

OPERATIONAL INSTRUCTION REF. OI.ICT.2018.01

ICT GOVERNANCE

1. Authority

- 1.1. This Operational Instruction (OI) is promulgated by the Chief Information Officer (CIO) on the basis of a delegation of authority from the Chief Financial Officer (CFO) under OD.FG.2018.02: ICT and Digital Systems Management.

2. Purpose

- 2.1. The purpose of this OI is to provide instructions regarding the governance and management of UNOPS ICT resources for the purpose of effective delivery of ICT systems and platforms.
- 2.2. This OI is promulgated in accordance with the OD.FG.2018.02: ICT and Digital Systems Management. and is based on best-practice guidelines in respect to effective governance of ICT systems. It documents how ICT systems shall be prioritized, authorized, and managed, and provide instructions regarding ICT systems decision making.
- 2.3. This OI shall be reviewed on a regular basis by the CIO in collaboration with the CFO.

3. Effective Date

- 3.1. This OI shall become effective immediately.

4. Consequential Changes

- 4.1. This OI shall supersede and replace OD 14: ITC Project Acceptance and AI/GSC/2009/1- ICT Project Acceptance

[signature redacted]

Tushar Dighe
Chief Information Officer

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5. Definitions

5.1. The terms “systems”, “services”, “applications”, “software”, and “subscriptions” shall be used interchangeably, and the principles outlined in this OI covers any and all of these terms.

6. ICT Governance Bodies

6.1. In order to effectively govern ICT systems and resources this the Executive Office (EO) has created the ICT Strategic Advisory Board (ICT-SAB) and the ICT Operational Governance Panel (ICT-OGP).

6.2. The ICT-SAB shall have an advisory function to the EO on UNOPS ICT strategic matters and the ICT-OGP shall have an operational function regarding UNOPS ICT matters in line with the guidance received from the ITC-SAB, as further instructed in this OI.

6.3. The ICT-SAB shall meet quarterly to provide governance and recommendations to the EO to ensure alignment of ICT focus areas with UNOPS business strategy. Full Terms of Reference are delineated as annex 1.

6.4. The ICT-OGP shall have two major responsibilities:

- To deliver prioritisation of specific submissions from field and regional offices and HQ functions for implementation of improvements or new functionality in existing systems
- To ensure that the systems being built fit in to the high level strategic ICT focus given by the ICT-SAB.

6.5. The ICT-OGP shall consist of representatives from all regional offices, representatives from all HQ functions, and the CIO. This body shall provide prioritisation of specific submissions from field and regional offices and HQ functions for implementation of improvements or new functionality in existing systems.

7. Annex 1: Terms of Reference for ICT-SAB

7.1. These terms of reference shall become effective as of the effective date of this OI.

Purpose and scope

7.2. The ICT Strategic Advisory Board (ICT-SAB) has been established to provide advice to the Executive Office (EO) on all matters related to the planning and governance of all internal ICT activities at UNOPS in a strategic and proactive manner.

7.3. In providing its advice to the EO, the ICT-SAB shall comply with the ‘strategic ICT governance’ principle stated in OD.FG.2018.02: ICT and Digital Systems Management..

Interfaces

7.4. The ICT-SAB shall interface with the following other governance bodies:

- The Corporate Operations Group (COG): ICT-SAB may receive recommendations from the COG
- The ICT Operational Governance Panel (ICT-OGP): ICT-SAB shall act as an oversight body for the ICT-OGP and may guide its activities and prioritisation

Objectives

7.5. The key objectives of the ICT-SAB shall be to advise the EO on:

- The strategy alignment of ICT strategy with UNOPS business strategy
- ICT risk management
- ICT programme and project oversight
- Strategic resource allocations and investment to support the ICT strategy adopted by the EO

7.6. Thereby ensuring the following benefits for UNOPS:

- Strategic oversight and independent assurance of IT
- Clarity and consistent communication of ICT activities to the COG
- Promote the delivery of value through ICT initiatives to UNOPS business operations and strategic initiatives

Duties and responsibilities

7.7. The ICT-SAB shall:

- Review and recommend the ICT strategic roadmap, prioritizing initiatives to deliver on strategic goals and regular UNOPS operations
- Establish and adopt a benefits assessment framework to review business cases and recommend allocation of resources and funds if / as needed
- Support the direction of ICT development and implementation aligned with the strategic direction and priorities of UNOPS by providing guidance to the ICT-OGP
- Review and advise the EO on minutes of the ICT-OGP
- Provide advice and guidance on key activities and initiatives relating to ICT
- Review investment proposals related to ICT and provide appropriate investment recommendations.
- Approve key performance metrics for ICT and review their status on a regular basis
- Review financial reporting and budgets for ICT activities and any approved programmes / projects funded through non-regular ICT budgets
- Ensure that ICT Risks are identified and that appropriate mitigations are established and maintained

Key Actions

- 7.8. ICT-SAB shall make recommendations to the EO regarding the need to:
- Approve, reject, or defer business cases for development and implementation of ICT deliverables proposed to the board
 - Direct regular ICT resources for delivery of projects for regular UNOPS business operations or other strategic initiatives as agreed by the board
 - Direct the ICT Operational Governance Panel to reprioritise approved projects or specific items within approved projects based on strategic needs or exigencies
 - Recommend the allocation of additional resources and funds for ICT programmes or projects
- 7.9. The functions delegated to the ICT-SAB shall not be transferred to any individual ex officio or appointed member of the board..

Composition of board and quorum

- 7.10. Members of the ICT-SAB shall be as follows:
- Chair: Executive Office (ED / DED)
 - Chief Financial Officer (CFO)
 - Chief Information Officer (CIO)
 - One HQ Director, selected for a one year period
 - One Regional Director, selected for a one year period
- 7.11. The quorum for sessions of the ICT-SAB shall be a minimum four members as follows:
- Chair
 - CFO
 - CIO
 - At least one other member

Tenure and method of appointment

- 7.12. The chair (ED / DED), CFO, and CIO shall be ex officio, permanent members.
- 7.13. The HQ Director and Regional Director shall be selected and appointed by the UNOPS Executive Office to serve on the ICT-SAB for a period of one year. Individuals in this capacity shall be permitted to serve for a maximum of two consecutive terms.

Meetings

- 7.14. The ICT-SAB shall meet on a monthly basis. Ad-hoc sessions may be convened by the chair to address any urgent matters.

7.15. Attendance at the meetings can be in person, or through electronic conferencing or meeting services. Members shall not be permitted to delegate attendance.

Accountability

7.16. ICT-SAB shall act as an advisory body.

7.17. Decisions shall be made by the EO.

Reporting structure

7.18. ICT-SAB's proceedings shall be recorded in minutes and available for review by the COG as well as any UNOPS personnel. Some portions or entire proceedings may be redacted for any matters that the ICT-SAB considers sensitive from a risk, security, confidentiality, or privacy perspective.

8. Annex 2: Terms of Reference: ICT Operational Governance Panel (ICT-OGP)

8.1. These terms of reference shall become effective as of the effective date of this OI.

Purpose and scope

8.2. The ICT Operational Governance Panel (ICT-OGP) has been established to consider operational matters related to planning and governance of all internal ICT activities at UNOPS in an operational and proactive manner.

8.3. This governance body implements the 'operational ICT governance' principle stated in OD.FG.2018.02: ICT and Digital Systems Management

Interfaces

8.4. The ICT-OGP shall interface with the following other governance bodies:

- UNOPS ICT Strategic Advisory Board (ICT-SAB): ICT-OGP shall receive guidance and direction from the ICT-SAB and reports to the ICT-SAB on prioritisation decisions taken during its regular or ad-hoc meetings.

Objectives

8.5. The key objectives of the ICT-OGP shall be to:

- Prioritise the use of ICT resources to ensure delivery of value to UNOPS and to align with the strategic direction provided by the ICT-SAB
- Assist the CIO with respect to policy and/or process design / redesign to ensure optimal business value from systems development
- ICT operational risk management
- ICT project oversight

8.6. Thereby ensuring the following benefits for UNOPS:

- Operational oversight and collective ownership of IT systems
- Clarity and consistent communication of ICT activities to stakeholders
- Promote the delivery of value through ICT initiatives towards UNOPS business operations and strategic initiatives

Duties and responsibilities

8.7. ICT-OGP shall:

- Monitor and prioritize the implementation of operational initiatives
- Prioritize functionality requests in oneUNOPS and other applications
- Monitor performance metrics and reports variance to the ICT-SAB
- Monitor implementation of strategic priorities and escalate issues to the ICT-SAB
- Advise the CIO in respect of required policy or process changes, which may impact ICT systems
- Coordinate changes to policy and / or processes to ensure optimal value from systems development
- Liaise with ICT-SAB on initiatives and issues pertaining to information security
- Allocate resources to balance implementation of strategic initiatives and operational needs

Key Actions

8.8. The ICT-OGP shall carry out the following key actions:

- Approve, reject, or defer business cases for development and implementation of ICT operational deliverables proposed to the ICT-OGP using existing ICT resources
- Recommend the allocation of additional resources and funds for proposed ICT projects to the ICT-SAB

8.9. The functions delegated to the ICT-OGP are not transferable to any individual ex officio or appointed member of the panel. The powers delegated to ex-officio as well as appointed members in their regular capacity within UNOPS remains unaffected by participation in the ICT-OGP.

Composition of the panel and quorum

8.10. The members of the ICT-OGP shall be as follows:

- Chair: OC / PC / Cluster Manager, selected for a one year period

- Alternate Chair: Chief Information Officer (CIO)
- HQ Directors or delegates (deputy directors or others)
- Regional Directors or delegates (regional advisors or others)
- Observer: Representative of UNOPS Internal Audit and Investigations Group (IAIG)

8.11. The quorum for sessions of the ICT-OGP shall be a minimum five members as follows:

- At least one of the following: Chair, CIO
- At least four other members

Tenure and method of appointment

8.12. The Chair (OC / PC / Cluster Manager) shall be selected and appointed by the Executive Office to serve on the ICT-OGP for a period of one year. Individuals in this capacity shall be permitted to serve for a maximum of two consecutive terms.

8.13. The alternate chair (CIO) shall be an ex officio permanent member.

8.14. HQ Directors and Regional Directors shall also be ex-officio permanent members who may delegate membership in the panel for a minimum period of one year.

8.15. Observer representation from IAIG shall be based on delegation by the Director, IAIG for a minimum period of one year.

Meetings

8.16. ICT-OGP shall meet on a monthly basis. Ad-hoc sessions may be convened by the chair to address any urgent matters.

8.17. Attendance at the meetings can be in person, or through electronic conferencing or meeting services.

Accountability

8.18. ICT-OGP is a governance body that may prioritise projects within limits defined by the ICT-SAB.

Reporting structure

8.19. ICT-OGP's proceedings shall be recorded in minutes and available for review by the ICT-SAB as well as by any UNOPS personnel. Some portions or entire proceedings may be redacted for any matters that the ICT-OGP considers sensitive from a risk, security, confidentiality, or privacy perspective.