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Report of the Secretary-General

Part III: Administrative and statutory matters

(f) Information and communication technologies at the Secretariat

I. Introduction

1. The ICT Programme is a key support area within the UNWTO in the application of technology to facilitate the performance of its core work functions and one of the primary communication channels with internal and external stakeholders. This document provides a status report on the implementation of the ICT programme of work and an outlook of the plans ahead.
2. ICT delivers services to more than 150 internal customers as well as Member States. ICT core functions include servicing infrastructure of 21 servers, more than 250 networked computers, the management of the internal collaborative and information platform (INTRANET/EXTRANET), development and maintenance of the information systems and the integration of standard technological applications as well as personnel support and systems training. ICT also manages the organizational access and maintenance of personal computers, portable equipment including computers and peripherals as well as PDAs and other portable devices. Finally, ICT is also significantly involved in the corresponding procurement processes for technological equipment, systems and services.
3. Progress and continual technological changes, increasing data security and system risk, and higher demands for reliability in delivery of its services makes the management of this area extremely challenging, in particular with a very limited staff base.
4. In 2009 Microsoft was asked to perform an independent evaluation on ICT at the UNWTO which is the basis for the current ICT Programme of Work (PoW) and for establishing key priority areas. The following outline provides an update of the ICT PoW; such updates are to be reported to the Executive Council on a regular basis.



II. Formulation of ICT's Programme of Work

5. Overview of ICT Programme Evaluation: Findings of the 2009 Microsoft evaluation can be summarized as follows:

Focus Areas	Key Findings	Suggested Top Priorities by Microsoft
<ul style="list-style-type: none"> Core infrastructure Application infrastructure Business productivity ICT priorities Users 	<ul style="list-style-type: none"> Insufficient IT security Lack of standardization No horizontal collaborative information platform within the UNWTO Resource management needs improvement Lack of technology guidelines Users feel hindered 	<ul style="list-style-type: none"> Realign ICT programme and priorities Set security protocols Document procedures Establish policies Develop a knowledge management platform Redefine ICT staff tasks

6. Based on the recommendations from Microsoft and considering UNWTO technology needs and budgetary constraints, the following main objectives for the PoW were developed and approved for implementation. It should be noted that this report does not address web-related concerns, since these fall within a different programme, reported to the Executive Council separately.

OBJECTIVE	DESCRIPTION	OUTCOME
1 Realign ICT programme & priorities	<ul style="list-style-type: none"> Review UNWTO technology needs Realign ICT Programme to UNWTO technology needs based on Microsoft recommendations Ensure business systems (i.e.: Finance, HR, Statistics, Publications, etc.) are maintained and compatible with policy updates, user requirements and technology applications 	<ul style="list-style-type: none"> Ensure security and efficiency gains Optimize technology purchases and cost reduction Establish technological framework for major UNWTO data bases reducing risk and ensuring future compatibility issues Provide an efficient and effective technological structure to enhance the performance of UNWTO operations
2 Create and implement the ICT Roadmap	<ul style="list-style-type: none"> Realign UNWTO strategic projects ICT Consolidation Develop a security and planning architecture Develop metrics scorecard Redefine task of ICT Staff Develop UNWTO's IT training plan 	<ul style="list-style-type: none"> Provide capability framework to support growing technology needs Ensure protection of and access to critical infrastructures Ensure service sustainability Ensure integration to United Nations technology platform Productivity improvements and compatibility with internal and external users with updated user knowledge base
3 Review business continuity planning	<ul style="list-style-type: none"> Review and update disaster recovery plan Ensure availability and accessibility of data/information Ensure that users are aware of latest technology trends in support of internal and external programme activities 	<ul style="list-style-type: none"> Ensure system availability and availability in the event of disaster recovery Accessibility of data/information across several platforms Ensure coherent, coordinated and secure global usage of information and communications technology across departments and in line with UNWTO central policy as determined by Senior Management

4	Improve information security and cyber-security frameworks	<ul style="list-style-type: none"> • Implement policies and procedures to safeguard information assets • Develop plans and initiate actions to provide adequate information security for networks, facilities, systems and information • Establish plans, procedures and tests to provide continuity of operations • Create and execute a plan for remedial action to address any information security deficiencies 	<ul style="list-style-type: none"> • Manage system access rights • Identify data security training and educational activities for users • Ensure that valuable IT equipment is physically protected against malicious or accidental damage or loss, overheating, loss of mains power, etc. • Compliance with all relevant legislation and policies.
5	Implement IT governance protocols	<ul style="list-style-type: none"> • Adopt industry best practices of IT services • Ensure ISO compliance 	<ul style="list-style-type: none"> • Ensure ICT Programme service management is up to date and meeting customer requirements • Ensure quality of products and optimization of cost controls
6	Create UNWTO framework for IT procedures and processes	<ul style="list-style-type: none"> • Develop and document IT standards • Ensure system of technology internal controls 	<ul style="list-style-type: none"> • Ensure consistent and productive user interface • Ensure resource allocation to priority projects and business needs
7	Develop a collaborative knowledge management platform	<ul style="list-style-type: none"> • Expand the self- service business intelligence and reporting platform to make available to all users 	<ul style="list-style-type: none"> • Ensure user interface and availability by allowing access to entire organization • Self-service BI and reporting

III. Programme of Work completed to date

7. Starting in 2010 an intensive PoW for the ICT area was put in place to achieve the above-mentioned objectives.

8. The following specific projects have been completed as of the date of this report, with the main results of the above mentioned PoW being shown.

OBJECTIVE	ACTIVITY/PROJECT	RESULTS	DATE COMPLETED
1	Realign ICT programme and priorities to UNWTO priority areas	<ul style="list-style-type: none"> • Integration of ICT in internal programming and reporting to SMT through Director of Administration 	<ul style="list-style-type: none"> • Completed 2009 with annual reviews and updates
2	Created ICT 2010-2013 PoW	<ul style="list-style-type: none"> • Developed and presented to SG for approval • Redefined ICT staff tasks 	<ul style="list-style-type: none"> • Ongoing with annual approvals
2	ICT consolidation & services	<ul style="list-style-type: none"> • Server maintenance, expansion and standardization • Virtualization of 19 servers • Core server availability average (99.8%) • Performance optimization , operation and management of the virtualization platform • Major renewal of equipment for the UNWTO Headquarters to remove obsolete desktops. <ul style="list-style-type: none"> - 2009 equipment replacement (71 PC) - 2010 equipment replacement (52 PC) - 2011 equipment replacement (58 PC) 	<ul style="list-style-type: none"> • Completed 2010 • Completed 2011 • Completed 2011 / Ongoing • Completed 2011 / Ongoing • Completed 2009 • Completed 2010 • Completed 2011

		<ul style="list-style-type: none"> Reduced the number of printers by 10 in support of green policies Created a new WIFI network for guests and a second alternative facility for internal users Implemented a new WIFI service ticketing software Upgraded centralized videoconferencing facilities Expanded scanner services from 7 to 23 scanners Consolidated databases Maintained and updated Information System Audited server performance and life cycle 	<ul style="list-style-type: none"> Completed 2010 Completed 2011 Completed 2011 Completed 2010 Completed 2011 Ongoing Ongoing Completed 2010
3	Network cable project	<ul style="list-style-type: none"> Audited network infrastructure status and proposed upgrades with associated costs Replaced 100% old network to improve and ensure reliability, speed and network security 	<ul style="list-style-type: none"> Completed 2010 Completed 2011
4	Formulation of security protocol on security and disaster recovery	<ul style="list-style-type: none"> Completed protocol on security and disaster recovery Consolidated procedures, controls, reports and monitoring of security backups Set security protocols 	<ul style="list-style-type: none"> Completed 2010 Completed 2012 Completed 2012
3	Business continuity planning	<ul style="list-style-type: none"> Adopted new contingency plans for email service and other critical services Conducted a disaster recovery drill Updated contingency plan based on system recovery drill findings 	<ul style="list-style-type: none"> Completed 2010 Completed 2011 Completed 2012
2	Standardization of computer infrastructure	<ul style="list-style-type: none"> Updated 100% of the PCs & portable equipment to state-of-the-art technology (more than 250) and migrated to Windows 7 and Office Pro 	<ul style="list-style-type: none"> Completed 2011
2	Finance project	<ul style="list-style-type: none"> Updated the existing finance system to include new user requirements Migrated finance system to Oracle framework in compliance with current technology applications Formulated IPSAS ICT requirements in collaboration with IPSAS team, to create a strategic project plan 	<ul style="list-style-type: none"> Completed 2011 Completed 2012 Completed 2012
7	Collaborative platform INTRANET/EXTRANET platform	<ul style="list-style-type: none"> Restructured the old INTRANET platform and created a new structure to allow direct user content and maintenance by programme coordinators. Restructured the system to allow for external and internal access Provided a system of internal controls to allow for information sharing and author control (work flows) over content 	<ul style="list-style-type: none"> Completed 2011 Completed 2011 Completed 2011
2	ICT Training	<ul style="list-style-type: none"> Coordinated Windows 7 & Office Pro 2010 training courses for entire UNWTO personnel 	<ul style="list-style-type: none"> Completed 2011

		<ul style="list-style-type: none"> Coordinated the assessment of UNWTO personnel software knowledge base Coordinated industry specific software courses for UNWTO selected personnel Continue to enhance technical competency of ICT staff through external training and certification 	<ul style="list-style-type: none"> Completed 2012 Completed 2011 Ongoing
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IV. Programme of Work in progress

9. From the initial PoW the following activities listed to the objectives described in part II are being currently pursued.

OBJECTIVE	ACTIVITY/PROJECT	EXPECTED RESULTS	EXPECTED COMPLETION DATE
1	Implementation of IPSAS ICT requirements in collaboration with IPSAS team	<ul style="list-style-type: none"> Development of a new finance system information based on IPSAS methodology 	<ul style="list-style-type: none"> Target completion 2013
2	New IP services	<ul style="list-style-type: none"> Provide IP services Reduce telephone related costs Update the telephone switchboard 	<ul style="list-style-type: none"> Ongoing Ongoing Target completion 2013
2	Printing services project	<ul style="list-style-type: none"> Consolidate printing services Provide management control, accessibility and control over confidentiality of printed material Reduce printing costs Support greening policies Update printing equipment to ensure compatibility with implemented software Establish an internal workgroup to establish current UNWTO printing policies and procedures 	<ul style="list-style-type: none"> Target completion 2013
2	New help desk platform	<ul style="list-style-type: none"> Implementation of a centralized request service to maximize the use of ICT resources to the organization. Improve security, productivity and reduce IT overhead 	<ul style="list-style-type: none"> Target completion 2012
2	Infrastructure improvements	<ul style="list-style-type: none"> Add a new cabin servers Develop a knowledge management platform, self-service and reporting 	<ul style="list-style-type: none"> Target completion 2012 Target completion 2013
3	Update contingency plan based on system recovery drill findings	<ul style="list-style-type: none"> Conduct annual disaster recovery drill 	<ul style="list-style-type: none"> Ongoing on annual basis
5	Implementation of IT Service Management best practices	<ul style="list-style-type: none"> Adopt ITIL published guidelines. ITIL provides a cohesive set of best practices, drawn from international public and private sectors and are in compliance with UN agencies standards 	<ul style="list-style-type: none"> Ongoing. Target completion 2013-2014
1,4	Access control software	<ul style="list-style-type: none"> Implementation of a new access control software to allow historical data availability and enhanced management reports in security and 	<ul style="list-style-type: none"> Ongoing. Target completion 2012

		personnel accountability	
2,6	Organizational approval of document standards, document procedures to establish policies and guidelines	<ul style="list-style-type: none"> Approval of existing drafts for document standards, document procedures, and proposed policies and guidelines 	<ul style="list-style-type: none"> Target completion 2013

V. ICT Strategy for 2013-2015

10. Significant progress has been achieved since the 2009 ICT evaluation as all main findings have been addressed.

11. With changes in the UNWTO's business structure and emerging technologies, ICT continues to adapt its role and structure in order to maximize service delivery and ensure user satisfaction.

12. One such emerging change is to evolve towards a refined standardized IT state in which the ICT infrastructure is aligned to the organizational business strategy and is working in partnership with other Programmes to develop, deliver and implement new technological solutions for the UNWTO. Eventually this will lead to organizational competency, improved resource management and technology breakthroughs such as digital offices and optimized operating costs.

13. In a rapidly evolving technology environment a major set of issues which must also be addressed revolves around the security framework to preserve the integrity of the UNWTO's information assets and systems, while it expands to align to United Nations mandates and application of best practices. The movement of core applications to a hosted environment (cloud) will become a major project in 2013.

14. Future projects must address physical and environmental data security, access controls, information acquisition/development/maintenance and compliance with established policies and procedures. The increased use of social network applications must also be addressed to ensure cyber security standards at the UNWTO.

15. ICT will have to regularly adjust its PoW to address these issues and provide the appropriate framework for continual change, compliance and planning to result in a revised two-year roadmap that will be presented at the next Executive Council. However, challenging these assignments, a strict resource control has to be observed, being one of the risks to address for timely completion of the Programme of Work.

VI. Actions to be taken by the Executive Council

16. The Executive Council is requested:

- (a) To take note of the current structure of the organization and development of its Information and Communication Technology Programme as contained in the first report of this area to the Executive Council;
- (b) To welcome the Secretary-General's initiative of keeping the Executive Council regularly informed on the ICT PoW strategy and developments;

- (c) To note the progress in the technology applications already implemented by the Organization while acknowledging that a rapidly evolving technology environment and budgetary constraints represent a set of unique challenges in the near future; and
- (d) To support the orientation given by the Secretariat for the continued development of an ICT secure framework that preserves the integrity of the Organization's information assets and systems, encouraging the continued application of physical and environmental data security protocols, access controls and information acquisition procedures to ensure cyber security and the application of best technological practices by the Secretariat.