Strategy and its alignment to UNICEF's current and future strategic objectives; -Ensure the delivery of value by ITSS to UNICEF's stakeholders; -Endorse recommendations for resources and other means necessary to meet ICT goals; -Establish ICT-related risk tolerance; -Review ICT performance indicators and provide the Information Technology Review	The ICT Board meets at least once every 3 months or on an ad hoc basis as demanded by emerging issues.	Standing bodies: Information Technology Review Committee (ITRC): Composition: The ITSS Director (Chair); all ICT Chief of HQ away from NY; Regional ICT Chiefs, Deputy Director for Integrated Applications and Knowledge Management Support; Chief, IT Programs & Quality Assurance; Chief, Administrative Services; Chief, Application Functional Service; Chief, Cross-Functional Services; Chief, Knowledge Management Support; Chief, Technical Architecture; Chief IT Operations and Services, Chief IT Security. Function: The ICTR reviews, vets and approves IT projects, technical standards and policies and operational activities. Its activities, among others, include: ensuring continuous improvement in ICT effectiveness, efficiency and transparency through management of the planning, monitoring, and performance evaluation of ICT initiatives; ensuring that all ICT initiatives follow a rigorous project management methodology and final roll-out assessment: ensuring consistency in the application of technology, standards and solutions through UNICEF; identifying and measuring the effectiveness of ICT policies, procedures, standards and guidelines and modifying them accordingly. The ITRC meets at least once a month. Additional meetings may be scheduled by the Chair to address time-sensitive issues and initiatives as needed. Ad hoc bodies: Project specific governance bodies, usually chaired by a Deputy Executive Director and a membership on D2 level. For instance, the organisation had decided to create a dedicated project governance structure for its migration to one single off-the-shelf ERP system on SAP basis – a project ("VISION") also coping with the simultaneous changeover to IPSAS as new accounting standard. The Project Director reports to a Project Steering Committee chaired by the Deputy Executive Director – Management, ASG level. Committee

			Committee (ITRC) guidance for improvement; -Advise on matters related to: ICT priority setting and risk management, progress toward meeting UNICEF's goals, escalation by UNICEF stakeholders associated with ICT initiatives. The ICT Board members serve on the Board in both a decision-making and advisory capacity to the Executive Director and the GMT depending on the nature of particular ICT matters and specific areas of scope. The ITSS division and select advisors provide technical expertise and advice to the Board on specific topics. The largest ICT initiatives/investments are brought up for discussion and clearance to the full UNICEF Global Management Team, the GMT, composed of all Directors and executive management at the D2 level and above.		membership comprises the directors of key stakeholder divisions.
WFP	Management Information Systems Steering Committee (MISSC)	Members include: Deputy Executive Director and Chief Operating Officer, Operations Department; Deputy Executive Director, External Relation Department; Deputy Executive Director and Chief Financial Officer, Resource management and Accountability Apartment; Deputy Executive Director, Office of Hunger Solutions; Chief Information Officer & Director, IT and Management Services Division; Director,	The MISSC shall be responsible for setting the strategic direction of WFP's information technology systems, ensuring that they meet the organization's needs in an efficient and cost-effective manner. It shall perform the following functions: -Review the IT strategic plan which constitutes the roadmap for IT in WFP, on an ongoing basis, to ensure its consistency and alignment with the business goals and strategy of WFP; -Define a 'value management framework' for business changes that allow for organization-wide tracking of tangible and intangible benefits arising from the IT-enablement of these projects. This framework will define quality acceptance levels for business cases for IT-enabled investments with particular emphasis on the definition of key financial indicators and the comprehensive appraisal of the downside risk; -Identify "IT investment criteria" and define	The MISSC meets once a year. Additional meetings, if needed, may be convened by the Chairperson.	Standing bodies: Executive Management Council (EMC): The MISSC reports to the Executive Management Council (EMC), the body which supports the Executive Director's managerial functions and is responsible for formalizing and focusing managerial decision-making processes at the executive level in WFP. Ad hoc bodies: Separate governance structures may be established for large-scale projects. For instance the one for the WFP ERP upgrade project (WINGS), which is comprised of a Project Board, Steering Committee and Project Owners, among others.

	Communications, Public Policy and Private Partnerships Division; and Director, Human Resources Division. The Chairperson of the MISSC is the Chief Operating Officer. The alternate chair - Chief Financial Officer.		thresholds for each, above MISSC approval shall be required; -Approve and prioritise business initiatives, the IT project pipeline and project portfolio, and authorize allocation of ownership, budget and responsibilities; -Provide ongoing oversight of key projects, including of approval of major corporate project scope changes; -Resolve issues impeding the timely delivery of high-priority projects; -Approve architectures and information and solutions standards including assignment of application and information ownership and project delivery models proposed by IT, which are related to business process standards proposed by the business; -Review post implementation reviews of major projects and independent IT effectiveness assessments; and -Review and obtain organizational acceptance of business risks of IT-enabled projects and provide continued oversight of these risks to ensure their containment.		
UNOPS					
ILO	The Information and Communications Technology Subcommittee (ICTS) of the Programme, Financial and Administrative Committee (PFAC) of the ILO	The ICTS is a standing committee of the PFAC) of the ILO Governing Body that, together with other committees, comprises the ILO Governing Body.	The ICT Subcommittee was established in 2005 to "assist the PFAC in the governance of the ICT policies of the Office and would review and discuss substantive ICT issues that have a direct impact on the budget, with a view to making recommendations for consideration by the PFAC of the ILO Governing Body.	annually	Standing bodies: <u>a)</u> Technology Advisory Committee (ITAC): Composition: It is chaired by the Executive Director of the Management and Administration Sector (MAS), and its membership consists of representatives from each department at the department director or bureau chief level. Function: ITAC advises on the strategic direction for the use of IT throughout the ILO, reviews the implementation of major IT investments and establishes IT standards on the recommendation of ITCOM and monitor compliance with them. b) Senior Management Team (SMT): Composition: It is composed of all directors, except the director of ITCOM. Function: Senior management committee which also deals with IT issues and policies. c) Information Technology Application Advisory Board (ITAAB): Composition: It is chaired by the Chief of Information Technology and Communications Bureau (ITCOM) and its membership consist of IT application specialists from FINANCE, HRD, ITCOM, and PROGRAM. Specialists from technical sectors and

	Governing Body				DGREPORTS will be invited on an as needed basis. Function: ITAAB advises the Executive Director of the MAS Sector (ED/MAS) on the coordination of the development of IT applications and the acquisition of application software, so as to avoid duplication and incompatibilities with established office-wide applications, such as IRIS and the EDMS. ITAAB's review process ensures a consistency in proposed IT projects as far as methodology, project management, and subsequent maintenance throughout the expected life cycle of the application. ITAAB is guided by ILO's IT Strategy and standards, as well as established industry standards such as COBIT and ITIL. <u>Ad hoc bodies:</u> Separate governance structures may be established for major IT initiatives, as it was for instance done for the implementation of an ERP system, the Integrated Resource Information System (IRIS), which is governed by the IRIS Governance Board (IGB) and the IRIS Management Task Team (IMTT).
FAO	FAO has a common structure for the governance of Knowledge Management (KM) and Information Technology (IT), in which "IT" includes both information systems and information management. Governing body is the IT/KM Governance Committee	Co-chairs: DDG (Operations) and DDG (Knowledge) Members: Directeur de Cabinet; HQ ADG's; DO ADG's; Director, CIO (Co-Secretary); Director, OEK (Co- Secretary); Director, OSP; Advisor - Legal Counsel, LEG; Advisor - Inspector General, AUD	The IT/KM Governance Committee ensures alignment between IT and KM strategies, plans and investments. Among others, it: - Ensures the IT and KM strategies and plans are aligned to the Organization's strategic objectives, functional objectives and priorities and are supported by an appropriate investment and resource plan aligned to the IT and KM medium-term strategies. - Advises the ELT on strategic and policy issues relating to information technology and knowledge management. - Reviews and advises the ELT on Capital Expenditure Fund (CAPEX) funding and other major IS/ICT and KM/IM investments. - Monitors and reviews implementation of the information systems and communication technology project portfolio, investments and performance reporting. - Monitors and reviews compliance with IT and KM standards and procedures. - Considers and decides on proposals from the IT/KM Bureau on matters within its remit and makes recommendations to the . - Delegates IT and KM technical matters to the IT/KM Architecture Board.		<u>Standing bodies:</u> a) IT/KM Architecture Board Composition: Co-chairs: CIO and Director OEK (based on agenda/topic, IT or KM); Secretary: Senior officer IT Governance and OEK (as per agenda); Members: 2 focal points per Departmental/Regional office (as per agenda); Ex-officio: CIO and OEK Senior officers (as per agenda) Function: The IT/KM Architecture Board develops, monitors, and communicates IT and KM enterprise architecture (norms and standards) and procedures, including technical publishing. It monitors the development of strategy and plans, reports on investments and benefits and major project initiatives. It is responsible for exploring emerging new approaches, methodologies and technologies and their possible use by FAO. b) IT/KM Bureau: Composition: Co-chairs: DDG (Operations) and DDG (Knowledge) Members: ADG Technical departments (two departments, rotating annually); ADG Decentralized offices (rotating annually); ADG, CS; Director, OSP; Director, CIO; Director, OEK; Director, OSD. Function: The IT/KM Bureau ensures that biennial information systems, information communications technology and knowledge management needs are identified and plans are produced and agreed to meet the Organizations strategic objectives and core functions, and align with medium-term IT and KM strategies. It considers Capital Expenditure Fund (CAPEX) investment proposals and makes recommendations to the IT/KM Governance Committee. It reports on IT/KM investments and benefits realized. It monitors major IT and KM initiatives and ensures the reduction of duplication and fragmentation of information, information systems and technology. It reports directly to the IT/KM Governance Committee for approval of plans, major projects and investments.

UNESCO	Corporate Services Committee	Senior/executive management	The Corporate Services Committee is a senior/executive committee which decides on managerial, policy and strategic issues, including in the area of IT and it provides guidance to and 'oversight' on the CIO and IT department.		
ICAO	The Senior Management Group (SMG)	Chaired by Secretary General, members include Director, Regional Director and Chief of offices, who is directly reporting to Secretary General. All Directors, Chief de Cabinet and Secretary General are D2 and above.	The highest decision making body and the authority in ICAO.		Ad hoc bodies: Enterprise Project Governance Body (Steering Group): Chaired by Director/ADB (Director and Deputy Director Administration Bureau), members include Chief/ICT and Business Representatives of Technical Offices. Director/ADB chairs the Steering Group and owns the accountability of ICAO secretariats' administrative services, who reports to Secretary General directly. The Steering Group is the actual IT governance body to all enterprise wide IT implementations. The Steering Group meeting is not on regular basis; the meetings are based on the progression of the Projects.
WHO	Global ICT Leadership Team (GLT)	ICT heads or focal points from the WHO Regional Offices, Partner Agencies, and HQ's out-posted offices.	The GLT group is an executive group that is mandated to provide clear ICT direction for the whole organization. The objectives of the GLT are: -To regularly review the current Global ICT strategy and its alignment with WHO's strategic objectives; -To provide an overall ICT strategy for the whole of the Organization, in light of appropriate technological trends and changing business needs; -To assess the relevance of current ICT services provided globally to WHO end users and external partners. Consequently, providing a modernized list of global ICT services; -To develop a global resource capacity to deliver ICT services and re-evaluate where services are effectively managed and efficiently delivered; -To assist in developing metrics to evaluate the performance of each global ICT service and hence make adjustments to service delivery; -To review current financing standing, evaluate costs, and identify new ways of financing global ICT services; -To report on local or individual ICT projects	Twice per year	Ad hoc bodies: A separate governance structure has been established for the implementation of ERP in WHO, the Global Management System.

			fro information sharing and transparency; -To establish a Global ICT Governance; -To regularly meet, in between the Gloabal ICT meetings, to discuss the progress of each action items and ensure continuous alignment of the initiatives with the decisions.		
UPU					
ITU	Information, Communication and Technology Committee (ICTC)	Deputy Secretary-General (Chair) Deputy Directors (D2), Chiefs (D1)	1. Provide a consultative forum for information exchange on the development of ICT and Information Management (IM) strategies and plans for ICT innovation, on the evolution and major changes to the ICT environment, and on the related projects; 2. Co-ordinate with the relevant services concerned, formulate, and recommend policy on ICT matters; 3. Monitor the implementation of policy on ICT matters; 4. Develop and revise, as needed, an ICT investment plan based on priorities that reflect ITU strategic objectives; 5. Recommend the allocation of resources for ICT innovations and projects, ensuring that the needs of the Regional and Area Offices are duly taken into account; 6. Identify possible sources to fund and replenish the ICT Capital Fund; 7. Review the progress of ICT projects and the attainment of financial and performance objectives, soliciting and taking into account user feedback; 8. Make recommendations concerning recruitment and training issues specific to ICT matters.	Quarterly	Standing bodies: ICTC: governs and makes recommendations with respect to investments from the ICT capital fund Ad hoc bodies: a) ERP: SG was the project sponsor, weekly reporting meetings with SG. Human and Financial Resources Management Departments and IS were co-project managers, Steering Committee comprising Deputy Directors of Sectors (D2), functional and technical teams, quality assurance, formal sign-off (including SG for certain decisions affecting the organizational processes). Regular reporting to ITU Council; b) IPSAS project: as above but with participation of an ITU Council Member

WMO	Information Systems Strategy Advisory Committee (ISSAC)	Chairperson: - Deputy Secretary General Members: - Director, Resource Management Department (D2) - Director, Observation and Information systems Department (D2) - Director, Cabinet and External Relations (D2) - Director, Development and Regional Activities Department (D2) Secretary - Chief, Information Technology Division (P5).	ISSAC's mandate is to oversee the planning, development and implementation of IT/IM projects with a view to modernize the related systems and to enhance efficiency and promote a more effective use of relevant tools (Report on IT Governance 2006-07). ISSAC advises the Secretary General on: IT and IM strategies, business plans and budgets for approval; IT and IM risks according to overall WMO strategy and business plans; requirements for coherent IT and IM policies and procedures and mechanisms for compliance control; proposal for significant investments in new IT/IM initiatives; integration of system, data and people enabling IT solutions to support streamlining and simplification of processes; and ownership of sustainability of all information related initiatives and projects and monitor implementation of major projects (e.g., Oracle and EDMS).	At least annually	Other committees, working groups, and task forces have been formed to look into IT and process related issues in WMO. (Some of these have evolved as a result of relevant issues identified at WMO management retreats.) The website redesign committee is tasked with the redesign of the WMO public website. Additionally, there is a task force on process simplification looking into streamlining of processes in areas like travel. Furthermore, a "Documents Management Board" has been created for implementation of the EDMS project upon recommendation of ISSAC.
IMO	The IT/IS Governance Board	Chaired by the Director of Administration Division and includes representatives from all Divisions plus IOS, IT&IS Section, the SAP Unit and the Policy and Planning Unit.	The IT/IS Governance Board will provide the vision and strategy for the IT/IS investment and use in the Organization and its work will include: 1.Review of existing and planned inventory of IT systems and IT services in the IMO 2.Overall leadership regarding the implementation of the IT and IS strategy [to be developed, and endorsed by the Board] 3.Define and implement criteria to prioritise requests for IT system changes and application development 4.Review and endorse prioritised IT system development requests 5.Advise and approve proposals for outsourcing developments and systems 6.Align IT and IS investment to the IMO business needs and strategic directions 7.Monitor and enforce Organizational IT&IS security policy [to be developed, and endorsed by the Board] 8.Monitor staff development programme to ensure IT&IS skills are appropriate	Quarterly, and depending on needs	"Standard bodies (a) ICT Management Team This team is chaired by the Deputy Director/Head IT and Information Systems. It comprises group leaders from each of the four strategic ICT programmes and is responsible for coordinating the development of the ICT strategy and its periodic alignment to the wider Organisational strategy. It also implements the ICT strategy and related plans and programmes, while developing ICT policies and procedures. The team also ensures that ICT investment is strictly aligned with business needs, towards the realisation of the Organisation's work programme. The team meets monthly and reports on the overall ICT performance to Senior Management. (b) ICT Programme Working Group Working groups are established for each of the four strategic programmes: - Knowledge management - Application development - Resource management - Infrastructure management The working group is responsible for reviewing proposed ICT initiatives and for managing their implementation. The working group advises the ICT management team on policy and programmatic issues. The group meets weekly. Ad hoc bodies:

Separate governance structures are established for major IT projects, such as the implementation of the ERP system and the website project.

WIPO	ICT Board	It is composed of high-level officials, including the WIPO Deputy Director-General, Assistant Director General (Chair) and Chief of Cabinet.	The ICT board deals with and decides on major IT strategies and investments, including the biennial ICT budget.		
UNIDO	Under the Programme for Change and Organizational Renewal (PCOR): The Committee for Change and Organizational Renewal (CCOR) - including the Project Board	Consists of 20 senior managers from all functional areas, including all members of the Executive Board. The CCOR is chaired by the Director-General.	The CCOR is the main decision-making body for PCOR. As such, it provides the strategic direction and oversight. The CCOR reports to the Executive Board. Furthermore, the Project Board, consisting of three Executive Board members and two senior managers, is the decision-making body for operational decisions under PCOR, including for ICT-related matter.		
UNWTO	There is no specific ICT supervision body; the SMT (Senior Management Team) takes supervisory role on an ad-hoc basis	Secretary General, (Chairman) Executive Director, Programme and Coordination, Executive Director, Competitiveness, External Relations & Partnerships Executive Director, Member Relations and Services Director, Administration and Finance	The SMT takes a supervisory role in respect of ICT issues on an ad-hoc basis.	Twice a month	Ad hoc bodies: Evaluation panels and task forces nay be established to dealing with special issues when needed.

IAEA

IT Committee (ITC)	Chaired by the Director, MTIT, acting in his/her capacity as Chief Information Officer (CIO). One member and one alternate will be nominated by each DDG and will normally be at Director level. IT specialist will be invited to attend as required.	The ITC is a standing interdepartmental committee. It is established for promotion, partnership and cooperation in information management (IM) and information technology (IT) in the Secretariat. It will advise on IM/IT issues of strategic nature and those which affect more than one programme and will seek to establish consensus on such issues in order that information is shared effectively and IT solutions are implemented efficiently throughout the Secretariat. The functions of the ITC are: - to review, advise on, and ratifySecretariat IM/IT strategy and policies, including on the draft IM/IT Strategy; - to be an advisory body to the CIO on issues of IT technical standards, IT planning, IT risk management and operational issues. The CIO retains final decision making authority over these issues; - to review and make recommendations to the CIO for the implementation of the Agency's centralized IT services budget; - to review and recommend – within the Programme and Budget cycle – all IM/IT investments with a significant IT component (over €100 000), major changes in IT staff assignments or those investments of a lesser value which in the view of the ITC are likely to have a significant impact on more than one Department. These recommendations will be based on objectives and established criteria (e.g. business case, duplication in the house, availability of long-term financial resources to support continuing operations, risk — see SEC/NOT/1915 for more details). In the event that the IT Committee cannot reach consensus on an investment, the CIO and the DDG concerned will jointly present the issue to the PCC for final decision; - to advise on introduction of new and emerging technologies. -to review and provide by establishing consensus among its members.	Monthly	Standing bodies: a) The Nucleus Steering Group (NSG): The NSG is an interdepartmental advisory body set up by the ITC that is concerned with all policy issues related to Nucleus. Nucleus is a portal that allows Agency staff members and counterparts in Member States easy access to the detailed scientific, technical and regulatory information resources of the Agency. b) The Information Security Policy Steering Group (ISPSG): The ISPSG is a standing body in the Agency responsible for advising the ITC, through DIR-MTIT/CIO, about information security issues, procedures, policies, and practices.

Annex II

ICT Strategies in United Nations system organizations

Organization	Current ICTS (main content; period covered; alignment to org. strategic plans)	Regular Updates	Process of adoption/update	Endorsed by Legislative Bodies
United Nations	The UN ICT Strategy covers the five-year period from January 2009 to Decmber 2013. The ICT strategy is comprised of a vision, a management framework and three strategic programmes. Based on the vision, the Management Framework is aimed at enhancing ICT management processes and structures and sets outs five main priorities: Develop ICT management structures; Deliver strategic programmes; Enhance service and performance management; Implement global architecture and standards; and Improve Financial control and reporting. The three Strategic Programmes include Knowledge Management, Resource Management, and Infrastructure Management	ICT strategy is a 'living document' and updated on a periodic basis (5 years). It is only mentioned that the strategy will be updated on a periodic basis.	In developing the ICT strategy, a comprehensive planning process was initiated in 2007-2008 , aimed at identifying the key ICT needs of the global Secretariat, including: Executive interviews with heads of departments and offices to determine common needs and unique needs; An organization-wide ICT survey on staff needs and activities associated with ICT; Discussions with Permanent Mission representatives to assess how the Secretariat's ICT can support Member State needs; Research on technology trends and products from industry-leading vendors, to review best practices and assess the industry's current evolution. The organizational needs, as well as technological trends and market developments, have served as the building blocks of the ICT vision for the Secretariat. The institutional needs along with four major technological trends of recent years have formed the basis for the ICT strategy of the Secretariat. Further, in 2010 an UN-wide ICT Structural Review had been conducted to provide detailed recommendations on strategic and organizational changes that will boost the efficiency, impact and cohesiveness of the ICT operation.	yes
UNCTAD *	UNCTAD Information Technology (IT) Strategic Plan 2011-2014 represents the importance of positioning Information Technology as a strategic entity of the organization towards achieving its mission objectives. The UNCTAD ICT strategy aims at: better aligning internal ICT support services with the strategic objectives of the organization, complying with the UN secretariat ICT strategy, and promoting and delivering flexible and state of the art technology required by the organization. The IT Strategic Plan outlines 9 activities for achieving the IT objectives: Rationalizing the existing Administrative Systems & Databases; Servicing the needs of the Substantive and other Areas; Managing Enterprise Content; Facilitating e- Mail & Other Communication Means; Servicing Meetings and Conferences; Facilitating Telecommuting; Establishing & Implementing digital Security; Establishing & Implementing IT Disaster Recovery; Facilitating High-Quality Client Services.	Yes; previous IT strategy was adopted in 2006.	A draft strategy is prepared by the Chief of ITSS head of IT after consultation with management and users. The draft ICT strategy is submitted for discussion and endorsement by the UNCTAD ICT Committee and finally endorsed by the UNCTAD Deputy Secretary-General.	

UNODC *	UNOV/UNODC Information Technology Service (ITS) is governed by the ICT Governance Framework established by the Office of Information and Communications Technology (OICT) UNHQs New York.		
UNEP *	UNEP's mission for ICT: Supporting the medium-term strategy 2010-2013: To realise the medium-term vision for UNEP, the mission of ICT is to create an innovative and dynamic ICT environment which provides staff with effective and efficient technology solutions that enable them to deliver tangible results in pursuit of UNEP's priorities. In support of this mission, the ICT goals have been drawn from the objectives of UNEP's thematic priorities that articulate the vision for UNEP with the goal of promoting ICT as a strategic tool in enhancing the productivity of staff and managers and achieving organization results. The objective of the ICT strategy for UNEP is having an agreed upon Organization-wide ICT strategy which provides the context for the use of ICT in supporting and enhancing the vision and goals of UNEP. The strategy encompasses 5 cross-cutting priority areas of (a) ICT management structure, (b) strategic programme delivery, (c) service delivery and performance management, (d) global architecture and standards, and (e) financial control and reporting. The ICT strategy covers 3 years, from 2010 to 2013.	The strategy is in constant review through continuous improvement of the process itself. The strategy and governance framework is intended to be a four-year view of UNEP's ICT Strategy – it is, however, reviewed and updated annually to reflect changing needs, directions and emerging development of technology	The strategy is prepared by the ICT Advisor through the director of Office of Operations and endorsed by the (Senior Management Team) SMT of UNEP. It is proposed that the strategy is adopted in three phases: first by the 7 Divisions of UNEP (done in the First Quarter of 2010), followed by the Regional/Out-posted offices in the second phase (First Quarter of 2011) and the MEAs in phase three (Second Quarter of 2011) – after careful consideration of the specific needs and requirements for phases two and three.
UN-Habitat *			

UNHCR	The UNHCR ICT strategy aims to ensure that: · All ICT initiatives are aligned with the organization's Global Strategic Objectives. · The potential benefits of modern ICT systems are fully utilized through the development of a service portfolio, organization and management procedures. · Agility, efficiency, and effectiveness of ICT systems and services are increased. · and the Division of Information Service Technology (DIST) is recognized as the authority, expert, and owner of all matters ICT in UNHCR. The ICT Strategy is a longer term (typically five years) statement of direction for ICT within the organization. It also elaborates on issues such as: the ICT Strategy Framework; the demand for, supply of and management and control of ICT Services and Systems at UNHCR; and ICT risks. It is complemented by an Strategic Plan outlining at a high level the overall action plan and initiatives that will need to be put in place to fulfill the strategy, and an Operating Plan that details specific activities that will be completed in a specific timeframe (typically one budget cycle) and which directly influence the day to day ICT operations and the development of new services and systems.	Annually	Strategy is prepared by The Division of Information Service Technology (DIST). The ICT strategy is endorsed by governance bodies and Deputy High Commissioner.
UNRWA *	UNRWA information systems strategy and master plan (adopted in October 2004)		
UNDP	The UNDP Information Management (IM) Strategy 2008-2011 offers a strategy and critical recommendations for ICT to support the organization in implementing its UNDP Strategic Plan 2008-2011. It covers standard ICT areas as well as UNDP-specific business areas, including: •ICT Governance •Sustaining Country Office ICT Needs •Support to Knowledge Management and Online Advocacy •Records Management •Business Reporting and Management •Atlas ERP Efficiencies •Business Process Management •ICT Security •Infrastructure and Telecommunications •Multi-sourcing Strategy •Green ICT •UN Reform The IM Strategy 2008-2011 was created in alignment with the UNDP Strategic Plan 2008-2011. ICT results support UNDP Strategic Plan Institutional Results Framework areas: As an aid in implementing the Information Management Strategy 2008-2011 (and its extension to 2013), ICT roadmaps, approved by the ICT	IM Strategy 2008-2011 extended to 2013	IM Strategy was epproved by the UNDP Operations Group

	Board, set out specific strategic business project results and will also guide the development and prioritization of UNDP business projects.		
UNFPA	The ICT strategy outlines how the ICT systems and infrastructure will support UNFPA in achieving its business objectives, through a set of ICT strategic outcomes and outputs complementing the UNFPA Strategic Plan, and to ensure that UNFPA has strong ICT systems support in terms of planning, implementation, monitoring and reporting. The ICT strategy outlines the following three outcomes with respective outputs for the 2011-2013 time-period (duration of the extended UNFPA Strategic Plan): Outcome 1: Improve accountability and transparency through better alignment of systems with business processes and effective ICT governance and control framework Output 1.1: Streamlined applications in support of business processes Output 1.2: Strengthened ICT governance and control framework Outcome 2: Strengthen the ability to share information across the Organization Output 2.1: Standardized and centralized ICT environment with productivity tools for User empowerment Output 2.2: Increased partnership with other organizations Outcome 3: Ensure secure and reliable ICT infrastructure for enhanced connectivity and business continuity Output 3.1: Strengthened communications infrastructure Output 3.2: Robust and cost-effective technical platform, disaster recovery and business continuity including support to Regional, Sub-regional and Country Offices	The ICT Strategy is reviewed every other year.	The ICT Strategy is developed by the Management Information Services in consultation with all organizational units of the Fund and subsequently presented to the ICT Board for endorsement. Following its endorsement, the Strategy is presented to and approved by the Operations Committee
UNICEF	A strategy document for the 2010-2013 period was produced in the first quarter of 2010. This ICT strategy had not been formally approved by UNICEF senior management or the ICT Board at the time of the review.		The strategy gets elaborated by UNICEF's global ICT management team (identical with ITRC), under the lead of the Director ITSS and substantial coordination by the ITSS PMO. A large group of key stakeholders on D2 and above level gets interviewed at the occasion of major revisions. The ICT Strategy will then be presented to the ICT Board for review and approval.

WFP	The IT Strategy is currently being revised. An earlier strategy called for strategic initiatives such as modernization of the communications and collaboration services, expansion of the telecommunications infrastructure, development of innovative solutions for IT services in emergencies and establishment of information governance and tools. These initiatives are currently in progress.		Development of the IT Strategy has been carried out by ensuring alignment with the WFP Strategy and is intended to be reviewed by senior management prior to approval.	
UNOPS				
ILO	The current ICT Strategy is for the time period 2010-15 and it is complemented by a respective work-plan for IT. The ICT strategy is linked back to the organization's overall higher-level strategy. It also contains criteria, objectives, targets and indicators for ICT.	The ICT strategies are regularly updated. Previous ICT strategies covered periods from 2007-09, 2001-06 and 1997-2000.	Extensive consultations took place for the preparation of the ICT Strategy. The ITCOM meets with all 30 sectors in the house to receive their input. Then, the director of ITCOM prepares a draft. At this stage, planning meetings with the executive director of MAS take place, as well as ongoing informal meetings with different departments, working groups, etc. ILO often uses external consultants for their expertise and advice when preparing the IT strategy. The draft IT strategy is submitted to the subcommittee of Programme, Financial and Administrative Committee (PFAC) for endorsement.	yes
FAO	FAO's senior management has recently approved the organziation's IT Strategy for the 2012-2019 period. The ICT Strategy is a major building block in support of achievement of the Organization's Strategic objectives and provides an alignment between IT and the Organization's business objectives. The strategy advocates commitment to a single corporate transformation programme called SYNTHESIS 2019, reflecting the necessity to 'Function as One' in the area of IT. The programme incorporates six transformation areas with the following objectives: 1. ONE Corporate Framework: to develop an integrated approach to planning, controlling, and evaluating IT initiatives throughout the Organization. 2. ONE Administrative Environment: to foster a more cohesive global administrative work system that meets the needs of all departments, divisions and decentralized offices. 3. ONE Technical Environment: to foster a common technical environment to support the technical work of the Organization. 4. ONE Global Environment: to cultivate a globally integrated technology environment that meets the common and shared needs of all decentralized offices. 5. ONE Collaborative Environment: to create a globally integrated		ICT strategy approved by Senior Management.	

	workspace that supports collaborative working and learning throughout the Organization and with external partners. 6. ONE Technology Community: to nurture a global IT community that has the capability and capacity to meet the Organization's needs for IT into the future.		
UNESCO	Currently no IT Strategy, but a draft had been prepared by the former IT Committee, which had been discontinued in the meantime. The new CIO [recruitment process was ongoing at the time of the review] will be tasked to develop/finalize the IT strategy.		
ICAO	Enhancing ICT service quality to all bureaux - One-ICAO ICT infrastructure - Enterprise service support structure - High Availability ICT infrastructure eICAO: - Implement enterprise information management framework - Establish Web management and strategic plan - Build Enterprise Content management - Solid Data management systems (database systems)	ICT presents the Strategic Plan or Master Plan every 3 years in order for meeting the timeline of the Assembly.	The Chief of ICT proposes the ICT Strategy to the D/ADB for review, and then presents it to AMG/Secretary General for approval.
WHO			
UPU			
ITU	The purpose of the strategy is to deliver value, as requested by Council and the Plenipotentiary through the effective use of technology and information. Value will be delivered in three areas aligned to the 2009-2012 Operational Plan for the General Secretariat: • Services to Member States, Sector Members, and Associates • Enhanced ITU efficiency • Greater transparency and accountability		The ICT strategy is also presented to the annual Executive Council, and to the World Meteorologi cal Congress, the supreme body of the

			body of the Organization, once every four years
WMO	The IT/IM Strategy for the WMO was issued in November 2006. The purpose of the strategy is to deliver value. as requested through the effective use of technology and data. Value will be delivered in three areas aligned to the Long Term Plan of WMO: • Services to Member States • Enhanced WMO efficiency • Create transparency and accountability		The ICT strategy is prepared by the Chief, ITD in consultation with the Director, Resource Management Department, is presented to the Information Systems Strategy Advisory Committee (ISSAC) for endorsement
IMO	The current Information Management Strategy 2004-2010 was built on the principle of the Secretariat adopting, on an on-going basis, comprehensive solutions that efficiently integrate Information and Communication Technology into work processes, procedures and practices, to promote managerial effectiveness and provide a platform for efficient information sharing and knowledge management. The following summarizes the five pillar of the current ICT strategy; -Providing an enabling environment and user friendly interface for sharing information, and for capturing and managing organization's knowledge; -Leveraging management and policy initiatives to provide effective information systems for secure, seamless and collaborative interaction between staff members, delegates and their counterparts in Member states; -Improving on people, skills and organization for improved planning and developing of corporate information systems; -Developing data repository that frees corporate information from legacy application for easy retrieval and sharing in a secured environment and; -Providing the technology infrastructure for both staff and member states to access and share information easily and seamlessly from any location around the world.	biannually	The following process is applied for updating the current IT strategy: The consultation for strategic preparation process will start with an internal review of the information technology strategy and systems currently in place. Consultations will be held with stakeholders to gather inputs to prepare the new strategy. These Internal consultations will take place individually with member of the ICT Governance board and major stakeholders within Divisions and Section of the Organization. Consultation with Secretaries to Committees and Chairmen of Committees and their Sub-committees will take place. On-line consultations will also be conducted. In addition, staff will attend selected relevant events (presentations, forums, meetings etc) to solicit inputs. Main issues, discussion highlights and recommendations at each consultation will be summarized and used as inputs to formulate the draft Strategy. Once discussed and agreed by ICT Governance Board, the draft strategy will be posted on IMODOCs website and shared with Member States and other stakeholders for a period of online consultation. As needed, targeted consultations with stakeholders will be undertaken mainly through web-based tools. Feedback from the consultation process will be documented for internal circulation and consideration by the governance board. The final Strategy

			Results Framework will also be posted on-line in addition to the Strategy itself and will be used as a basis for staying in touch with stakeholders after the consultation is completed.
WIPO	WIPO had adopted a comprehensive IT strategy which is in line with the WIPO medium term plan for 2011-2015 and contains tangible initiatives, outputs and benchmarks.		
UNIDO	A new ICT strategy is being developed by UNIDO alongside the ERP implementation under PCOR		It will be endorsed by the Director-General and the senior management at the Executive Board level
UNWTO	An annual strategic work plan is prepared based on audit recommendations, users' requirements, annual budget and emerging technologies.	reviewed monthly and updated	The annual strategic work plan is prepared by the ICT Programme Coordinator, for approval by the Director of Administration and Finance.
IAEA	The Information Management/Technology Medium Term Strategy (IM/IT MTS) covers the period 2007-2011, to align with the Agency's overall "Medium Term Strategy 2006-2011". It is intended to establish an Agency framework for all programmes involving Information Management (IM) activities and related Information Technology (IT) services.		Prepared by the IT Committee with the participation of representatives from all departments.