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## Committee for Programme and Coordination

### Fifty-fifth session

1-26 June 2015

Agenda item 7

### Adoption of the report of the Committee on its fifty-fifth session

## Draft report

*Rapporteur:* Mr. Joseph Marie Fouda Ndi (Cameroon)

### Addendum

## Programme questions: proposed programme budget for the biennium 2016-2017

(Item 3 (a))

## Report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017

### Programme 25 Management and support services

1. At its 13th and 16th meetings, on 11 and 18 June 2015, the Committee for Programme and Coordination considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 (A/70/80).
2. The Assistant Secretary-General/Chief Information Technology Officer introduced the programme and, together with other representatives of the Secretary-General, responded to queries raised during the Committee's consideration of the programme.

### Discussion

3. Appreciation was expressed for the important work of the Office of Information and Communications Technology and the efforts made to improve the delivery of the programme, including the implementation of elements of the information and communications technology (ICT) strategy pursuant to General



Assembly resolution 69/262, section II. In that regard, the view was expressed that the objective should be to ensure that the ICT structure was effective as possible, including by strengthening security, and that that would be a continuing effort, with modalities yet to be specified.

4. One delegation sought further information on the timeline, the challenges and the efficiencies that were likely to be achieved through the implementation of the provisions of the resolution.

5. It was asked why no changes had been proposed to the programme of work of the United Nations offices at Vienna, Nairobi and Geneva as a result of the implementation of elements of the ICT strategy. Delegations recalled the observations on ICT contained in the report of the Board of Auditors that no evaluation of the cost of change had been undertaken in the process of either bringing in new technologies or migrating to them as standards (A/69/5 (Vol. II), para. 375). In that regard, clarification was sought as to whether the Office had taken that matter into account in drafting the proposed revisions, especially in relation to the Board's recommendation that a comprehensive cost-benefit analysis be undertaken in adopting new standards or replacing old ones and that the standards be reflected in the business case proposing the change (ibid., para. 376).

6. Some delegations said that multilingualism had not been addressed in subprogrammes 5 and 6 of the proposed revised framework, asking how the work of the Office would be organized to integrate it. Delegations also asked who was ultimately responsible for multilingualism-related activities in the Office.

7. Several delegations expressed concern at and sought clarification on the proposed revisions. It was said that the approved framework for the programme for 2016-2017 was simple and easy to understand and that the proposed changes would make it less clear and used vague concepts. Several delegations voiced concern at the format, presentation and drafting of the logical framework. Notably, it was highlighted that the drafting of many of the expected accomplishments, indicators of achievement and objectives for subprogrammes 5 and 6 were not in line with General Assembly resolution 55/231 and the definitions given in the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). It was also suggested that proposed new components lacked a corresponding objective and that the proposed strategies for each component did not identify the Secretariat entity responsible for implementation. In that connection, several delegations suggested that the Secretariat should circulate a conference room paper to respond to those issues, while others proposed that, while not the most desirable course of action, consideration of the proposed changes should be deferred to the fifty-sixth session of the Committee so that the information could be improved.

8. One delegation requested clarification regarding subprogramme 3, Human resources management, because it was unclear as to where component 5, Human resources information systems, which had originally appeared under that subprogramme, had been moved in the proposed revisions.

9. With regard to subprogramme 5, Information and communications technology strategic management and coordination, clarification was sought as to why there were no individual objectives associated with components 1 to 5, unlike in the

previously approved strategic framework for 2016-2017 (A/69/6/Rev.1). Clarification was also sought regarding the expected accomplishments and the indicators of achievements under subprogramme 5, in particular how the former could be achieved, what considerations should be taken into account by Member States and how the indicators could be measured. In reviewing the strategy reflected in paragraph 25.49 (e) of the previously approved strategic framework for 2016-2017, one delegation asked why the phrase “coordination and collaboration on ICT with other United Nations entities” had not been included in the proposed revisions.

10. One delegation recognized the enormous potential of ICT in strengthening and improving the service delivery capacity of the global Secretariat, stressing the need to ensure that the ICT infrastructure fully supported the core work of the United Nations, including by delivering existing priority business transformation initiatives such as the mainstreaming of Umoja, supporting a more mobile and agile workforce and ensuring value for money with regard to ICT investment. The delegation stated that the streamlining of ICT systems and harmonization of existing data-processing functions and technology units was integral to ensuring a coherent and effective ICT structure free of overlap, disconnect or redundancy of purpose and to reducing the ICT carbon footprint.

11. Regarding subprogramme 6, Information and communications technology operations, one delegation asked why the reference to the “standardized global service catalogue” contained in paragraph 25.50 (f) of the approved strategic framework for 2016-2017 had been deleted from the proposed revisions, an amendment that had resulted in the use of general terms that lacked clarity and measurability. Another sought information on ICT interoperability and where it was reflected in the framework, ICT asset management in the context of the revised ICT strategy and how the expected accomplishments of component 4, Mainstreaming Umoja, would support a more mobile way of working at the United Nations. Some delegations also asked why previously approved expected accomplishments and indicators of achievement under the subprogramme had been excluded.

12. In relation to the objective of subprogramme 6, in particular the intention to establish technology management structures, delegations asked whether the proposed framework would entail the creation of new structures and offices within the Secretariat, emphasizing that any such restructuring would require prior approval by the General Assembly. Delegations also asked how components 1 and 2 of the subprogramme would be implemented in the field. Furthermore, regarding expected accomplishment (a) under component 2, clarification was sought on the reference to a “single integrated, centrally managed network” and how it could be reconciled with the views expressed by the Board of Auditors in its report (A/67/651). In addition, clarification was sought of how expected accomplishment (a) under component 1 was related to the mandates reflected in General Assembly resolution 69/262, section II, and paragraphs 37, 38 and 44 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/69/610), which had been endorsed in the same resolution.

### **Conclusions and recommendations**

13. **The Committee recommended that the General Assembly should approve the changes to the narrative of programme 25, Management and support services, as set out in the report of the Secretary-General (A/70/80) and in**

sections 29C, Office of Human Resources Management, 29D, Office of Central Support Services, and 29E, Office of Information and Communications and Technology, of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 29C) and Corr.1), A/70/6 (Sect. 29D) and A/70/6 (Sect. 29E)), subject to the following modifications:

**Overall orientation (A/70/80, para. 20)**

Replace the penultimate sentence with the following: “The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience, ensure that ICT programmes are aligned with the work of the United Nations and support ongoing business transformation initiatives and service delivery improvements.”

Add a new sentence immediately thereafter, reading: “The Department will help to support a more mobile workforce.”

**Subprogramme 5**

**Information and communications technology strategic management and coordination**

*Objective of the Organization*

Replace the objective with the following: “To ensure the efficient, effective and transparent implementation of all elements of the ICT strategy in support of the work of the United Nations”

**Component 1**

**Technology management structures**

*Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To ensure efficient and effective coherence in and coordination of ICT functions across the Secretariat”

*Strategy (A/70/80, para. 21)*

Add a subparagraph (f), reading: “(f) Achievement of coherence in and coordination of ICT functions across the Secretariat by consolidating ICT functions into the enterprise delivery framework.”

**Component 2**

**Alignment of technology with the core work of the United Nations (A/70/80; A/70/6 (Sect. 29E), table 29E.10)**

*Title*

Replace the title with the following: “Alignment of technology with the work of the United Nations Secretariat”

*Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations”

*Expected accomplishments and indicators of achievement (a) and (b)*

Invert the order and renumber accordingly

*Expected accomplishment renumbered as (a)*

Replace the existing wording with the following: “(a) Development of ICT programmes, services and infrastructure that facilitate the work of the United Nations”

*Indicator of achievement renumbered as (a)*

Replace the existing wording with the following: “(a) Increased number of technology strategies that are aligned with the United Nations ICT and business strategies”

*Indicator of achievement renumbered as (b) (ii)*

Replace the existing wording with the following: “(b) (ii) Increased adoption of ICT tools for Member States”

*Strategy (A/70/80, para. 22)*

Replace the existing wording with the following:

“22. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

“(a) Systematic formulation of policy directives to govern the use of technology in the United Nations;

“(b) Establishment of governance mechanisms that ensure that new ICT projects and investments are assessed in the context of established technical authority;

“(c) Global enterprise architecture and standardized technologies and measurement and evaluation of issued policy directives;

“(d) Ensuring that contractual arrangements are centralized and available to the Secretariat in accordance with the relevant rules and regulations;

“(e) Establishing technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the work of the United Nations.”

### **Component 3**

**Analytics and business intelligence (A/70/80; A/70/6 (Sect. 29E), table 29E.11)**

#### ***Objective of the Organization***

**Add an objective, reading: “Objective of the Organization: To leverage information relating to administrative and substantive areas to provide improved data-driven decision-making and more effective resource and programme management with strengthened accountability”**

#### ***Strategy (A/70/80, para. 23)***

**Replace the existing wording with the following:**

**“23. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:**

**“(a) Establishing pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, fostering a culture of data-sharing within the United Nations system;**

**“(b) Promoting the transitioning of analytics and business intelligence to enterprise-wide activity and establishing solutions to support informed decision-making;**

**“(c) Strengthening the information security programme of the United Nations with a view to improving its effectiveness and integrity.”**

### **Component 4**

**Application and website development and support (A/70/80; A/70/6 (Sect. 29E), table 29E.12)**

#### ***Objective of the Organization***

**Add an objective, reading: “Objective of the Organization: To develop and implement application and website management strategies to provide enterprise-wide solutions supported virtually in compliance with applicable guidelines for security, branding, multilingualism and accessibility”**

**Change indicator of achievement (d) to (d) (i) and add a new indicator of achievement (d) (ii), reading: “(d) (ii) Increased satisfaction expressed by users of the system”**

#### ***Strategy (A/70/80, para. 24)***

**Replace the existing wording with the following: “24. This component of subprogramme 5 is the responsibility of the enterprise applications centres. It will focus on the following:”**

**Add the following subparagraphs:**

**“(h) Emphasizing improvements to service delivery through performance monitoring and facilitating better inter-office connectivity and accessibility to information;**

“(i) Developing and implementing application and website management strategies to defragment the duplicative applications and websites by moving to enterprise-wide solutions supported virtually;

“(j) Supporting Inspira, the talent management system, including through enhancements in the areas of recruitment, learning and performance management;

“(k) Supporting and enhancing the data warehouse, including strengthening the online human resources management scorecard in order to provide self-service tools that allow for self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States;

“(l) Remediating and optimizing the United Nations website application portfolio to comply with applicable guidelines for security, branding, multilingualism and accessibility.”

#### **Component 5**

**Strengthening information security (A/70/80; A/70/6 (Sect. 29E), table 29E.13)**

##### *Objective of the Organization*

**Add an objective, reading: “Objective of the Organization: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations”**

##### *Strategy (A/70/80, para. 25)*

**Delete the word “core”**

#### **Subprogramme 6**

**Information and communications technology operations**

##### *Objective of the Organization (A/70/80)*

**Replace the objective with the following: “To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging ICT in order to support the harmonization of the technology programmes of the United Nations Secretariat”**

##### *Strategy*

**Add a new paragraph, reading:**

**“The subprogramme is the responsibility of the Global Operations Division. It will focus on:**

**“(a) Effectively implementing ICT infrastructure and service delivery solutions, including improving the management of information and resources and enhancing service and performance management and developing and implementing a standardized global service catalogue;**

**“(b) Identifying service requirements and establishing effective service delivery and support;**

“(c) Identifying industry benchmarks for performance and monitoring the Secretariat’s ICT infrastructure performance relative to those benchmarks.”

**Component 1**  
**Enterprise hosting**

*Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To ensure a secure, coherent and resilient information technology application hosting landscape to support the enabling of United Nations mandate implementation globally by implementing an enterprise hosting model”

*Expected accomplishment (a)*

Replace the existing wording with the following: “Consolidation of enterprise applications”

*Indicator of achievement (a) (i)*

Replace the existing wording with the following: “Existing applications transferred from New York to the enterprise data centres”

*Indicator of achievement (a) (ii)*

Replace the existing wording with the following: “Existing applications from offices away from Headquarters and regional economic commissions transferred to the enterprise data centres”

*Strategy (A/70/80, para. 26)*

Replace the existing wording with the following: “26. This component of subprogramme 6 will be the responsibility of the Global Operations Division. It will focus on implementing an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology services in support of the work of the United Nations.”

**Component 2**

**Network consolidation (multi-protocol label switching) (A/70/80; A/70/6 (Sect. 29E), table 29E.16)**

*Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To provide managed ICT backbone infrastructure to facilitate inter-office connectivity for the Organization’s major voice, video and data services”

*Strategy (A/70/80, para. 27)*

Replace the existing wording with the following: “27. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on the following:”



Replace paragraph 27 (b) with the following: “Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions; expansion and upgrading of the e-mail enterprise systems in cooperation with the Department of Field Support;”

Replace paragraph 27 (e) with the following: “Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres;”

Add a new paragraph 27 (f), reading: “(f) Improving overall delivery of ICT services by harmonizing existing data processing functions and reducing the ICT carbon footprint.”

### Component 3

Enterprise service desk (A/70/80; A/70/6 (Sect. 29E), table 29E.17)

#### *Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To ensure that enterprise ICT systems are available and effectively maintained in support of the Organization’s substantive and functional activities and that all users of enterprise ICT systems are supported throughout the United Nations Secretariat”

#### *Indicators of achievement (a) (i) and (a) (ii)*

Replace the words “Enterprise Support Centre” with “enterprise support centres”

#### *Strategy (A/70/80, para. 28)*

Replace the first sentence with the following: “This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on supporting users of enterprise ICT technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk.”

### Component 4

Mainstreaming Umoja (A/70/80; A/70/6 (Sect. 29E), table 29E.18)

#### *Objective of the Organization*

Add an objective, reading: “Objective of the Organization: To promote sustainable organizational change by ensuring the ongoing viability of the Organization’s major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity”

#### *Strategy (A/70/80, para. 29)*

Replace the existing wording with the following: “29. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on ensuring, through a phased approach, that the transformational

**Umoja initiative is mainstreamed into established technology capacity and sustained.”**

**Component 5**

**Broadcast and conference support (A/70/80; A/70/6 (Sect. 29E), table 29E.19)**

***Objective of the Organization***

**Add an objective, reading: “Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to its conference facilities, broadcasting operations and videoconferencing services”**

***Strategy (A/70/80, para. 30)***

**Replace the existing wording with the following: “30. This component of subprogramme 6 is the responsibility of the Broadcast and Conference Support Section. It will focus on providing appropriate technological and related logistical and technical support for conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services.”**

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