



CEB

Chief Executives Board
for Coordination

High-level Committee on Management
Digital & Technology Network (DTN)

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Executive Summary

The DTN Spring Session in Valencia identified three immediate system-wide priorities for coordinated follow-up: the development of a shared UN-wide AI baseline; the strengthening of enterprise governance, cybersecurity, and trust frameworks for AI adoption; and the establishment of a common assessment framework for digital hubs, data sovereignty, and strategic dependency risks linked to critical digital infrastructure. Discussions underscored that advancing these priorities will require a more operational model of collaboration grounded in shared standards, practical governance tools, reusable implementation assets, and differentiated support for agencies operating at varying levels of maturity and institutional capacity.

Across the session, participants emphasized that AI adoption must remain firmly anchored in demonstrable operational value and supported by sustained leadership engagement, workforce readiness, strong data foundations, and accountable governance arrangements capable of enabling scalable and trustworthy implementation. Resilience and trust emerged as consistent cross-cutting themes throughout the discussions. Participants highlighted the importance of responsible AI governance, trust-by-design approaches, stronger cybersecurity coordination, enhanced data governance, and practical safeguards to mitigate concentration and sovereignty risks through portability, contingency planning, and informed vendor management.

Priority areas identified for coordinated follow-up included the development of practical guidance, benchmarks, and implementation criteria for the proposed AI baseline; closer operational coordination between the Generative AI and Cybersecurity Communities of Practice; the creation of a common assessment framework for digital and AI hub proposals; and the expansion of cross-agency sharing of reusable technical assets, implementation patterns, training resources, use-case catalogues, and lessons learned.

Breakout discussions further emphasized the need for targeted workforce support, leadership sensitization, clearer methodologies for assessing AI value and operational impact, and differentiated support mechanisms for agencies facing varying levels of readiness, funding constraints, and technical capacity.

Participants also stressed the importance of establishing more systematic mechanisms across Communities of Practice to develop, maintain, and share reusable assets — including case studies, implementation guidance, technical patterns, tool and use-case catalogues, training materials, and operational lessons learned — in order to reduce duplication, strengthen coordination, and support more consistent implementation across agencies. Additional areas identified for collaborative follow-up included endpoint lifecycle guidance, CRM–ERP reference architectures, licensing governance approaches, shared AI tool catalogues, and peer exchange mechanisms designed to accelerate the transfer of operational experience and reusable practices across the UN system.

Common Positions

Enterprise AI, Value, and Organizational Readiness

- AI should be treated as a **core enterprise capability** central to organizational effectiveness, operational efficiency, and mandate delivery.
- AI adoption should be driven by demonstrable organizational value and closely aligned with mandate delivery and, where relevant, SDG outcomes.

- Responsible scaling depends not only on technology choices, but also on leadership engagement, workforce enablement, improved data foundations, and practical governance mechanisms.

Governance, Trust, and Secure AI Deployment

- Cybersecurity, governance, and control arrangements must evolve in parallel with the speed, scale, and complexity of AI adoption.
- Trust-by-design, stronger data governance, metadata quality, and enhanced observability are foundational prerequisites for trustworthy AI deployment.

Data Sovereignty, Vendor Dependence, and Strategic Resilience

- Data sovereignty should be approached not solely as a legal or jurisdictional issue, but as a broader strategic resilience and risk-management concern.
- Vendor independence and data sovereignty are linked strategic concerns that should be considered early in procurement, platform selection, and shared-service decisions.
- Open source was positioned not simply as a technical alternative, but as a strategic instrument for strengthening digital sovereignty, resilience, and long-term institutional flexibility across the UN system.
- Participants highlighted growing interest across UN entities in reducing reliance on a narrow set of proprietary vendors in order to mitigate concentration risk, improve portability, and preserve institutional choice.
- Members emphasized that open-source adoption is not inherently lower cost and should be assessed through a comprehensive total cost of ownership framework, including transition, integration, maintenance, support, security, and operational implications.
- Open-Source progress will require a coordinated, UN-wide approach rather than fragmented adoption across agencies, in order to reduce duplication, strengthen coherence, and support more consistent governance and decision-making.
- Members supported establishing open source as a formal strategic workstream within the UN system, linked to broader discussions on digital sovereignty, resilience, continuity planning, and risk mitigation.

Shared Assets, Workforce Enablement, and Cross-Agency Collaboration

- Communities of Practice create greater value when their outputs are converted into reusable shared assets rather than remaining isolated local initiatives.
- Workforce enablement, peer learning, and change management are essential to sustainable adoption across agencies operating at different levels of maturity and capacity.

Recommendations

AI baseline and implementation readiness

- Develop a shared UN-wide AI baseline covering governance, security, responsible AI, organizational readiness, and common benchmarking criteria.
- Establish common evaluation criteria before AI solutions are scaled and focus early implementation on a limited number of high-value use cases.
- Prepare a practical package comprising baseline criteria, benchmark proposals, implementation guidance, and indicative value-assessment methodologies adaptable to differing agency contexts.
- Define and validate the AI baseline methodology through a short collaborative process across participating agencies.

Digital sovereignty, hubs, and resilience

- Establish a common evaluation framework for digital and AI hub proposals, supported by a practical risk-based approach to data sovereignty and control of critical digital assets.
- Clarify where stronger localization, control, portability, or contingency measures may be required.
- Strengthen institutional resilience through improved portability, data sovereignty safeguards, dependency mapping, contingency planning, exit readiness, and targeted examination of open-source options in mission-critical domains.
- Develop shared templates for portability and resilience assessment and document fallback, continuity, and exit arrangements.

Governance, guardrails, and cybersecurity coordination

- Advance a common framework for enterprise AI governance and security through closer collaboration between the Generative AI and Cybersecurity Communities of Practice, supported by shared guidance, guardrails, and practical implementation tools.
- Develop shared guidance, implementation checklists, baseline control expectations, incident response playbooks, and governance guardrails for enterprise AI adoption.
- Establish a structured joint workstream on frontier AI safety and AI-specific threat scenarios.

Shared assets, workforce readiness, and targeted support

- Convert Community of Practice outputs into reusable shared assets such as reference guidance, templates, technical patterns, tool catalogs, and training resources.
- Strengthen workforce readiness through targeted enablement, peer support, leadership sensitization, maturity benchmarking, and closer coordination across Communities of Practice and with HR and business owners.
- Provide targeted support for agencies facing readiness, funding, or capacity constraints and continue shared learning, training, and change-management support.

Proposed Next Steps

Immediate DTN follow-up

- Launch a short collaborative process to define and validate the shared UN-wide AI baseline, including baseline criteria, benchmarks, and indicative value-assessment methods.
- Establish a small drafting group to prepare common evaluation criteria for digital and AI hub proposals and related data sovereignty considerations.
- Establish open source as a formal UN-wide strategic workstream, including a structured assessment of mission-critical dependencies, total cost of ownership, and potential target-setting to guide coordinated adoption and reduce vendor concentration risk.

Cross-CoP and shared asset workstreams

- Initiate a structured joint workstream between Generative AI, Cloud and Cybersecurity Communities of Practice on governance guardrails, AI-specific threat scenarios, and practical implementation tools.
- Identify and prioritize a limited number of shared assets for development, including implementation of templates, technical patterns, training resources, and use-case catalogues.
- Prepare targeted support and peer-learning arrangements for agencies facing readiness, capacity, or funding constraints.

- **Anthropic Mythos:** Shift from monitoring to coordinated action to continue internal risk assessments while sharing findings across agencies and aligning AI governance, security controls, and a common UN baseline through joint AI–cyber collaboration, including exploration of safe access to frontier models.

UN CIO AI Forum

- Members are invited to submit ideas and contribute to shaping the agenda for the UN CIO AI Forum, taking place on 10 July in Geneva.
- It is necessary to register for the AI for Good Summit and/or the WSIS Forum to participate in the UN CIO AI Forum in Geneva.
- Inform Khuloud Odeh, ITU if your agency intends to exhibit at the AI for Good Summit, so participation can be highlighted and coordinated effectively.

Introduction

The DTN spring session was convened in Valencia from 11–13 May 2026 at the United Nations Information and Communications Technology Facility and brought together Chief Information Officers and senior digital leaders from across the UN system under the leadership of DTN Chairs Bernardo Mariano Junior and Shirin Hamid. Over the course of three days, nearly 100 participants joined this hybrid session.

The session focused on advancing collective discussion and practical coordination around enterprise AI adoption, governance, cybersecurity, digital resilience, and shared service priorities across participating organizations. Discussions were informed by expert presentations and strategic perspectives from Google, Gartner, Boston Consulting Group, NTT DATA, Massachusetts Institute of Technology, and Alibaba Cloud on enterprise AI adoption, governance, operating models, and institutional transformation.

A central component of the programme was the breakout session, designed to move discussions beyond introductory exchange toward practical alignment on shared AI priorities, implementation risks, dependencies, and opportunities for collaboration across the UN system. Structured around four strategic lenses — humanitarian and operational delivery, governance and trust, infrastructure and security, and transformation and economic value — the session used rotating facilitated discussions on vision, value, trust, and adoption to generate implementation-focused insights and practical recommendations for collective DTN follow-up.

The programme combined plenary discussions with collaborative working formats, including the Gallery Walk, and also featured the formal launch of the UN Digital Hub, presented as an important milestone in strengthening system-wide digital collaboration and more structured sharing of reusable assets, implementation guidance, technical resources, and lessons learned across participating organizations.

Strategic Perspectives on Enterprise AI Transformation

Presentations during the opening session focused on how AI is reshaping enterprise operating models, governance structures, and institutional delivery across large organizations.

David Dixon, MIT, argued that organizations should treat AI as a fundamentally new form of intelligence rather than simply another productivity tool. He emphasized that the greatest institutional value will come from redesigning work, governance, and operating models around increasingly capable agentic systems, while ensuring that enterprise controls, security settings, and human oversight mechanisms evolve in parallel with deployment.

Rajat Gupta, Google, presented a practical framework for enterprise AI strategy centered on strong data foundations, fit-for-purpose architecture, and scalable execution models. He stressed that successful adoption depends on treating AI as a core organizational capability supported by enterprise governance, operational alignment, and sustainable implementation capacity.

Daniel Martinez, Boston Consulting Group, highlighted the likelihood of a near-term shift from isolated AI tools toward broader agentic ecosystems. He argued that organizations should prepare by redesigning operating models, decision rights, and governance arrangements around increasingly autonomous systems, with particular attention to institutional adaptation, security, control, and realization of operational value.

Nate Suda, Gartner, emphasized that organizations should move beyond treating AI primarily as a productivity initiative. He argued that the greatest institutional impact is likely to come from improved decision-making, reduced operational losses, stronger mission outcomes, and enhanced organizational performance, supported by clearer methods for measuring value and redesigning workflows around AI-enabled capabilities.

In the discussion that followed, participants reflected on these perspectives in the context of UN system realities. The discussion highlighted broad support for treating AI as a core enterprise capability linked to organizational effectiveness, operational efficiency, and mandate delivery. Participants also emphasized the need to move beyond fragmented experimentation toward more governed enterprise implementation, supported by clearly defined use cases, benchmark-driven evaluation, and workflow redesign capable of generating measurable institutional value.

Areas of convergence emerging from the discussion included the need for a shared UN-wide AI baseline across participating organizations. Participants agreed that common evaluation criteria should be established before solutions are scaled and that initial implementation efforts should focus on a limited number of high-value use cases, including reporting, workflow automation, decision support, and other mission-relevant applications.

For follow-up, participants proposed a short collaborative process to define and validate the baseline methodology across participating agencies and to use the results to inform subsequent guidance, support arrangements, and leadership engagement efforts.

Advancing Scalable and Trustworthy Enterprise AI Adoption

Day two focused on defining a more coherent system-wide approach to AI adoption across the UN system. **Discussions placed strong emphasis on the importance of foundational data capabilities — including metadata standards, data governance, and shared identifiers — as prerequisites for scalable and trustworthy AI deployment.** Participants also highlighted the value of federated operating models capable of preserving data sovereignty while enabling appropriate cross-agency intelligence sharing and collaboration.

Breakout discussions reinforced the need for more consistent approaches to value assessment so that agencies can better determine whether proposed tools and platforms deliver measurable operational benefit, align with mandate priorities, and justify investment under constrained budget conditions.

Members emphasized the importance of evidence-based validation prior to large-scale deployment, cautioning that poorly evaluated pilots or low-value implementations could weaken institutional confidence in broader transformation efforts.

Discussions additionally highlighted that weaknesses in data quality, metadata, governance, and accessibility remain major constraints on trustworthy AI adoption. Participants stressed that sequencing AI initiatives appropriately and addressing data readiness at an early stage will be essential to successful implementation and long-term scalability. **Risk mitigation approaches discussed during the session included continued maturity benchmarking, establishment of a shared readiness baseline, stronger prioritization of data governance and metadata practices, and introduction of structured review checkpoints before enterprise AI solutions are scaled.**

Members acknowledged follow-up should focus on preparation of a practical package comprising baseline criteria, benchmark proposals, implementation guidance, and indicative value-assessment methodologies adaptable to differing agency contexts.

UN System AI Baseline

Daniel Martines and Becca Gibbs, Boston Consulting Group presented the findings of a DTN AI Baseline survey and analysis covering 23 organizations. **Survey findings indicated that organizations across the UN system are rapidly increasing investment in artificial intelligence yet continue to face significant organizational barriers to scaling adoption effectively.**

The analysis highlighted that the principal challenges are structural rather than technical. Many organizations still lack mature governance frameworks, clear accountability structures, and consistent oversight mechanisms to support enterprise-wide AI deployment. These gaps make it difficult to move beyond isolated experimentation and ensure coordinated, safe, and scalable implementation across organizations.

A further constraint identified was operating model readiness. Existing processes, roles, and decision-making structures are often not designed to integrate AI—particularly more advanced, agentic capabilities—into core business workflows. As a result, organizations are facing growing pressure to rethink how work is organized, executed, and managed in an AI-enabled environment.

The survey also underscored persistent talent and skills gaps, with insufficient AI literacy and technical expertise across the workforce limiting the ability to scale solutions effectively. At the same time, many organizations lack robust methodologies for measuring value and return on investment, making it challenging to prioritize initiatives, justify funding, and build institutional confidence for broader transformation efforts.

Overall, the survey demonstrated that organizations are constrained less by technology itself than by gaps in governance, operating models, workforce capabilities, and value measurement, which collectively hinder the transition from pilot initiatives to enterprise-scale AI adoption.

Strengthening UN System-Wide AI Leadership

Discussions highlighted the rapid evolution of United Nations engagement on artificial intelligence, both at the strategic level of global governance and in the practical integration of AI across the UN system. Speakers emphasized the need for inclusive, multi-stakeholder coordination mechanisms, stronger system-wide collaboration, and accelerated efforts to translate AI policy discussions into operational capacity and institutional leadership.

Rebekah Hayoung Woo, UN presented an update on the Independent International Scientific Panel on AI and the Global Dialogue on AI Governance, established by the UN General Assembly in 2025, highlighting rapid progress in setting up a globally representative, multidisciplinary panel of 40 experts working across seven thematic areas (including technical, societal, economic, security, and governance aspects of AI); she emphasized the intensive and accelerated work underway to deliver the panel's first report by June 2026, which will inform the inaugural Global Dialogue in July, positioning the panel as a new permanent UN mechanism to provide a shared global understanding of AI developments, while the Dialogue will serve as a platform for inclusive, multi-stakeholder discussions on future AI governance, ensuring that priorities reflect the needs of all countries and not only technologically advanced ones.

Khuloud Odeh, ITU introduced the UN CIO AI Forum as a new, invitation-only platform to be launched at the AI for Good Summit in Geneva (10 July 2026), aimed at bringing UN CIOs together to focus specifically on operationalizing AI within their organizations; she emphasized using the forum as a space for peer dialogue, shared challenges, and co-creation of practical solutions, encouraging participants to shape the agenda collaboratively, align discussions with DTN priorities, and leverage the broader AI for Good week to strengthen engagement, showcase agency initiatives, and advance system-wide AI leadership.

Data Sovereignty, Digital Hubs and Strategic Digital Dependencies

Confidential briefings were received from Kelly Mannix, ICC and Mumtaz Tamin, UNRWA . As these briefings were neither broadcast nor recorded and their content is not summarized in these minutes.

The subsequent plenary discussion treated data sovereignty and digital hubs as closely linked strategic priorities requiring more structured and coordinated consideration across the system. Participants highlighted the need for stronger scrutiny of AI hub and digital hub proposals, together with a more practical, risk-based understanding of control over critical digital assets, identities, encryption, monitoring capabilities, and dependency on external providers.

A clear point of convergence in the discussion was the need for a common framework to assess digital hubs and data sovereignty arrangements, particularly where agencies are considering shared infrastructures or externally supported AI hubs that may affect long-term control over strategic digital capabilities and data assets.

Participants further agreed that data sovereignty should be understood not only as a legal or jurisdictional matter, but as a broader issue of strategic resilience and risk management, requiring practical mitigation measures across system architecture, procurement practices, vendor management, and business continuity planning.

For follow-up, participants proposed that DTN should initiate a small cross-agency drafting process to develop:

- a common evaluation framework for digital and AI hub proposals;
- criteria for identifying where stronger localization, control, portability, or contingency measures may be required; and
- a practical, risk-based approach to data sovereignty across critical services and infrastructure.

Indicative planning discussions suggested that this drafting process should begin before the next DTN session, with initial proposals circulated for review at that stage.

Reducing Vendor Dependence, Open Source, and Strategic Resilience

Presentations in this segment addressed vendor concentration, open source, and resilience from both operational and strategic perspectives.

Senida Panjeta (UN Secretariat) and Francesca Duri (WIPO), co-chairs of the Cloud Community of Practice, identified Cloud Sovereignty as a political, legal, and operational risk for the UN, beyond technical concerns. Risks include sanctions-driven service suspension, extraterritorial data access, limited enforcement of UN privileges/immunities, vendor lock-in, pricing shocks, and loss of control over data. Proposed solutions include collective procurement leverage, neutral-country infrastructure, sovereignty-focused contract clauses, application portability, and hygiene. They proposed contract review, feasibility study for collective procurement, and definition of minimum UN sovereignty standards (“UN Sovereign Framework”). Furthermore, **Senida Panjeta** presented on the Secretariat’s response to Broadcom’s VMware pricing changes, including efforts to reduce VMware dependence, adopt alternative platforms, and strengthen enterprise readiness for AI-era infrastructure, governance, and operational resilience.

Omar Mohsine and Mostafa Elkordy, Chairs of the Open-Source Community of Practice at UNICC, briefed participants on ongoing work relating to vendor lock-in, digital sovereignty, and the role of open-source solutions in strengthening resilience and continuity planning across the United Nations system. Open source was framed not merely as a technical alternative, but as a strategic instrument for reducing concentration risk, preserving institutional flexibility, and supporting long-term operational resilience.

Participants noted growing interest across UN entities in reducing dependency on proprietary vendors, while emphasizing that open-source adoption is not inherently lower cost and must be assessed through a full total cost of ownership lens, including transition, integration, maintenance, support, security, and operational implications. Discussions underscored that open source can contribute to digital sovereignty and risk mitigation where solutions are carefully evaluated against mission requirements, institutional capacity, security considerations, interoperability needs, and continuity obligations.

Vendor dependence and data sovereignty were widely viewed as interconnected strategic concerns. Participants observed that sustained reliance on a limited number of providers can affect portability, bargaining power, long-term cost structures, and practical control over critical digital assets. Preserving institutional choice was therefore seen to depend on architectural flexibility, interoperable standards, clear exit strategies, and governance arrangements capable of adapting to evolving commercial, legal, and geopolitical conditions.

A shared conclusion emerging from the discussion was that DTN guidance should address vendor dependence and data sovereignty as core design and governance considerations to be incorporated early in procurement, platform selection, and shared-service decisions. Participants further emphasized that progress would require a coordinated, system-wide approach rather than fragmented adoption across agencies, to reduce duplication, strengthen coherence, and support more consistent decision-making across the UN system.

Proposed follow-up work included dependency mapping across critical services and infrastructure, documentation of fallback and exit arrangements, development of shared methodologies for portability and resilience assessments, and identification of mission-critical domains where open-source alternatives may provide credible strategic options. Members also proposed assessing and operationalizing a target whereby at least 5 per cent of software used across the United Nations system

would be open source, subject to feasibility analysis, scope definition, and total cost of ownership evaluation.

Managed Services and Business Process Outsourcing

Elena Sierra, NTT DATA presented on business process outsourcing and shared-service delivery models, highlighting how standardized platforms, configurable implementation approaches, and structured onboarding can help organizations reduce duplication, improve consistency, and extend enterprise capabilities to entities with limited internal delivery capacity.

Business process outsourcing and shared-service operating models were discussed as practical levers for reducing duplication, improving consistency, and extending enterprise capability to smaller organizations with limited internal delivery capacity. The discussion highlighted the value of configurable shared platforms, structured onboarding approaches, and clearly defined decisions on which processes should be standardized centrally versus retained locally. Participants also emphasized that BPO-style arrangements need strong service design, governance, and agency choice if they are to deliver efficiency without over-constraining organizational flexibility.

Community of Practice Updates

1. Cybersecurity Community of Practice

The Cybersecurity Community of Practice update reported continued work on strengthening collective cybersecurity coordination across participating organizations, including revision of the minimum security baseline and progress through four working groups.

CCoP Chairs, Sebastian Bana and Aurelian Buzdugan, provided an update on the Cybersecurity Community of Practice (CCOP), covering symposium planning, working group activities, capacity building, partnerships, and responses to emerging AI and cyber threats.

The next CCOP symposium will be hosted by the International Atomic Energy Agency in Vienna in a hybrid format, with a strong emphasis on in-person participation to support networking and collaboration. The programme will also include the election of a new co-chair following the completion of Sebastian's term.

Four priority workstreams were highlighted: updating the minimum cybersecurity baseline; safer internet browsing, led by the World Health Organization; cybersecurity insurance; and generative AI security, including governance, model training, and fine-tuning. Sebastian noted that the GenAI workstream is moving toward a more operational and research-driven approach through hands-on collaboration with hyperscalers to develop reusable controls and security artifacts for AI systems.

Capacity-building efforts included highly subscribed cybersecurity and AI security training delivered through Microsoft Elevate. Discussions also highlighted challenges in formalizing partnerships with Mastercard due to the CCOP's lack of legal entity status, prompting a request for DTN guidance on agency-led private-sector partnerships.

Participants further emphasized the need for common standards and protocols for incident notification and communication, particularly regarding data leaks and cross-agency incidents, with proposals to formalize these processes at the UN system level.

Mythos & Frontier AI developments

In a dedicated discussion on Mythos and frontier AI developments, CoP chairs provided an overview of emerging risks and the current state of agency attention. They reported that, while no organization identified an immediate crisis-level threat, many agencies had elevated internal attention to the issue through senior-level briefings, discussions, and preliminary risk assessments.

A pulse-check survey on Mythos and Glasswing developments showed high awareness across agencies, varying levels of internal escalation, partial alignment with existing governance frameworks, and strong interest in collective follow-up and knowledge sharing.

Participants noted a widening gap between rapidly advancing AI capabilities and existing governance frameworks. Many agencies indicated that current AI and cybersecurity policies only partially address emerging risks related to data exposure, integration, accountability, and oversight.

A strong area of convergence was the need for a coordinated, system-wide approach rather than fragmented institutional responses. Participants emphasized the value of shared analysis, exchange of lessons learned, and alignment on common follow-up actions, particularly through closer collaboration between the cybersecurity and AI communities of practice.

Follow-up actions identified during the session included updating the minimum security baseline to reflect AI-related and emerging threat scenarios, preparing shared guidance and implementation tools, and strengthening coordination with the Generative AI Community of Practice on governance and threat-related priorities.

2. CRM Community of Practice

Angelo de Angelis, UNICC reported that the CRM Community of Practice had developed a substantial evidence base through a cross-agency survey designed to identify areas of convergence in CRM priorities and opportunities for shared service delivery across participating organizations. The survey revealed strong demand for shared CRM capabilities, including API integration, advisory support, interoperability standards, knowledge exchange mechanisms, CRM–ERP integration approaches, document management, authentication services, audit and compliance monitoring, and generative AI support.

The CRM Community of Practice presented one of the most operationally mature updates during Day 3. Survey participation across agencies was strong and provided a practical foundation for identifying where common platforms, services, and implementation approaches could reduce fragmentation and improve efficiency across the system.

Particular demand was identified for common API gateway services, shared CRM consulting and advisory support, interoperability connectors and standards, shared knowledge bases, common data governance services, business intelligence and visualization tools, and document-generation services. The CoP emphasized that these findings should now inform prioritization of a focused set of cross-agency implementation workstreams.

The discussion also highlighted broader strategic trends affecting CRM modernization across the UN system. Participants noted that AI is increasingly being treated as an embedded enterprise CRM capability

rather than a standalone add-on, with roadmap decisions increasingly shaped by integration requirements, governance considerations, scalability, and enterprise architecture concerns.

At the same time, the CoP identified persistent fragmentation, cost pressures, and architectural complexity across agencies. Its recommended direction is therefore to position the Community of Practice more deliberately as a delivery-enablement mechanism through greater sharing of reference architectures, stronger coordination of vendor engagement, alignment on reusable implementation assets, and closer collaboration with the Generative AI Community of Practice on common principles and governance approaches.

Assigned follow-up actions:

- **Develop a recommended CRM–ERP architecture:** Work with solution architects to define a next-generation integrated architecture for CRM, ERP, and extensions, including integration points and core design principles, drawing on lessons from early adopters such as UNHCR and WHO. Consolidate best practices and implementation lessons into a formal DTN recommendation to guide future deployments and reduce reliance on vendor-driven architectures.
- **Assess AI-driven CRM licensing and cost models:** Analyze the implications of embedded AI capabilities in CRM platforms, including evolving licensing approaches (e.g., token-based models) and associated budget impacts. Propose shared strategies for managing licensing increases and vendor pressure, including common use cases to maximize value from AI-enabled CRM capabilities.
- **Prioritize a focused set of cross-agency workstreams:** Use survey findings to identify and advance a limited number of high-value collaborative initiatives. Explore common capabilities such as API gateways, advisory support models, interoperability enablers, and shared knowledge resources.
- **Coordinate with the Generative AI Community of Practice:** Align on reusable assets, shared principles, and complementary workstreams related to AI-enabled CRM capabilities.

3. Open-Source United Community of Practice

The Open-Source Community of Practice was formally reinforced as a strategic workstream, with agreement to broaden participation across agencies and strengthen coordination. There was also recognition of the need for a shared platform (through UNICC) to support collaboration on open-source solutions, underpinned by appropriate security guardrails and governance processes.

Members proposed assessing and operationalizing a target whereby at least 5% of the workforce across the United Nations system would be migrated on opensource ecosystem, subject to feasibility analysis, scope definition, and total cost of ownership evaluation. Overall, there was alignment that open source should contribute to digital sovereignty and resilience, but within a balanced approach that accounts for cost, risk, and operational realities.

Looking ahead, the meeting identified several practical next steps to operationalize this direction. A key priority is launching a UN-wide survey to identify mission-critical systems and dependencies, which will serve as the evidence base for a common open-source strategy and potential exit approaches from proprietary platforms. In parallel, there is a need to further develop the shared open-source platform and collaboration model, ensuring it is secure and usable across agencies. Additional work is expected on developing a system-wide strategy, evaluating total cost of ownership, and aligning with other communities of practice (particularly AI and cybersecurity). Finally, strengthening cross-agency knowledge sharing and

reuse of solutions was highlighted as essential to ensure that progress is scalable and avoids duplication across the UN system.

Assigned follow-up actions:

- Continued development of the UN Open-Source Portal as a shared collaboration gateway;
- Identification of mission-critical domains where open-source alternatives may provide credible strategic options;
- Support to agencies in assessing portability, resilience, continuity, and exit-readiness benefits;
- Commit funding model to agree member contributions (USD 10k/year) to sustain the shared open-source/GitLab platform and collaboration environment
- Advance 5% strategy to assess and define a target for allocating ~5% of software stack/budget to open source, based on a UN system wide survey of critical systems
- Provide guardrails & governance to ensure the platform includes security, compliance, and collaboration standards for safe reuse across agencies
- Proceed with the peer review phase for OSARA (Open Sovereign Agents Reference Architecture), a potential new open specs, which was approved without objection.

4. Digital Accessibility Working Group

Suzanne Shanahan, UN Secretariat, presented an update from the Digital Accessibility and Inclusion Working Group, highlighting two major achievements: HLCM endorsement of a UN system-wide minimum baseline for public website accessibility — grounded in the international WCAG standard — and the introduction of a dedicated digital accessibility indicator in UNDIS 2.0. The Working Group has also supported practical implementation across the UN system by providing training, awareness campaigns, and targeted guidance to help entities improve accessibility across their digital portfolios – sharing the work and best practices of the individual entities.

The update also noted a broader shift: digital accessibility is increasingly being embedded in procurement, application lifecycle management, and digital modernization efforts — moving beyond a standalone compliance obligation toward a shared enterprise responsibility. The discussion affirmed that sustaining this progress will require ongoing coordination, practical support, and collective implementation effort across entities.

Assigned follow-up actions:

- Support implementation of the endorsed public website accessibility baseline across all UN system public information websites.
- Prepare for reporting against the new UNDIS 2.0 digital accessibility indicator.
- Continue awareness, training, and guidance activities.
- Reinforce integration of accessibility requirements into procurement, platform design, and digital modernization work.

5. Generative AI Community of Practice

Sameer Chauhan, UNICC summarized the Generative AI Community of Practice's priorities as making the group more practical and action-oriented, with a stronger focus on shared implementation challenges, measurable progress, closing readiness gaps across agencies, and closer collaboration with cybersecurity on frontier AI risks and governance.

Generative AI Community of Practice discussions focused on strengthening coordination, governance, and practical implementation support for enterprise AI adoption across participating organizations.

Participants emphasized the importance of moving from isolated experimentation toward more structured, scalable, and operationally governed deployment models aligned with organizational mandates and measurable institutional value.

The discussions highlighted growing demand for common implementation guidance, shared governance approaches, reusable technical assets, and stronger alignment between AI adoption efforts and cybersecurity, data governance, and enterprise risk-management requirements. Particular attention was given to responsible AI governance, lifecycle controls, trust-by-design principles, and the need for clearer review and oversight mechanisms as adoption accelerates.

The Community also underscored the value of closer collaboration with other Communities of Practice, particularly the Cybersecurity Community of Practice, in areas such as AI-specific threat scenarios, governance guardrails, incident response preparedness, and practical implementation controls.

Khuloud Odeh, ITU announced the planned **UN CIO AI Forum** at the AI for Good Summit as a full-day event on 10 July intended to carry forward the DTN's AI strategy discussions by identifying priority topics from Valencia and turning them into a broader UN CIO exchange at the summit.

Assigned follow-up actions:

- development of shared guidance, implementation templates, and baseline governance expectations for enterprise AI adoption;
- expansion of reusable use-case catalogues, technical assets, and practical implementation patterns;
- closer coordination with cybersecurity and enterprise governance workstreams;
- support for maturity benchmarking and value-assessment methodologies across agencies; and
- strengthened mechanisms for peer learning, operational exchange, and cross-agency collaboration.
- members are invited to contribute ideas to help shape the agenda for the UN CIO AI Forum, to be held on 10 July in Geneva, and are reminded that registration for the AI for Good Summit and/or the WSIS Forum is required to participate. Agencies intending to exhibit at the AI for Good Summit are also requested to inform Khuloud Odeh to support effective coordination and visibility of participation.

The session also confirmed the addition of the CIO of the International Telecommunication Union as a third co-chair of the Generative AI Community of Practice, alongside UNICC and the World Bank.

6. Endpoint Management Working Group

Naoto Yamamoto, UNDP and Francesca Duri, WIPO reported growing convergence around the need for more structured and shared approaches to endpoint standards across agencies, particularly in complex field environments where heterogeneity, procurement fragmentation, and support constraints create operational risk and inefficiency. The update highlighted lifecycle management, support for non-Windows environments, coordinated procurement approaches, AI-enabled devices, and hardware-as-a-service as priority areas for further work. Participants also emphasized the value of exploring shared field support models and common endpoint management services where these could improve resilience, standardization, and cost effectiveness.

Assigned follow-up actions:

- Develop UN-wide endpoint best practices and lifecycle guidance adaptable to differing agency operating environments.

- Explore coordinated procurement models, including options related to AI-enabled PCs and hardware-as-a-service.
- Assess support requirements for non-Windows environments and complex field deployments.
- Examine the feasibility of shared field support and common endpoint management services across agencies.

Session Planning

- **Autumn 2026 session:** United Nations University, Tokyo, provisionally scheduled for the second half of October / early November.
- **July 2027 session:** International Telecommunication Union, Geneva, to be held in conjunction with the conclusion of AI for Good.

Attendance

Adama Seck	Gartner
Afra Wu	Alibaba Cloud
Ahmed Ammar	IMF
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