DIRECTOR'S REPORT AND FINANCIAL STATEMENTS

FOR THE BIENNIUM **2014** | **2015**

DIRECTOR'S REPORT

ICC | international computing centre | IT SOLUTIONS FOR THE UN FAMILY

DIRECTOR'S REPORT

PREFACE

By Doug Greene

Chief Information Officer, United Nations High Commissioner for Refugees

Chairman of the ICC Management Committee and the Advisory Group to the ICC Management Committee

I am pleased to introduce the ICC Director's Report for the 2014-15 biennium, which includes the Statement of Accounts and the Management Letter of the Centre's Independent Auditor's Report. The report also includes a variety of information about ICC's achievements in the past two years and is a testimony to the excellent performance ICC has shown once more in delivering ICT services to nearly 40 UN organizations.

It is my privilege to have served as the Chairman of the Management Committee since November of last year and I wish to thank my predecessor Mr. Jakob Kern, CIO of WFP, for his exceptional two-year tenure as Chair of the ICC Management Committee and wish him the very best in his critical role overseeing the Syrian operation from Damascus.

Simon Jones, Director ICC, has been able to steer this complex and growing operation during this biennium. With the support of his dedicated, knowledgeable and experienced staff, he has built upon previous successes and maintained high quality and competitive services to the benefit of all UN organizations that use the Centre's services.

As the report shows, the main achievements in the past biennium are based around increased adoption of ICC's shared ICT services across the UN family. This has been reinforced by the work of the Management Committee to confirm ICC's strategic positioning, leading to a milestone agreement of the strategy and action plan at the October 2015 Management Committee meeting in New York.

The Management Committee is the body that, in partnership with Simon and his team, is responsible for ensuring the present and future success of ICC and its UN Clients. Their active participation and support for the future strategic direction and business planning activities of ICC have helped Simon and his team to plan for the future with the full support and commitment of its Clients, enabling ICC to focus on the services that are, or will be in demand during the planning horizon.

Finally, I wish to thank and congratulate the Director and all the staff of the Centre for their professionalism, dedication and friendship, and for the support provided to me in my capacity as Chairman of the Management Committee.

By Simon Jones

Director of the International Computing Centre (ICC)

I am pleased to introduce the ICC Director's Report 2014-2015. It is designed to share ICC's vision, context, history and work environment, as well as to present highlights from our achievements in this last biennium. I am extremely grateful for the hard work and dedication of the ICC staff who have made this happen.

We at ICC value greatly the close relationship with our Clients. These include our 38 Partner Organizations (those with membership or representation in ICC's Management Committee) and other United Nations programmes, funds or entities, as well as related not-for-profit organizations.

We have taken great strides together over the past two years in setting out the strategic positioning for ICC, through to the end of this decade. The key outcome is that ICC will strive to be the preferred global one-stop shop for everything Information and Communications Technology (ICT) related that can be shared between members of the United Nations family, offering superior services at competitive prices to our Partner Organizations.

ICC's management focus will be to make this happen, through greater visibility, stronger partnerships and service delivery excellence. From my wider discussions in the ICT community, I know that many organizations would like to establish an ICT shared services model, but their experience shows that it is extremely hard to do this. ICC has 45 years of experience in doing this, with a robust mandate, solid governance structure and successful business model to underpin its operations.

ICC has experienced substantial growth in this biennium, in terms of income, staff numbers and our impact on the work of our Partner Organizations. While our influence is often indirect, ICC has been a core contributor to the delivery of the Millennium Development Goals, supporting United Nations funds, programmes, entities and offices with information systems, collaboration platforms, service management, data warehouses and business intelligence, email, telephony, infrastructure, networking and strategic advisory services. ICC has been there, behind the scenes for peacekeeping missions, for women's leadership and political participation in Asia and the Americas, in support of the response to Ebola in western Africa, helping Partner Organizations cope with floods, elections, civil strife, climate change and economic empowerment of millions of people around the world.

All of our revenue comes through cost recovery from our Clients and Partner Organizations, and we have no core funding. In addition, we have been able to reduce many of our costs through internal efficiencies, better volume pricing and lower costs that come from advances in technology. Over this past biennium we have also shared with our Partner Organizations the benefits coming from the expansion of our office in Valencia, Spain, which is now our largest office in terms of ICC staff headcount.

ICC has a strong base of operational performance, and we have plans to achieve even more in the future, based around a commitment to extend our existing ISO 20000 certification to all of our services. In a time when cyber security is ever more challenging, we have maintained our ISO 27001 certification and developed our capacity to support our Partner Organization information security needs.

In all the work we do, I am grateful for the support of our Management Committee and its Advisory Group. I would especially like to thank the past Chair of the Management Committee, Mr Jakob Kern, who provided direction to ICC as well as advice and guidance to me over the biennium. I would also like to welcome the new Chair, Mr Douglas Greene to the role and look forward to working with him.

I trust you will find this report provides a helpful overview of ICC, and whatever your interest in ICC, I hope we have a fruitful time ahead working together.

TABLE OF CONTENTS

TABLE OF CONTENTS

HOW ICC DELIVERS

THE ICC STORY

The International Computing Centre (ICC) was established by a Memorandum of Agreement concluded by the United Nations, the United Nations Development Programme (UNDP) and the World Health Organization (WHO) in 1971. In line with General Assembly resolution 2741 (XXV) of 17 December 1970, ICC was created as an inter-organization body to provide a common electronic data processing (EDP) facility.

UNDP Photo

The initial Memorandum of Agreement signed by the United Nations, UNDP and WHO in 1971 was the first formal agreement signed by the three founding organizations. The initial Memorandum of Understanding signed by WHO and ICC in 1971 set out the terms of the initial hosting agreement of ICC by WHO.

PAHO/WHO Photo

ICC was initially established on the premises of WHO. In 1992, the data centre located in a basement at WHO was in need of major refurbishment and more data centre space was required. In 1993, ICC relocated its data centre from there to the current state-of-the-art data centre located in Grand-Saconnex, on the edge of Geneva, Switzerland. In 1994, ICC rented office space adjacent to its data centre and relocated its entire staff to the new location.

ICC has been the go-to service provider for United Nations programmes, funds, and entities since its inception. ICC, a United Nations entity itself, provides services to its Partner Organizations, defined as the voting members of its Management Committee that provides oversight and governance of ICC's strategic programme. ICC also provides services to other United Nations or related not-for-profit entities or Users, as observers and non-voting participants in ICC's service offerings.

All told, ICC's Clients numbered over 40 during the 2014-2015 biennium, including 37 Partner Organizations (those with membership or representation in ICC's Management Committee), as well as other United Nations or related not-for-profit entities.

Figure 1 - Many of ICC's Clients and Partner Organizations

1.2 ICC'S RAISON D'ÊTRE

In the late 1960s, United Nations programmes, funds, and other entities started relying increasingly on costly electronic data processing (EDP) equipment. The three founders of ICC, namely the United Nations, UNDP and WHO, anticipating major economies of scale, joined forces to put in place a shared EDP solution.

Owing to the sensitivity of the information they managed, the three founders opted for the creation of a shared facility within the United Nations family rather than relying on a private EDP service. Although they decided to share equipment, the founding organizations asked ICC to ensure that each of them would only be given access to its own data. The initial agreement between the three founding organizations explicitly encouraged other United Nations Agencies and entities to join the newly-born inter-Agency setup.

ICC's Mandate, last updated in 2003, states that "The functions of the ICC are to provide information technology

UNDP Photo

services, including both operational services and training, to Partner Organizations and Users by maximising the sharing of its computing and communications infrastructure, the associated systems and software and its specialist skills, so that recipients of its services can benefit from economies of scale; seek to ensure that the range of its services reflects the needs of its Partner Organizations".

1.3 ICC SERVICES

The unique business environment of ICC has required a workforce that is versatile, adaptable and skilled in supporting diverse technologies across the Information and Communications Technology (ICT) spectrum, including Client advisory services (professional, strategic advisory services and training), Software-as-a-Service, Platform-as-a-Service, Infrastructure-as-a-Service, and, increasingly, public cloud integration and management services.

ICC offers a full range of digital business solutions for its Partner Organizations and other Clients, which can focus on core business activities by leveraging ICC's services. These services are built upon industry best practices, standards and documented business processes subject to a Continuous Process Improvement cycle.

ICC offers cost savings, business efficiencies and volume discounts based on the scale of its engagements. ICC operates on a full cost recovery basis, with surplus funds being refunded at the end of projects or initiatives.

UNOG Photo

Key ICC services include:
- Client Advisory Services
  - Strategic Consulting
  - Subject Matter Expertise
  - Access to IT Advisory Services
  - Professional Services (Information Security, Professional Services, Assessment Services, Service Desk Services and Project Management Services)
  - Training
- Software as a Service
  - Unified Communications
  - Identity and Secure Access Management
- Platform as a Service
  - Enterprise Resource Planning

- Web Application Platform
- Business Intelligence
- Database and Middleware
- Directory, Resources and Domains
- Infrastructure as a Service
  - Managed Computing
  - Managed Networking
  - Monitoring
- Public Cloud Integration Services
  - Public Cloud Software Integration and Management
  - Public Cloud Platform Integration and Management
  - Public Cloud Infrastructure Integration and Management

Figure 2
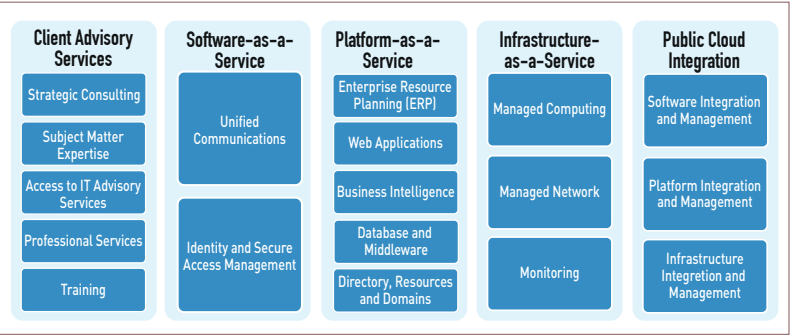
ICC places a lot of importance on operational excellence with particular emphasis on the performance and availability of its services and the level of security associated with them.

1.3.1 Looking back

The first piece of equipment installed in the ICC data centre in 1971 was an IBM Mainframe System/360 model 65. From its inception until the late 1980s, ICC primarily provided mainframe services to its growing number of Partner Organizations. Low speed lines between ICC and Partner Organizations' premises were mostly used as dedicated links for accessing ICC's mainframe system.

Photo ICC

In the late 1980s and early 1990s, many of ICC's Partner Organizations also deployed Local Area Networks (LANs). During the early 1990s, low speed lines between ICC and Client premises were gradually replaced by higher speed multi-protocol trunks. At the same time, Partner Organizations replaced their dedicated mainframe terminals with PCs emulating those terminals.

Faster and multi-purpose network connectivity opened new avenues for ICC to provide additional services, from data processing and storage, network infrastructure and web hosting, Enterprise Resource Planning (ERP) platforms and services, Internet connectivity, email messaging, Unified Communications and other managed and professional services across the ICT spectrum.

As digital technology expanded in the new century, consolidated network infrastructure, server virtualisation, email and online collaboration platforms, social media and resource management tools, corporate scorecards and dashboards and innovative telecommunications came to dominate an evolving business environment.

ICC was there to support these changes, growing its ICT service portfolio and client base for more and more members of the United Nations family.

1.3 ICC SERVICES (OVER THE YEARS)

▶ **from 1991**

ICC started to diversify its offerings and has since then kept pace with new technology developments.

▶ **in 1991**

ICC installed its first Local Area Network (LAN) and purchased its first Personal Computers (PCs).

▶ **in 1992**

ICC installed its first LAN-based email system.

▶ **in 1994**

ICC installed an Internet gateway. Access to the Internet cloud was initially provisioned through the European Organization for Nuclear Research (CERN) with an initial access bandwidth of 64 kbps.

▶ **in 1995**

ICC was able to start offering Internet access as well as Gopher and Worldwide Web hosting services. ICC installed a messaging hub which allowed ICC customers using diverse email systems to exchange emails through ICC as well as send and receive messages to and from the Internet. A Fax/Telex gateway also allowed "broadcasting" Faxes and Telexes that originated from email messages.

▶ **in 1996**

The United Nations Secretariat mainframe environment was migrated to ICC. During that same year, ICC deployed its first videoconferencing system and made it available as a shared service.

▶ **in 1997**

ICC initiated the migration of data from its customised mainframe environment to a standard MVS/ESA operating system. During that year, ICC acquired its first network management system and its first enterprise storage management system to provide backup services for its LAN-based servers. ICC also started preparing for year 2000 (Y2K) compliance.

▶ **in 1998**

ICC completed the migration of its mainframe operating system to OS/390. During that year, ICC started Y2K compliance testing and initiated a Client Service Focus Programme. ICC also started to manage some key facilities for the United Nations Secretariat in New York.

▶ **in 1999**

An independent company carried out a technical audit of ICC's Internet infrastructure and gave ICC a clean bill of health. It also made recommendations in the areas of security which ICC was able to implement. ICC completed the migration of its systems and services to a Y2K compliant environment, finalised its Y2K transition plan and pursued its Y2K testing up to the end of the year. From 31 December 1999 to 1 January 2000, ICC carried out its Y2K transition plan successfully and encountered no Y2K related issues.

▶ **in 2000**

ICC performed major upgrades of its infrastructure and revamped its Internet services. ICC also started to provide services to the World Food Programme (WFP) in Rome for SAP support as well as in New York for the Office of the Iraq Programme (OIP) and the Department of Peacekeeping Operations (DPKO).

▶ **in 2001**

ICC deployed a highly secure solution for remote access to one of its Partner's databases. It also initiated the migration of its NT servers to the new Windows 2000 operating system and introduced its first Activity Based Costing (ABC) framework. ICC also initiated the deployment of disaster recovery solutions for its non-mainframe operations.

▶ **in 2002**

ICC revamped its remote access solutions and set up a Virtual Private Network (VPN). ICC upgraded its Internet infrastructure and increased its Internet access active-active links from a bandwidth of 12+2 to 2x12 Mbps.

▶ **in 2003**

ICC completed the construction of its Network Operations Centre (NOC) for the provision of high-quality monitoring and management of its network and computer services. ICC also deployed an enhanced configuration database to improve the management of its core assets. During that year, ICC installed its new z800 Mainframe.

▶ in 2004

ICC implemented its first anti-spam system for its email relay service and deployed centrally-managed tools for anti-virus protection and Windows patching. ICC also deployed its first wireless LAN and introduced a vulnerability scanning service.

▶ in 2005

ICC upgraded its mainframe hardware, revamped its email relay solution and increased its Internet access to two active-active 22+22 Mbps links. ICC also initiated server virtualisation (VMware) and deployed its BlackBerry wireless messaging service for Lotus Domino. ICC completed the relocation of critical servers running the PeopleSoft ERP system from one Partner's premises to ICC's data centre.

▶ in 2006

ICC upgraded its network infrastructure and deployed a new enterprise backup solution. ICC completed its Service Continuity Centre (SCC) used as a disaster recovery hot site. By 2006, ICC further developed its skills and know-how to be able to run and support the three market-leading ERP systems, namely SAP, Oracle e-Business and PeopleSoft. ICC's Internet access bandwidth was increased to 56 Mbps.

▶ in 2007

ICC deployed a Citrix access gateway, ran a comparative study of ERP performance over satellite networks and installed a new LAN backup solution.

Internet bandwidth was upgraded to 100Mbps.

▶ in 2008

The first ICC-hosted Oracle e-Business ERP system went live for a large Partner Organization, covering financials, HR/payroll and programme management as well as travel and procurement functions. ICC also launched its first managed messaging service to provide email mailboxes and calendaring.

▶ in 2009

ICC opened its first data centre in New York. ICC also deployed another major PeopleSoft ERP system running thousands of concurrent users, covering:
• Finance
• Human Capital Management/Payroll including Enterprise Learning Management and e-Recruitment
• Enterprise Performance Management
• Customer Relationship Management
• Portal
The ERP system, previously hosted at a private site, was relocated to ICC and was the first one to be equipped with solid state drives (SSD) in order to meet high performance requirements.

▶ in 2010

In addition to further enhancing its ERP systems installation base, ICC installed its first IP-based telephony solution. The deployment of this new technology internally paved the way for ICC to design and put in place its first IP telephony solution later that year.

▶ in 2011

ICC upgraded its Managed Messaging service to an Enterprise Communication Service, introducing new features such as instant messaging, voice over IP and videoconferencing. ICC further enhanced its IP telephony installation base as well as expanded its provision of ERP systems to two new customers. As of December 2011, ICC had a total Internet access bandwidth of 500 Mbps. ICC's current Director, Simon Jones, took up his position in November 2011.

Shutterstock Photo

1.3 ICC SERVICES (OVER THE YEARS)

▶ **during the 2012 | 2013 biennium**

ICC signed a Memorandum of Understanding with the United Nations Department of Field Support (DFS) in 2012 for the use of office space and data centre facilities in the United Nations Support Base premises in Valencia, Spain. ICC formally established Valencia, Spain, as a duty station and started to locate staff there.

ICC completed the upgrade of a Partner Organization's large Enterprise Resource Planning system using entirely solid-state disk technology. ICC also received ISO 27001 certification, widely recognised as the international benchmark for information security management. ICC also received ISO 20000 certification for ICC services for one Client as well as ISAE 3402 audit certification.

ITU Photo

ICC finalised the recruitment of its Client Account Managers and Technical Account Managers, responsible for developing relationships with ICC Partner Organizations and Clients, while helping to ensure that ICC offerings meet Client business requirements.

1.4 A GROWTH TRAJECTORY

The ICC story started with robust electronic data processing and infrastructure hosting for just three United Nations organizations. By the end of the 2014-2015 biennium, the list of Partner Organizations (those with membership or representation in ICC's Management Committee) rose to 37, with over 40 Clients in total. ICC has offered services across the entire ICT spectrum to support the rich digital business landscape of today. The rate of growth for ICC has been steady, accompanied by an increasing breadth of service support, greater income, a wider and geographically distributed global presence and a growing, talented and multifaceted workforce.
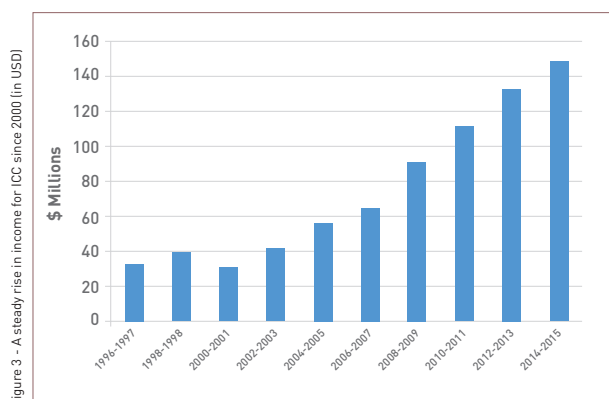
The following graph shows the growth of ICC's income, rising in each of the past biennia. Owing to decreasing rates derived from major economies of scale, the actual volume of services rendered by ICC during that period grew by a much higher factor.

Figure 3 - A steady rise in income for ICC since 2000 (in USD)
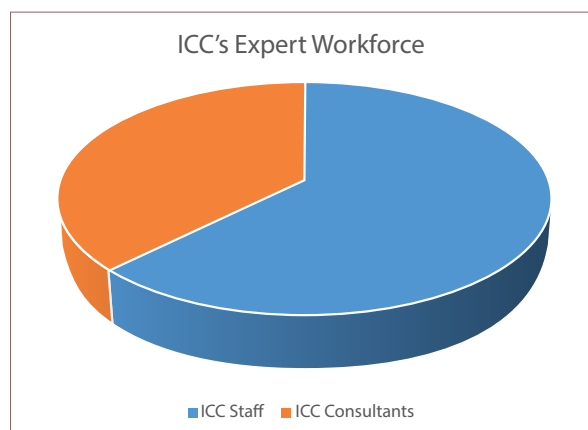
Figure 4 - ICC's workforce in December 2015

1.4 A GROWTH TRAJECTORY

ICC initiated its operations in 1971 with just ten to fifteen staff members in Geneva, Switzerland. By the end of 2015, ICC had nearly 250 staff members and over 150 consultants around the world. Staff members and consultants are located in Geneva, Switzerland; in New York, USA; in Brindisi and Rome, Italy; in Valencia, Spain with contractors in a variety of locations in line with requirements and business development and project necessities.

1.5 ICC - A SUCCESS STORY

1.5.1 ICC's unique value proposition

UNDP Photo - Douillet

ICC focuses on the provision of shared ICT services for the United Nations family, deriving its income exclusively from invoicing the robust services it provides. ICC functions like a private sector company in constant search for competitive solutions and operational excellence to deliver quality services at beneficial costs and to complete projects on time and on budget.

ICC also works to meet fast changing Client requirements and to keep pace with relevant and smart technologies.

The Joint Inspection Unit has recommended (JIU/REP/2005/5 section 58) that all United Nations stakeholders pursue efforts to make the best use of ICC as a joint platform for United Nations organizations to maintain and optimise their ICT services.

By the end of the 2014-2015 biennium, 37 United Nations Partner Organizations agreed with the JIU's recommendations, participating in the synergies and efficiencies of ICC services, from Enterprise Resource Planning and collaboration platform hosting to Business Intelligence, Unified Communications, cloud computing support and advisory services for information security and project management services.

The JIU report adds that as an internal United Nations entity, ICC is exempted from participating in procurement bidding processes, and may act through Partner Organization engagements, with service delivery agreements that ensure due diligence, benchmarking and value for money.

ICC has over 45 years of experience providing ICT services to United Nations organizations. It has a strategic view of ICT support for United Nations goals, the right expertise and complex knowledge about United Nations ICT environments.

Best value for money

Fairness, integrity and transparency

Effective international competition

Interest to the United Nations

Figure 5 - UNU Procurement Infographic

The organization is highly competitive with today's technology marketplace, and often offers a 'co-petition model' building synergies with industry partners as well as with its United Nations Clients. ICC offers cost savings, business efficiencies and volume discounts based on the scale of its engagements. ICC operates on a full cost recovery basis, with surplus funds refunded or reinvested at the end of projects or initiatives.

1.5.2. Why is ICC successful?

ICC has experienced substantial growth for more than ten years. Three major factors have contributed to this, both in terms of volume of activities and type of services offered:
• Technology readiness and support
• Client demand for shared services
• ICC's agility to expand its service delivery model.

UNDP Photo - Debebe

Technology advancements have generated a wealth of opportunities for ICC. Connectivity at both national and international levels has evolved rapidly in terms of increased speed and improved reliability while costs have decreased. Additionally, the consumerisation of ICT has opened new markets and channels for ICC to support its Partner Organizations and other Clients, including for their work in field offices on the ground around the globe.

World Bank Photo - Hoel

ICC has continued to keep pace with social, mobile, analytic and cloud computing trends that are transforming the digital business landscape.

At the same time, software applications have evolved to allow for their extended use over private national and international networks as well as over the Internet. The breadth of cloud computing offerings is the natural result of improved connectivity and readiness of network-aware applications and shareable systems.

These economies of scale have served a harmonisation of efforts across multiple United Nations programmes, funds and entities, including support at the field level. ICC has thus been able to better reach out to its Clients and Partner Organizations worldwide in considerably expanding its portfolio of shared services.

UNICEF Photo – Sanoubabe

Over the past years, some of ICC's Clients have faced major challenges in dealing with the growing complexity in running their own ICT facilities. In addition, coping with a rapidly increasing demand for ICT solutions, many of which have become business critical, has posed a real challenge.

ICC has rationalised its operation automating its recurrent tasks and reengineering its business processes. This effort has helped to increase the efficiency and effectiveness of ICC and has yielded major benefits such as greater economies of scale and much sought-after skilled technicians. These advancements enable faster deployment of additional systems and services as well as increased stability of its ICT environment.

What makes ICC successful?

In some ways, ICC functions like a private company which derives its income exclusively from invoicing the services it provides.

However, it is also a part of the United Nations family and contributes to the overall United Nations mission in many ways.

ICC has demonstrated its competitive approach and its search for excellence. ICC has continually strived to improve its service delivery to meet Partner Organization requirements in terms of pricing and quality.

ICC's business and technology environment is a rewarding one for its staff, who are encouraged to keep abreast with rapidly evolving ICT technology. Staff are given ample opportunities to develop their skills through ICC's robust training programmes.

BIENNIUM HIGHLIGHTS 2014-2015

IAEA Photo - Calma

ICC has aligned its strategic direction with Clients and Partner Organization requirements as well as industry technology trends to best support new needs and new directions. Social, Mobile, Analytics and Cloud forces are sweeping the world of work, revolutionising the digital business landscape.

Within these areas, there are advances in information security and data protection, hybrid cloud and public cloud offerings, business intelligence as well as disruptive technologies like computing everywhere, game-changing technology partnership arrangements, big data, master data management, machine learning and the Internet of Things.

On top of this, the rate of change accelerates. Industry analysts are advising organizations to address this ICT disruption, change, or risk obsolescence. While ICC has worked to support current Client and Partner Organization projects, infrastructure, services and operations, the organization has begun to look ahead at its future growth.

ICC's recent business expansion and organizational changes reflect this. From a world of labour-based initiatives, dedicated assets, and ICT siloes, the technology sector has shifted towards outcome-based, off-the-shelf, automated processes with new supplier partnerships and innovative approaches to transform business capabilities.

ICC has charted a new path, moving from a smaller business model to a midsize or even larger shared services business model. This has involved identifying growth, improving competitiveness, and adapting to change. Moreover, highlights from the last biennium illustrate this movement with measurable success.

2.1.1 Social

Social networking is more than Facebook and Twitter. For the enterprise, it includes communications and content platforms that have become increasingly vital in delivering Partner Organizations' mission-critical results. Microsoft SharePoint implementation signaled a turning point in ICT service support from ICC, with dedicated hosting and support for several Partner Organizations and other Clients.

This environment has grown in the past two years with SharePoint 2013, including additional support for document management and application lifecycle management. This has included operational and advisory support for collaboration platforms that have provided optimised business value.

An added benefit has been that Partner Organization field offices are increasingly able to leverage their existing ICC content and collaboration platforms when they develop local customisations.
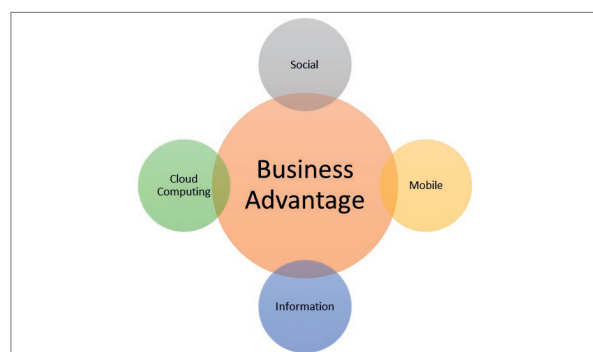
Figure 6 – Social, Mobile, Information and Cloud Computing benefits

Today ICC hosts Microsoft SharePoint hosts SharePoint for over a dozen Clients and Partner Organizations. With the federated authentication Common Connect service offered by ICC, Clients can share information assets across Agencies or specialised environments like United Nations Country Teams and Delivering as One locations.

ICC has taken up a new direction in another social and collaborative area, with a successful deployment of IP telephony to 400 Partner Organization users at their Headquarters in New York, USA. The Partner Organization benefited out of the box from cost savings, office efficiencies, new capabilities and streamlined services for remote and mobile working.

Purchasing 435 desk phones of various types for their New York offices, the Partner Organization now enjoys a secure, reliable and consistent communications service, allowing users to communicate easily in any workspace using any media, device or operating system.

This new service offering has helped Partner Organizations and other Clients realize greater security, resilience and scalability in addition to the inherent benefits of using a converged network for transport and interconnection globally. In addition, ICC has introduced IP telephony operations support in one field office for another Partner Organization, while providing advisory support on IP telephony options as part of ICC's new OneICTbox solution.

UN Women Photo - Carrier

2.1.2 Information
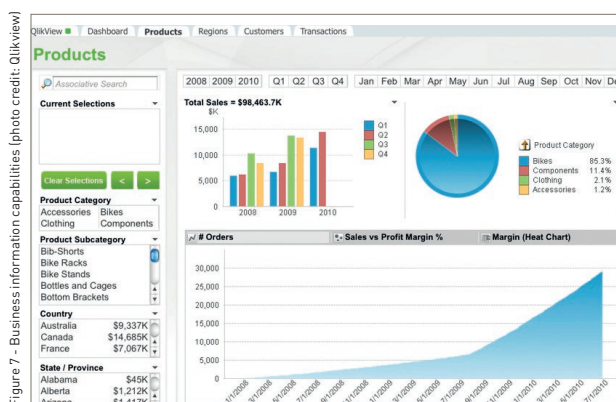
Figure 7 – Business information capabilities (photo credit: Qlikview)

Business intelligence, analytics and data visualisation have made up another key force with the potential to disrupt and revolutionise the way the United Nations works. ICC has begun working with market leaders to deliver data warehouse and business analytics capabilities to its Partner Organizations.

One recent success involved a global effort to build a data warehouse and dashboard/reporting solution. While ICC's Partner Organization provided the data and dashboard requirements such as dimensions, facts, filters and Key Performance Indicators, ICC provided the project design and delivery, with infrastructure and consultancy services—the expertise and experience to design and implement a data warehouse and data visualisation dashboard based on best practices.

ICC has also extended Enterprise Resource Planning (ERP) capabilities for several Clients by providing a data warehouse platform for their business analytics requirements, which has included leveraging data from their ERP environment and creating data marts with a data visualisation layer. ICC maintains the expertise to customise such market solutions for its Clients and Partner Organizations.

Monitoring has become increasingly central to the delivery of operational excellence. ICC has designed and implemented an optimal network, server, application, and performance monitoring solution for its Partner Organization-hosted environments. There are over 20 Partner Organizations today utilising ICC's monitoring solution. ICC has subsequently shaped this into a new service offering called Monitoring-as-a-Service.

Leveraging the expertise and experience of its many Partner Organizations and Clients as well as its own skilled technical resources, ICC has built a solution for shared monitoring services fit-for-purpose for the United Nations family. This service is now in high demand, as it provides cost efficiencies and optimal response times on systems issues across network and application areas.

FAO Photo - Napolitano

2.1.3 Cloud computing

ICC's established private cloud services have kept growing over the biennium 2014-2015, with their robust infrastructure, information security, high quality and high-availability service delivery, risk management and operational excellence.

In this capacity, ICC has assisted Clients migrate their Enterprise Communications Services to ICC's infrastructure with its trusted support model. By the end of 2015, for example, ICC had migrated tens of thousands of Partner Organization mailboxes from Lotus Notes to Microsoft Exchange. By the end of the biennium, nine Partner Organizations subscribed to ICC's email and Unified Communications services.

ILO Photo

Figure 8 – Cloud computing provides mobility, real-time and 24x7 support (photo credit: iStock)

ICC hosts Partner Organization ERPs in ICC's single-tenant and multi-tenanted private cloud, and Clients have continued to optimise and transform their hosting arrangements, most recently with an ERP infrastructure refresh that virtualised servers and upgraded performance while lowering costs.

Today ICC hosts five Partner Organizations (with one hosting seven Agencies) running PeopleSoft, three running SAP, and another four running Oracle's eBusiness. ICC's cost-efficient infrastructure, platform, and networking, its dedicated expertise, information security, disaster recovery and advisory services provide the backbone for ongoing excellence in operations.

ICC has also assisted one Client to migrate its core business system from a custom-built mainframe environment to a state-of-the-art infrastructure and data warehouse with quality data management and improved business logic streamlining the delivery of benefits. This is one more instance where ICC has continued to deliver robust business as usual, where economies of scale have provided good value for money.

Some ICC Partner Organizations have migrated to hybrid cloud or public cloud solutions, particularly for email and collaboration capabilities. ICC has been working with Clients to provide migration assessments and support, integration, provisioning and ongoing support services for Microsoft cloud solutions like Office 365 and Azure for application hosting.

A hybrid solution has provided several Partner Organizations with the benefits of Office 365 in terms of functionality, cost and collaboration options, while the ICC on premise solution has provided the necessary flexibility, United Nations privileges and immunities, and integration with other systems.

In the web hosting area, ICC completed a proof of concept for a hybrid cloud configuration using Amazon Web Services, anticipating future hosting and application development opportunities. ICC has continued to reach out to strategic suppliers to understand and leverage their market-driven, innovative business solutions.

2.1.4 Mobile

Mobile devices have become integral tools in doing business across the United Nations. Smart devices provide ready access to organizational data, but this comes with serious information security challenges.

Mobile penetration is global, but organizations need to have device management in place to mitigate its risks. ICC has researched and designed a shared Mobile Device Management solution to protect data and control configuration settings for Partner Organizations' mobile devices. Several Clients now have a solution in place to ensure that their data remain intact in this fast-paced environment. The service includes device management, an apps catalogue and Active Directory authentication integration.

2.1.5 Field office support - rapidly deployable modular infrastructure

ICC has made concerted efforts in the past two years to increase its direct support to regional and field offices for its Partner Organizations. Several Agencies have worked together with ICC to streamline field office ICT setup and services, and to meet crisis conditions on the ground. Clients shared with ICC their designs and needs for an "Office of the Future" and ICC packaged a rapidly deployable, modular infrastructure service: a whole ICT office in a portable rack called the OneICTbox.

From routers, virtual servers, Link Load Balancers, WAN acceleration, security services, wireless connectivity, voice, Unified Computing Center and monitoring, the OneICTbox solution has simplified local ICT management.

Epidemics, famine, flooding and war in western and central Africa in 2014 drove United Nations rapid response efforts to get more help on the ground. One Partner Organization deployed the OneICTbox solution to countries in the stricken region-- Liberia, Sierra Leone, and Guinea-- just as 32 field offices for another Client, with ICC's support, worked to downsize their infrastructure footprint, leaning and greening their ICT setups, with cost savings, process efficiencies and disaster recovery resilience.

UNDP Photo

BIENNIUM HIGHLIGHTS 2014-2015

PART 2

2.1.6 Cyber information sharing across the United Nations family

The ICT Network of the United Nations Chief Executives Board recommended an inter-Agency approach to information security to the High-Level Committee on Management (HLCM) in 2012-13. The ICT Network determined that a collective approach would provide a valuable service to the United Nations family, as cyber threats intensified worldwide.

ICC has responded by taking on the task to build a cyber information sharing service launched in early 2016-- by subscription, available across the United Nations family.

This service, called Common Secure, functions primarily to share timely, relevant and actionable physical and cyber security threat and incident information. This enhances the ability of the United Nations to prepare for, respond to and mitigate risks associated with these threats.

This and other cyber security services, such as CISO-as-a-Service and ICC information security services, governed and managed by the ISO 27001 Information Security Management System framework, addresses, complements and supports Partner Organization's end-to-end information security requirements. These services help to build relationships with the cyber community at large on behalf of the United Nations system and assist in developing a reputation for excellence.

2.1.7 Strategic advisory services

Other strategic advisory services underway have included ICT strategy, project management and digital business strategy support for several Clients.

2.2 OPERATIONAL EXCELLENCE

Operational excellence and continuous service improvement are fundamental to ICC's mission, vision and governance. They span the landscape of ICC's ICT projects and services, and account for ICC's trusted reputation with Partner Organizations and other Clients.

Strategic oversight, enterprise architecture, product development, efficient project management and continuous service improvement are at the heart and soul of ICC's operations.

ICC is committed to continuing to improve its Client experience by building trust through standards-based service delivery, improving value for money, fostering cross-functional collaboration and communications and

advancing the capabilities of its Clients and Partner Organizations to strategically and tactically respond to and anticipate their needs in an ever-changing digital business landscape.

2.2 OPERATIONAL EXCELLENCE

2.2.1 ICC Strategic Positioning document

The ICC Management Committee approved its strategic positioning for ICC in October 2015. This sets out ICC's global vision and commitments to its Partner Organizations for the next four years. It serves as ICC's guide to its growth and operational excellence. The past biennium underscores the value ICC can bring to the United Nations family with its establishment and achievement of the Sustainable Development Goals.

The key outcome of the ICC Strategic Positioning 2016-2020 document is that ICC will strive to be the preferred, shared service ICT provider for the United Nations, providing agile, cost-effective, audit-compliant, quality, high value services measured against the private sector and other technology providers.

The Strategic Positioning document highlights ICC's well-placed position to offer more shared services across the United Nations family, with stronger governance, sales and marketing targets, better communications, strategic partnerships, proactive partner support and superior operations. This includes ICC's traditional service offerings as well as new and innovative directions, such as strategic advisory services in the areas of business and ICT subject matter expertise, enterprise architecture, information security and ICT strategic consulting.

2.2.2 ISO 20000 IT Service Management (ITSM) standards

ICC's adherence to industry standards has expanded, with COBIT 5 governance and enterprise IT management principles as well as ISO 27001 for information security.

ICC adheres strictly to PRINCE2 project methodologies for its project governance, management and delivery. It has adopted the Information Technology Infrastructure Library (ITIL) framework for service management best practices.

ICC achieved another major milestone in December 2014, with ISO/IEC 20000-1:2011 service management certification for services provided to one of its Partners.

This demonstrates that ICC is poised to embed a culture of continuous improvement in the quality of ICT services provided to Partner Organizations and other Clients.

The ISO 20000 certification has ensured efficiencies across the entire spectrum of service delivery for this Client, minimizing the time it takes to deliver results on the ground in any crisis or engagement, allowing the Client to focus on its mission of keeping the peace around the world.

2.2.3 Project Management Office

FAO Photo - Legesse

ICC has recalibrated its Project Management Office (PMO) to create a framework and resource pool for even more predictable and successful delivery of projects.

The ICC PMO has the following responsibilities:
• Establish a central pool of professional project managers
• Define and maintain the PRINCE2 project management methodology, standards, guidelines and templates
• Maintain a project repository and provide management reports and communications on projects.

The Project Management Office is responsible for applying project management standards, guidelines and templates, and for providing support to project managers on an as-and-when required basis, maintaining project repository and portfolio dashboards, communicating and training project managers on standards, guidelines and templates.

Following the PRINCE2 project management methodology, the PMO ensures that projects run in an organised manner with a controlled start, initiation, delivery and closure. At the same time, ICC is working on sourcing projects separately from its operations, by leveraging specialists from relevant technical areas of expertise. In order to reduce the resource risk on projects, ICC is implementing changes to business processes to support a model for the separation of projects from operational activities.

Figure 10 - PRINCE2 project methodology environment

All major projects have designated project managers to ensure there is a tight control on the project scope, cost, schedule and quality. Key technical resources working on Client projects have a few of operational commitments to ensure that service support activities to keep to project budgets and timelines.

2.2.4 Superior service management

ICC has realigned its service delivery model and service portfolio to ensure that it meets the increasing needs of Partner Organizations and Clients. The implementation of ISO 20000 service management standards for services provided to one Client have led to efficiency improvements across the entire service management landscape. ICC began in 2015 to implement ISO 20000 standards and certification for the entire service management system across ICC.

ICC Photo

2.2 OPERATIONAL EXCELLENCE

At the same time that ICC has redesigned its service delivery model, the organization has consolidated its Partner Organization and Client service desk activities in Valencia, Spain; Brindisi, Italy; and New York, USA, providing first and second-level support with standard operating procedures. ICC's Business Solutions Centre supports over a hundred legacy systems and in addition, ICC has transferred this knowledge to Partner Organization users according to their requirements. This service desk efficiently manages daily support activities, meeting service level targets in a timely fashion.

Over the past biennium, ICC also initiated service management support for a new Enterprise Resource Planning system for a major Partner Organization, providing training for all their users in all areas of the system.

ILO Photo - Krozet

Furthermore, in one case, due to the lack of Client training capabilities, ICC's service desk provided training support for over 700 focal points in a three-week period prior to the ERP deployment.

UN Photo

Service desk staff also took part in a mission assessment exercise for a United Nations field office, resulting in helpful best practices to streamline the Partner Organization's service management.

The ICC service desk has also provided ITIL-based service management for ICC's internal application landscape, supporting ICC's 250 staff as well as its more than 150 consultants around the world.

2.2.5 Critical incident management

ICC has adopted a major incident process to handle critical and minor incidents. ICC's practices have managed the criticality of periodic incidents, as its incident management process now coherently follows Continuous Service Improvement practices. A critical or major incident is a situation where one of the following conditions apply:

• A total failure or unavailability of a critical service provided by ICC for one or more Partner Organizations or Clients

• A total failure of a critical service provided by ICC to a critical location

• A failure of environmental support infrastructure in such a way that threatens the availability of critical services.

ICC formally reviewed its major incident process in 2012, with all documentation brought up-to-date, a rotation of on-call Major Incident Managers established, and a target of resolving 90% of major incidents within 4 hours.

In this past biennium, ICC has worked at continuous improvements to streamline all incident monitoring and reporting.

ICC has defined Key Performance Indicators (KPIs) to improve the overall Client experience. These include:

• Percentage of Critical (Major) Priority Incidents resolved within 4 hours

• Percentage of High Priority Incidents resolved within 8 hours.

ICC has continued to meet its targets for resolution of all levels of incident.

Operational Metrics

• In addition to SLA reporting to Partner Organizations, ICC has continued to expand and improve its internal operational metrics reporting. These measurements help the organization evaluate the efficiency and effectiveness of the underlying processes used to design, build and deliver client services. These metrics provide ICC the information necessary to improve or re-engineer business processes

• ICC continuously collects and reviews operational metrics and KPIs from across all service delivery sections. In addition to internal reviews, ICC shares metrics with Partner Organizations during regular service review meetings between ICC service managers and their Partner Organization technical focal points.
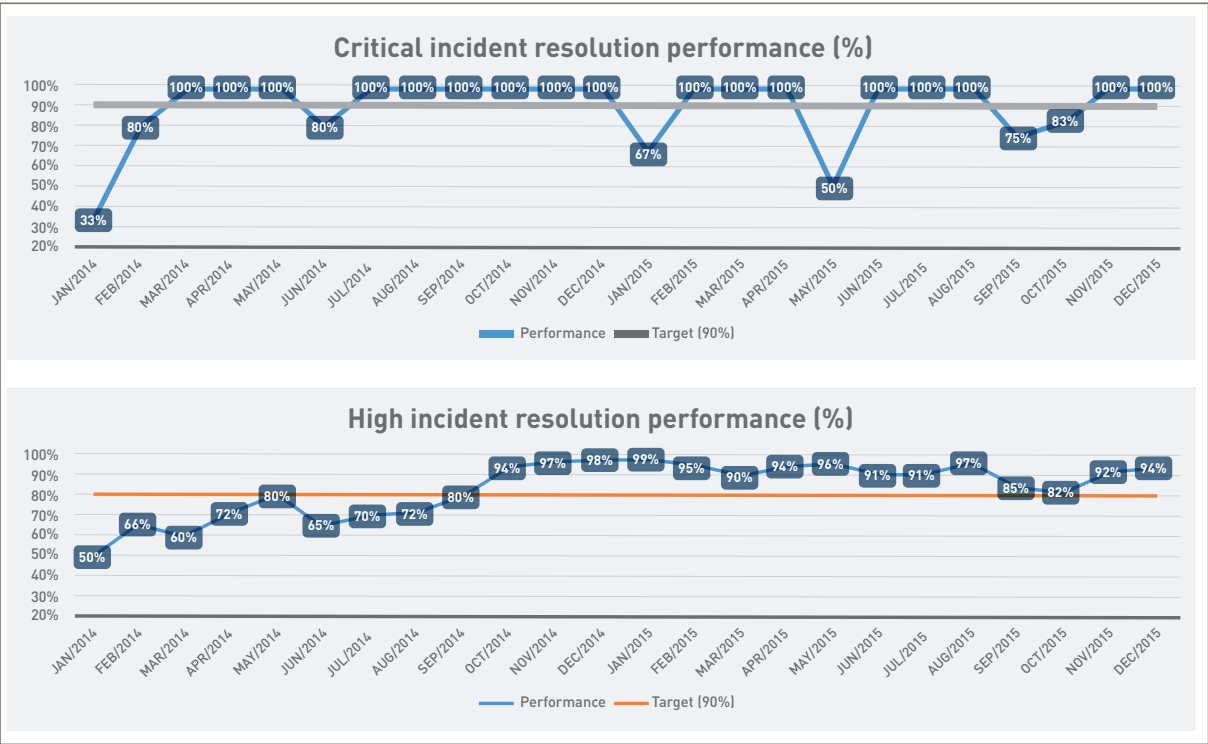
Figure 11 – Critical and High incident resolution performance in 2014–2015 (source: ICC Operations)

2.2.6 Service level monitoring

ICC monitors its services in order to ensure that Partner Organizations and other Clients receive a quality of service that meets their expectations based on service costs, established benchmarks and ICT industry standards for delivery. ICC has captured and published Service Level Agreement (SLA) metrics since January 2008. ICC has reviewed these metrics as part of ICC's SAS 70 audits and under the new audit standard, ISAE 3402.

ICC evaluated its service level monitoring during 2013 as part of its continual improvement process, with significant improvements in place. Beginning in 2014, ICC has published its SLA reports on Partnernet, ICC's Client and Partner Organization website.

Improvements include:
• Reporting on a rolling 12-month period, instead of a
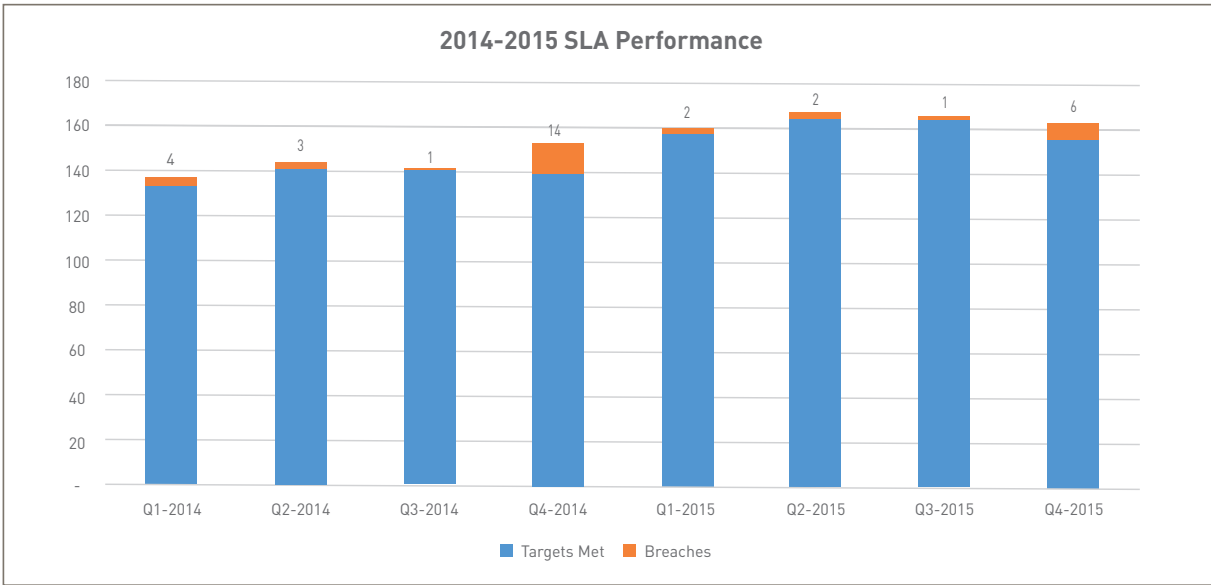
2.2 OPERATIONAL EXCELLENCE

2014-2015 SLA Performance

one-month snapshot and the 12-month average. This provides a view of trends in the SLA data

• ICC reports on services in detail. Previously, ICC calculated SLA metrics at the service level, i.e. all ECS Partner Organizations. Now, wherever possible, ICC provides reporting by Partner Organization, ensuring that

a breached SLA is not hidden or obscured by averaging measurements across all Clients.

ICC's executive management team reviews this data and measures performance against these KPIs, showing steady improvement.

2.2.7 Monitoring and reporting

Throughout 2014 and 2015, ICC has continued to focus on automation of monitoring and generating alerts. The outcome has been to monitor as many elements as possible and generate as few true alerts as possible.

The ICC monitoring team has continually evaluated and fine-tuned thresholds in order to generate alerts in time to trigger proactive, corrective action.
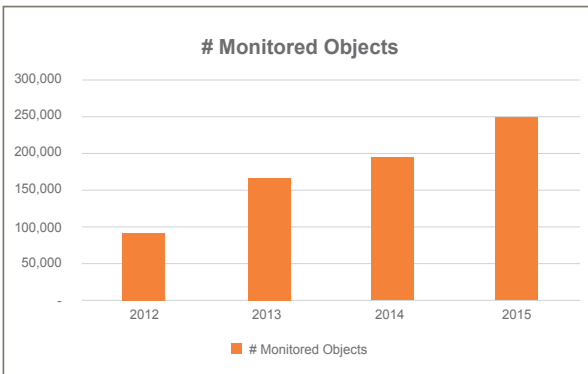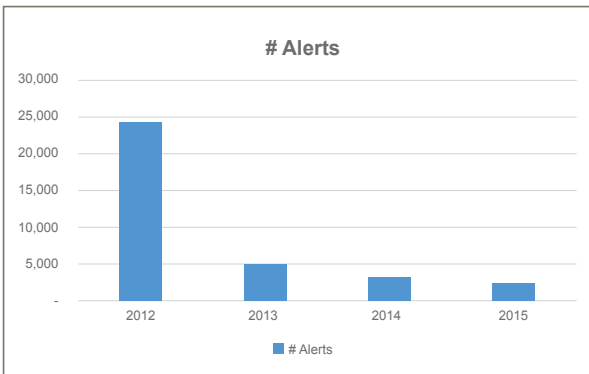
The objective has been to address a threat before it becomes a problem. Although transparent to end users of ICC services, these monitoring activities have greatly increased the availability and stability of the infrastructure used to deliver shared services.

Monitored Objects

Alerts

HOW ICC DELIVERS

3.1.1 Principles

ICC prides itself on its world-class reputation, trusted leadership position and great relationships with its Partner Organizations and Clients. For over 45 years, ICC has been providing superior ICT services to United Nations programmes, funds, entities and related not-for profit organizations.

ICC maintains a strategic view of ICT support for United Nations goals and deliverables around the globe. ICC's expertise and complex knowledge about United Nations ICT environments means that Clients and Partner Organizations get the top of today's technology marketplace services with the best value money can buy.

Several principles frame the engagements ICC has with its Clients and Partner Organizations:

FAO Photo – Castellanos

- Assurances of business acumen, operational excellence, quality and security
- Courteous, professional and prompt attention
- Collaborative and honest communications
- ICC's services, architecture and portfolio alignment with Client ICT strategies
- Proactive understanding to meet business needs
- Timely and useful information sharing.

3.1.2 Engagement model

ICC's partnership relationships are framed by the ICC Mandate and the Memorandum of Understanding that all Partner Organizations sign. These documents contain information about the governance of ICC, finances, cost-recovery and shared management responsibilities for all participating Partner Organizations. Beyond this, ICC has provided services to other United Nations programme, funds and entities as well as related not-for-profit organizations.

ICC's services to Clients-- Partner Organizations and others-- are captured in Project Agreements (PAs) and Service Delivery Agreements (SDAs). These include full

UNDP Photo – Wright

contractual level details including objectives, scope, roles and responsibilities, cost estimates and terms and conditions for services rendered.

3.1.3 Engagement process

The engagement process begins by identifying a Client's digital business goals and requirements, working to qualify and quantify specifications and preparing a draft offer. This is shared with Clients to make sure that proposed solutions meet their specific needs. ICC continues with a process of stepwise refinement to make sure to capture requirements and deliver within

time and budget. When it is agreed that an offer meets the expressed requirements, it is finalised, and this becomes a Project Agreement and/or a Service Delivery Agreement.

Once a project or service begins, ICC publishes monthly service usage reports that show exactly what has been

DFS Photo

delivered and what is being charged. This provides a control point to the Client or Partner Organization and gives assurance that charges are aligned with the services that were requested.

Digital business strategies and services, and the requirements that drive them, evolve over time. Changes to projects and/or services are managed using a Business Change Request (BCR) process that allows ICC and Clients to adapt their planned or current delivery plans.

This process is formal yet agile, to confirm that ICC and its Clients understand requested changes. In this way, the process allows for quick turnaround and response.

ICC ensures that changes are captured and any impacts on scope, schedule or budget are agreed upon before proceeding. Changes can often be accommodated within original budgets and simply require an updated BCR to capture changed responsibilities or scope.

ICC meets with Clients on a regular basis to conduct a portfolio review of all projects and/or services. Portfolio reviews cover budgets and service charges, as well as any incidents and other issues that come up.

FAO Photo

ICC is committed to improve the experience and quality of service for every Client and Partner Organization.

3.1.4 Communications, outreach and advocacy

Partner Organizations and Clients are assigned an ICC Client Account Manager and Technical Account Manager, ICC's first, trusted and consistent points of contact for information, service requests or questions throughout the duration of an engagement.

The Client Account Manager works with Clients to understand their strategic objectives and tactical business goals, working with a designated Technical Account Manager to devise cost-efficient, optimised solutions that facilitate Client technical goals and needs.

ICC has created a Client site called PartnerNet, where Clients and Partner Organizations can find information about all aspects of their engagement with ICC.

PartnerNet provides information related to contracts and finances, primary contacts in each organization, announcements of interest to the community, marketing collateral and service offering guides as well as key

metrics, controls and quality assurance documents.

In addition, Client and Technical Account Managers schedule regular portfolio reviews with Clients. These meetings include a review of financials as well as a discussion regarding all existing services and in-flight projects. This forum facilitates a more open and forward-looking dialogue about upcoming opportunities and market technology trends.

ICC Photo

3.1 CLIENT AND PARTNER ENGAGEMENTS

3.1.5 A culture of continuous improvement

ICC's goal is to deliver high-quality and highly-secure services to the United Nations family at competitive rates, in environments that protect Partner Organization and Client information. This creates an opportunity for collaboration and synergies between United Nations programmes, funds and entities, with added economies of scale and measurable value for money.

ICC is aware that the dynamic nature of digital business today means constant opportunities for innovation and advancement. To this end, ICC fosters a culture of continuous improvement. Best practices and industry standards evolve, or are refined, and ICC monitors these changes and apply them when they benefit Partner Organizations and Clients.

UNFCCC Photo

3.2 ICC GOVERNANCE

ICC is governed by a Management Committee comprised of one representative from each of its Partner Organizations (there were 37 Partner Organizations by the end of the 2014-2015 biennium).

The Management Committee meets twice a year, normally in April and October. An Advisory Group consisting of six to eight Management Committee members works throughout the year with the Director to undertake preliminary work on topics of interest, to provide advice on Management Committee agendas and documentation and to make recommendations on items presented for decision to the Management Committee. Members of the Advisory Group represent the five Partners with the greatest engagement in terms of funding, with one to three additional members proposed and confirmed by the Management Committee.

The Management Committee met four times during the biennium: in Montreal, May 2014; in Geneva, November 2014; in Copenhagen, April 2015; and in New York, October 2015. The Advisory Group met thirteen times during the 2014-2015 biennium.

3.2.1 The partnership model

The relationship between ICC and its Partner Organizations is governed by the ICC Mandate and the Memorandum of Understanding that all Partner Organizations sign. These documents cover the governance of ICC, the structure of the Management Committee, the role of the Host Organization (currently WHO) and the cost recovery model used to fund ICC's shared services and activities.

3.2 ICC GOVERNANCE

3.2.2 ICC's Clients and Partner Organizations
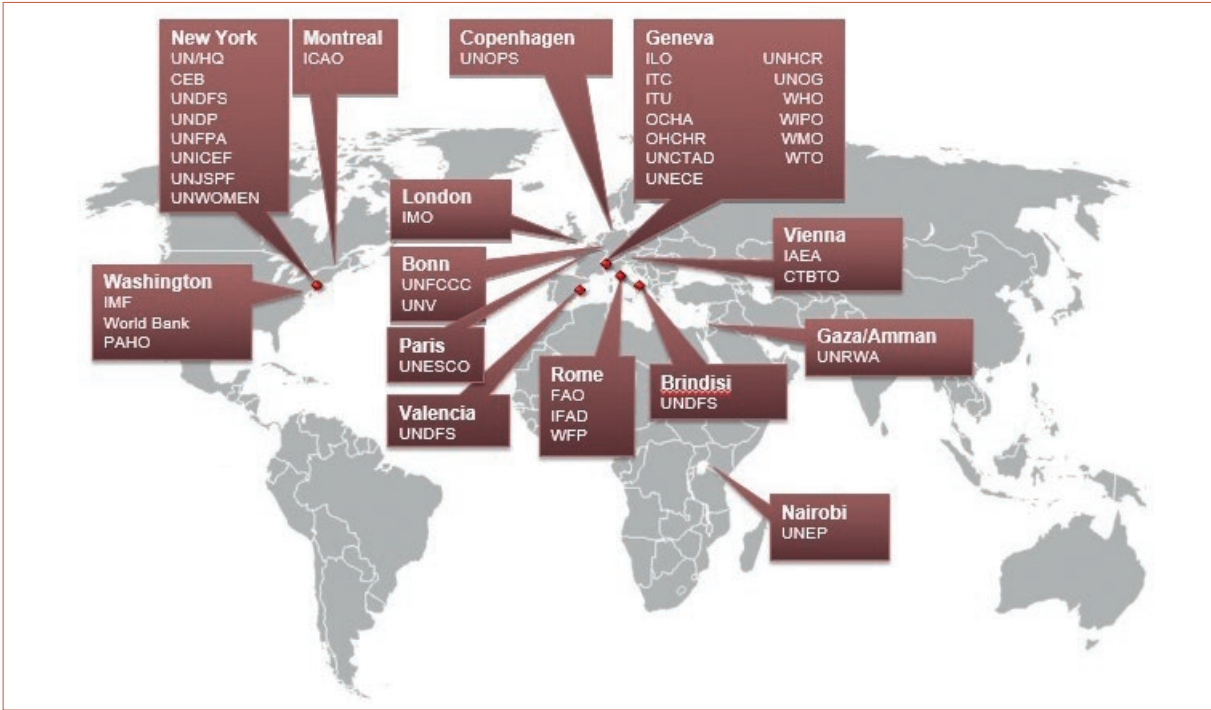
ICC's services are available to any organization of the United Nations system, including programmes, funds, specialised agencies and other not-for-profit entities.

ICC also provides shared services to non-United Nations entities that are closely aligned to the United Nations vision and mission.

All told, ICC's Clients numbered over 40 during the 2014-2015 biennium, including 37 Partner Organizations (those with membership or representation in ICC's Management Committee), as well as other United Nations or related not-for-profit entities.

Becoming a Partner

Requesting membership in ICC starts with a formal, written request to the Management Committee Chair and the ICC Director, accompanied by the applicable request for admission form, signed by the Head of the Partner Organization. All required forms are provided by ICC upon request.

The Director presents the request for approval at an upcoming Management Committee meeting. The requesting organization is invited to attend this meeting as an Observer.

3.2.3 A United Nations family

As a United Nations entity, ICC operates under the same privileges and immunities as its Clients and Partner Organizations. ICC's data centres and offices are extra-territorial, meaning that they are not under the jurisdiction of any national authority. The data and systems ICC hosts are protected from any national interest or intrusion, safeguarding United Nations jurisdiction. ICC is governed by the same rules as its Partner Organizations for procurement, financial audit and reporting.

UN Photo - Dormino

3.2.4 Supporting the United Nations mission

ICC's vision is to fully manage ICT services and solutions for Partner Organizations and other Clients, so they can focus on their own mandates, goals and humanitarian delivery results. ICT services have become increasingly critical to Client business success, as professional, competent, managed services allow them the freedom to focus on their organization's core business.

ICC and its Clients have demonstrated that ICT has been an enabler of the Millennium Development Goals in this past biennium. In the next one, ICT will continue to be a driver that supports all 17 Sustainable Development Goals of the United Nations, helping development efforts

with forward-looking and cost efficient digital business solutions.

Figure 16 - ICT as an agent for achieving the Sustainable Development Goals

3.2.5 Cost recovery

ICC's cost-recovery model ensures that Partners pay according to the cost of the competitively-priced services provided. There is no concept of profit in the commercial sense at ICC.

ICC's success is driven by how quickly and effectively it responds to the complex ICT requirements of its Clients and Partner Organizations.

UNECE Photo

3.2.6 ICT best practices and audit compliance

ICC continually pursues initiatives to ensure that it is delivering high-quality services in line with Client expectations.

ICC's staff are trained in Information Technology Infrastructure Library (ITIL) service management, PRINCE2 project management methodology and use the COBIT 5 standard as a governance internal control framework.

ICC achieved a major milestone in December 2014, with ISO 20000 service management certification for services provided to one Client worldwide. ICC has continued to establish and embed a culture of continual improvement in the quality of ICT services by implementing an ISO 20000 certification project for all ICC services.

In addition, ICC has adopted industry-standard information security and audit frameworks to ensure the highest level of quality. Today these include ISO 27001 and ISAE 3402.

Figure 17 - ICC's services for one Client are ISO 20000-certified

3.2 ICC GOVERNANCE

3.2.7 United Nations experience and expertise

With over 45 years of experience as an ICT service provider within the United Nations family, ICC is uniquely positioned to understand the complex needs and constraints of Partner Organizations and other Clients.

United Nations organizational budgets are being reduced, staff posts are being cut, and Partner Organizations are being asked to do more with less. ICT can be a key enabler to succeed within these constraints, and ICC has a proven record of delivering effective results, cost efficiencies, inter-Agency synergies and superior value for money.

UN Photo – Stuart

3.2.8 Governance participation

All Partner Organizations participate in ICC's governance through its Management Committee. This provides assurance that ICC's initiatives and activities are in line with Partners' requirements and expectations. Partner Organizations, through the Management Committee, share responsibility and provide valuable input to ICC's strategic direction, approve its budget, financial reports and service rates as well as participate in the selection of the Director.

WIPO Photo - Berrod

3.3 RISK MANAGEMENT AND COMPLIANCE

As a major ICT service provider for the United Nations family, ICC is committed to maintaining high levels of quality of service while minimising risks for its Clients and Partner Organizations.

In its search for operational excellence, ICC has put in place an Enterprise Risk Management (ERM) and internal control framework. The importance of ERM is recognised at every level of the organization and is a key contributor to better-informed strategic decisions.

A Corporate Risk Register is maintained at the ICC Executive Committee level to help control and mitigate high-level risks identified across several segments of ICC business. Specific project risks are also identified and reported regularly to the ICC Executive Committee.
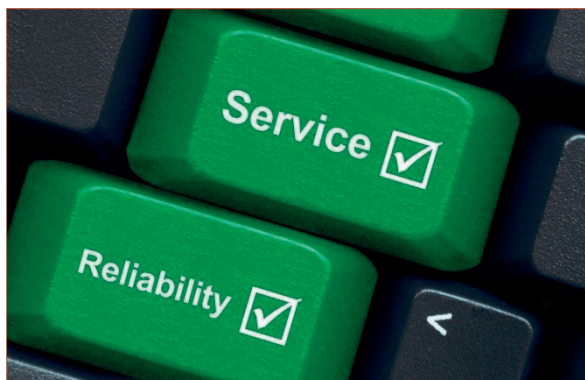
Figure 18 - ERM: quality, service and reliability

The internal control framework, adopted in 2008, governs ICT operational activities and demonstrates ICC's early commitment and foresight to manage risks with appropriate, industry-standard controls.

Progress continued over 2014-2015 with further alignment of the internal control framework to evolving risk mitigation requirements in all areas of the organization, providing consistent implementation of these controls.

ICC's internal controls are based on COBIT 5, an internationally recognised framework for optimal ICT governance. Corporate financial controls are developed following the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control-Integrated Framework and adapted to meet financial auditing standards.

UNDP Photo - Wright

3.3.1 ISA 3402 auditing standards

ISAE 3402 is globally recognised as the standard for auditing service providers. It focuses on audits of internal controls that may impact or relate to financial reporting. ISAE 3402 has superseded the SAS 70 standard under which ICC was audited until 2011.

The objective of the ISAE 3402 report is to provide Clients and Partner Organizations and their internal and external auditors with information on policies, procedures and controls that may be relevant to their internal control structures and financial statements.

During the last biennium, the scope of ICC's ISAE 3402 audit was tailored to ensure coverage of new assurance requirements for ICC's Partner Organizations and other Clients.

Figure 19 - ISAE 3402 standard supports our Clients

Following a decision from the ICC Management Committee, ISAE 3402 audits are now carried out on an annual basis until further notice, and each audit will cover the preceding full calendar year in its entirety.

During the last biennium the scope of ICC's ISAE 3402 audit was tailored to ensure coverage of new assurance requirements of Partner Organizations and Clients.

3.3.2 Internal audits based on Partner Organization requests

As agreed at the 88th Session of the ICC Management Committee, any Partner Organization or Client wishing to audit their services hosted at ICC should submit their request to the Advisory Group chairperson before the fall session of the Management Committee.

ILO Photo – Krozet

3.3 RISK MANAGEMENT AND COMPLIANCE

The Advisory Group acts as a review committee, discusses the requests, formulates them and makes recommendations to the Management Committee. ICC then makes a submission to the Office of Internal Oversight Services of ICC's Host Organization (WHO).

These requests can be coordinated to satisfy the highest possible set of collective security and quality expectations among Partner Organizations.

The Chair of the Advisory Group defines the rules of engagement with WHO auditors and ICC, so as to avoid duplicating audit activities already covered by existing audit processes.

All audit recommendations resulting from Office of Internal Oversight Services audits have been used by ICC management to improve controls and quality of processes. These audit recommendations are now closed.

3.3.3 Benefits to Partners and Clients

By using international ICT governance standards like COBIT 5 and audit standards like ISAE 3402, Partner Organizations and Clients can be sure that ICC follows and applies ICT best practices and has appropriate management and quality controls in place.

By employing open, international standards, ICC reduces the need for each Partner Organization to request a separate audit report, significantly reducing audit efforts and costs.

UNDP Photo - Kennedy

3.4 INFORMATION SECURITY

As a major ICT service provider to the United Nations family, ICC is committed to maintaining appropriate levels of information security and good governance. As a result, ICC has pursued a number of relevant certifications and independent audits based on international standards.

By following recognised international standards with assurance provided by independent auditors, ICC can reduce the need for Clients and Partner Organizations to request separate audit reports and significantly reduce audit efforts and costs.

ICC's new information security services, including Common Secure, offer continuous, reliable and timely information security protections and controls, including

ITU Photo – Martin

gathering critical cyber information from Partner members, commercial security firms, service providers, federal, state and local government agencies, law enforcement and other trusted resources.

3.4 INFORMATION SECURITY

Services help to strengthen relationships with the cyber community at large on behalf of United Nations organizations and to foster a reputation for excellence.

ICC is thus uniquely positioned to quickly disseminate cyber threat alerts and other critical information to organizations across the world.
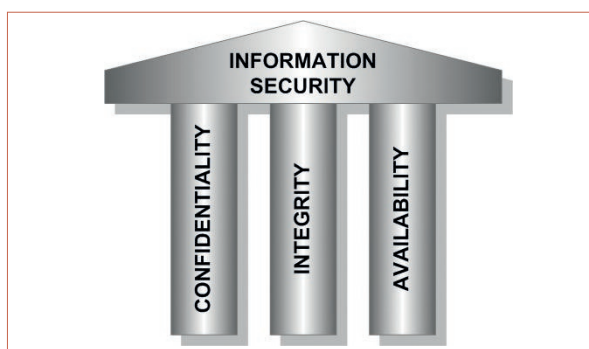
Figure 20 - Information security involves confidentiality, integrity and availability

3.4.1 ISO 27001 certification

ICC obtained its ISO/IEC 27001: 2013 certification, the international standard for information security, in February 2013. This certification has demonstrated ICC's commitment to information security and governance aligned with international best practice.

ISO 27001 also provides independent assurance to Partner Organizations and other Clients that ICC has implemented a comprehensive set of security controls to manage and protect the information and systems entrusted to it.

CTBTO Photo

3.4.2 External independent technical reviews

ICC also engages independent subject matter experts and security penetration testers to monitor specific systems. The results of these reviews are shared with relevant Clients upon request. Typical domains for review are messaging, Enterprise Resource Planning systems, content and collaboration platforms and server and network infrastructure.

3.4.3 Internal reviews

ICC continually monitors, checks and reviews its services for continuous improvement. Service managers, information security experts and system administrators perform various internal reviews that are reported to ICC management for oversight and action where required.

As part of ISO 27001, ICC has an Information Security Management System. As part of this, ICC has checks and controls that are regularly reviewed, including an annual, continuous improvement programme.

3.5 STAFF ENGAGEMENT AND EXPERTISE

ICC Photo

In order to meet its goals and provide quality services to its Clients and Partner Organizations, ICC has established offices in five strategic locations: Geneva, Switzerland; New York, USA; Brindisi and Rome, Italy; and Valencia, Spain. ICC prides itself on the expertise and professionalism of its personnel, comprised of 250 regular staff and nearly 150 consultants. The expert team at ICC brings decades of experience in the United Nations family together with state-of-the-art technology and business skill sets spanning the digital business environment.

3.5.1 Staff experience and expertise

ICC Photo

ICC Photo

The unique business environment of ICC requires a workforce that is versatile and skilled in deploying and supporting diverse technologies across the ICT spectrum. It demands knowledgeable staff who are familiar with United Nations goals, ethics, regulations, business and technology environments.

Staff and contractors command industry-standard certifications in all areas of Software-as-a-Service, Platform-as-a-Service, Infrastructure-as-a-Service, as well as training, professional services and strategic advisory services.

This includes training, qualifications and certification from key industry partners and suppliers, including Microsoft, Oracle, and Cisco, and professional certifications in governance (COBIT 5), information security (ISO 27001) and service management (ITIL and ISO 20000). Their advanced expertise allows ICC to function as the go-to ICT organization for the entire United Nations family.

HOW ICC DELIVERS

ICC staff bring skills and years of experience in a broad range of areas including:
• Cloud-based services
• Enterprise storage and backup
• Enterprise collaboration
• Enterprise communications services
• Enterprise Resource Planning systems
• Access and identity management
• Information security services
• IP telephony
• Managed hosting services for large enterprise services
• Networking and infrastructure hosting Professional services and training
• Strategic advisory services.

ICC Photo

ICC staff, to stay current with a changing ICT landscape, have been extending their skill sets into new cloud technologies, enterprise architecture, virtual network operations, data analytics, digital signage and projects to support individual field offices around the world.
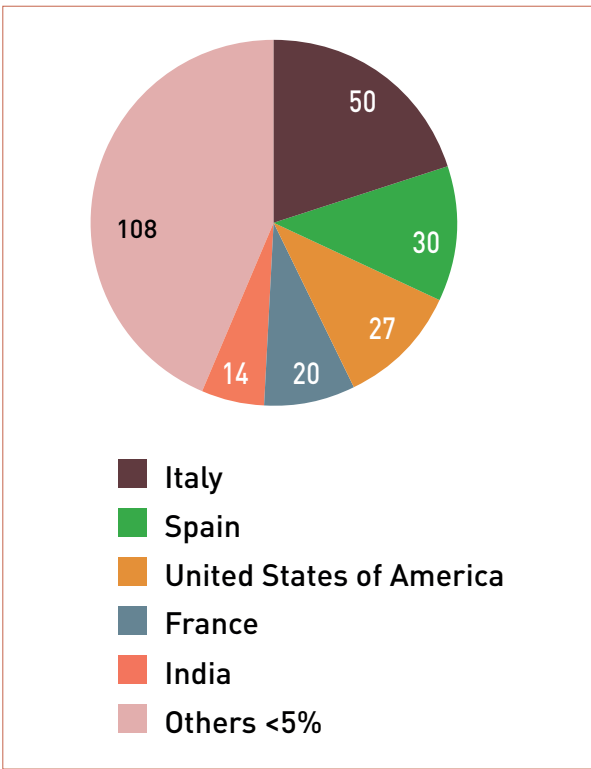
Figure 21 – Staff count by nationality

Italy 50
Spain 30
United States of America 27
France 20
India 14
Others <5% 108

ICC places a lot of importance on operational excellence with particular emphasis on the performance and availability of its services and the level of security associated with them.

The challenge of the ever-changing ICT technologies managed by ICC means a constant need for on-the-job and cross-functional training. It also provides a unique opportunity for ICC staff to 'sharpen the saw' and develop skills they need and desire.

In addition to technical and soft skills training, ICC initiated a leadership development training programme in 2015 to help build its leadership's management and communications skills, so that the organization is better prepared for rapid growth, greater visibility for the organization and extended strategic partnerships. The aim is to prepare teams to work across the organization as well as up and down its reporting structure, preparing ICC management at all levels to be more proactive in its approach to service delivery.

ICC also encourages its staff to attend language training classes to help with their integration in professional, cross-cultural and social spheres. While ICC's working language is English, staff come with a host of other languages including French, Spanish, Italian and many other tongues from around the world.

3.6.1 ICC business model

ICC reviewed its business model over the 2012-2013 biennium, so that it is now better aligned with the needs and expectations of Clients and Partner Organizations.

ICC's business model is simple and easy to understand, with predictability and transparency for the budget positioning of Clients within ICC. The ICC Management Committee approved changes to ICC's business model in October 2012.

IAEA Photo

UNOG Photo - Ferre

ICC's business model embraces the goal that ICC will be the United Nation's preferred global one-stop shop for everything ICT related that can be shared between members of the United Nation's family, offering superior services at competitive prices to Partner Organizations and Clients. It is not mandatory for ICC Partners to use ICC's services, and no minimum level of usage is required, so ICC must continuously demonstrate its strategic relevance, operational excellence and good value for money.

This business model has successfully driven ICC's growing portfolio of engagements over the 2014-2015 biennium, and it will continue to foster synergies and collaboration for sustained growth and innovation into the next biennium.

Figure 22 – Service Delivery Agreement

3.6.1.1 Project Agreements and Service Delivery Agreements

ICC and its Partners and Clients sign Project Agreements and/or Service Delivery Agreements to request ICC's services.

Project Agreements describe the way ICC is to deliver a one-time project to a Partner Organization or Client. This agreement remains valid until the completion of any project. However, a Project Agreement can be amended, updated or superseded as and when it is appropriate.

The Service Delivery Agreement describes ICC services to be delivered on a recurring basis. While it remains in force until it is cancelled, a Service Delivery Agreement can be amended, updated or superseded as and when appropriate. Limited changes are easily captured through the adoption of a Business Change Request.
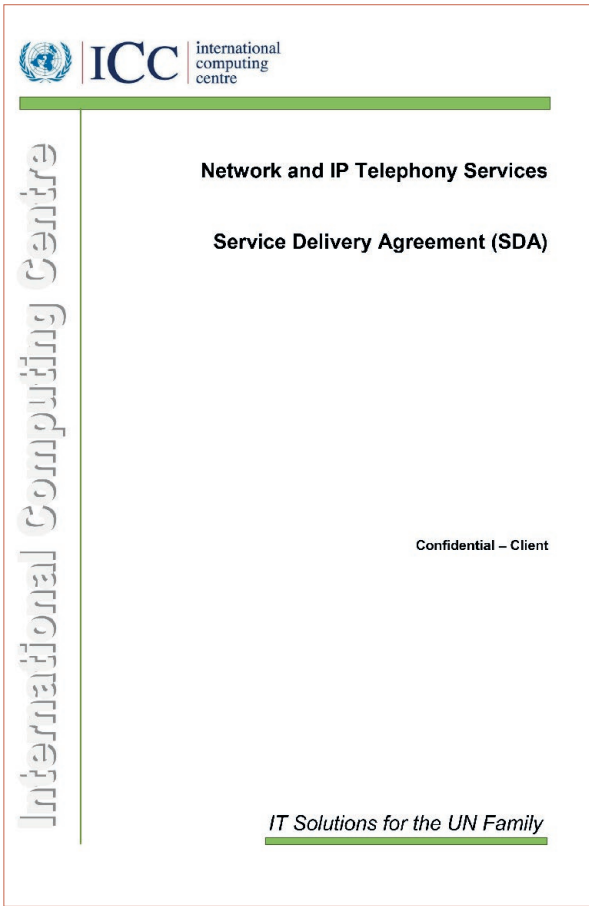
3.6.1.2 Funding

ICC is a full, cost-recovery organization and does not benefit from any core funding. Charges for services are the only source of funding for ICC. As per the ICC Mandate, service charges are designed to cover the total cost of provisioning of services.

ICC invoices Partner Organizations and other Clients in advance to ensure that there are sufficient funds to operate ICC services.

To be specific, Project Agreements are invoiced upon signature and Service Delivery Agreements are invoiced quarterly in advance.

WIPO Photo

3.6.1.3 Service rates

ICC maintains a service catalogue defining its services and associated costs. These rates are calculated to reflect the effective total cost of provisioning services, including all direct and indirect costs and avoiding cross-subsidy occurrences between services.

Service rates are recalculated by ICC every six months based on the current service volume and cost information. Service rates, or unit costs, are influenced by many factors, but primarily by the volume of delivery of each service.

A higher volume of service allows for a lower rate. Rate changes, then, reflect ICC's goal to provide Clients and Partner Organizations with the benefit of economies of scale. Updated rates are consistently submitted for approval to the ICC Management Committee.

OCHA Photo

3.6.1.4 Reconciliation model

UNHCR Photo

At the end of the biennium, ICC reconciles the invoiced funding, service usage and actual expenditures incurred to provide services. It then calculates final charges per Partner Organization and Client. An invoice/credit note is issued to each Partner to align the funding to the final charges. The reconciliation adjustment is actually made of two components:

• Service usage adjustment
• Overhead adjustment.

The service usage adjustment comes from the difference between the expected service usage as described in the Project Agreement or Service Delivery Agreement and the actual service usage. The service usage component is typically the major component of the total reconciliation adjustment.

IMF Photo

The overhead adjustment comes from the final overhead expenditures of ICC and is a minor component of the reconciliation adjustment.

3.6.1.5 Service usage adjustment

ICAO Photo

ICC issues a Service Usage report each month, showing the actual volume and charges of delivered services for each Partner and Client. During the biennium, the charge calculation takes into account new rates as approved by the ICC Management Committee.

For one-time services with Project Agreements, ICC provides a report with Project-to-Date details. This report shows what portion of project funding has been used. Adjustments can be performed in the course of a project through Business Change Requests.

At the end of a project, ICC may issue an invoice/credit note to take account of differences between invoiced funding provided at the start of the project and actual costs from usage reports. At the end of a financial period, when a project is not yet completed, the portion of the project funding that has not yet been used is deferred to the next financial period.

IAEA Photo

For recurring services with Service Delivery Agreements, ICC also provides Clients and Partner Organizations with a quarterly report, comparing invoiced funding to actual service usage for a current quarter as well as by Biennium-to-Date details. When a significant (positive or negative) difference appears, a Business Change Request can be issued to align funding and service usage, where any under or over usage can be credited or debited.

3.6.1.6 Overhead adjustment

At the end of a biennium, ICC's financial closing shows any remaining overhead surplus or deficit for services to Clients.

The ICC Management Committee decides on the use of any operational surplus. Following a Management Committee decision, the overhead surplus/deficit is credited/invoiced to Partners and Clients pro-rata for their service usage during that biennium.
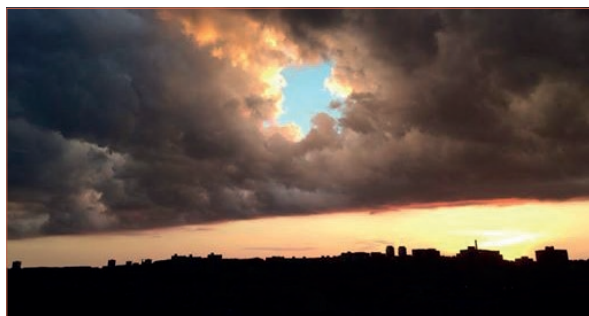

WTO Photo

HOW ICC DELIVERS

3.6.1.7 Non-reconciliation model

Unlike ICC Partner Organizations, other Client entities (referred to as 'Users' in the ICC Mandate) are invoiced in arrears based on their actual volume of received services and the applicable rates. These Clients do not participate in reconciliation.

WMO Photo

3.6.2 Accounting standards and finance audits

UNOPS-UNEP Photo

The International Public Sector Accounting Standards (IPSAS) are a series of financial reporting and accounting standards issued by the International Public Sector Accounting Standards Board, which represents more than 160 member bodies in 120 countries.

UNESCO Photo – Bhowmick

IPSAS provides high quality, independently produced accounting standards, underpinned by strong due process and supported by governments, professional accounting bodies and international development organizations, representing accounting best practices for governments and not-for-profit organizations.

IPSAS replaces the United Nations System Accounting Standards (UNSAS), which were the accounting standards previously used by ICC.

Since the beginning of the 2012-2013 biennium, ICC's finance management and accounting has been IPSAS-compliant.

The most significant change arising from IPSAS has been the requirement to move from a cash basis to an accrual basis of accounting. Under UNSAS, the transactions were recorded on a cash basis when cash was paid or received. Under IPSAS, transactions are now recorded on the basis of goods or services being provided or received.

There are numerous benefits to ICC in adopting IPSAS. First, this improves comparability, harmonisation, transparency and accountability in the financial reporting of United Nations programmes, funds, and other entities.

Furthermore, international accounting standards require that more information be provided and disclosed in ICC's financial statements, leading to better information, availability and transparency for decision-making.

The major benefits to ICC are:
• Annual audits and reporting
• Enhanced financial and resource stewardship
• Improved senior management decision-making
• Increased transparency and controls
• Use of best practices to ensure comparability and consistency.

3.6 ICC FINANCES

ICC's finances are audited every year by the external auditor of its Host Organization (WHO), and the results of these audits are presented to the ICC Management Committee. ICC prepared its first IPSAS-compliant financial statements for its financial year ending 31 December 2012. Financial Statements for 2014 and 2015 are fully IPSAS-compliant and the Auditor has issued an Unqualified Opinion.

The reader will find in annex the financial statements for 2014 and 2015.

UNRSCE Photo

3.6.3 Financial efficiency and risk management

3.6.3.1 Budget management

ICJ Photo - Briz

ICC Partner Organizations and Clients have requested higher visibility and predictability in their ICC budgets. In relation to the implementation of the new ICC business model, ICC has developed two new monthly reports:

• A new Service Usage report that provides detailed information on delivered service charges. This report shows the exact service consumption per operational month, so that Clients and Partner Organizations can review what and when services were delivered as well as comparing the volume of services from month to month. This report is particularly useful from an operations management point of view

• A new Budget Status report shows with Biennium-to-Date details the volume of services requested, the funding invoiced based on these requests, as well as the actual consumption of requested services. This report provides a monthly view to Clients on their budget with ICC compared to actual service consumption. This report is particularly useful for budget management and has proved to be an excellent tool for Clients and Partner Organizations to forecast budget status for the end of the biennium.

WFP Photo - Mattioli

3.6.3.2 Exchange rates

Like most of its Partner Organizations and Clients, ICC bases its budget and accounting on the U.S. dollar. Being spread over multiple geographical locations to serve its Clients, ICC incurs expenses in multiple currencies, mainly the U.S. dollar (USD), the Swiss Franc (CHF) and the Euro (EUR). As a result, fluctuations on currency exchange rates have some impact on the ICC financial results.

UNRWA Photo - Sarhan

WHO Photo

In a volatile global economic climate, ICC's financial strategy is to strive to reduce exposure to currency fluctuations. Several initiatives have been implemented to serve this objective.

Beginning in the 2012-2013 biennium and in line with its Host Organization (WHO), ICC is hedging its salary costs in the CHF and EUR. As a result, exchange rates between the USD and respectively the CHF and EUR are known at the beginning of the year and remain fixed for the entire year. By hedging all salary costs, 40% of ICC expenses are fully protected against currency fluctuations.

ICC has further developed its geographical location strategy by locating its new office in Valencia, Spain. During 2014 and 2015, where possible, new posts have been created primarily in Valencia and contractors from Geneva and New York have been moved to this new location whenever possible. In doing so, ICC has not only reduced its costs of operations but has also better balanced its expenditures between the USD, CHF, and EUR.

Most of ICC's equipment such as servers, switches, storage arrays, enterprise backup arrays, etc. are acquired through operating leases to align expenses related to this equipment to funding that ICC receives from its Clients and Partner Organizations for the delivered services. Where possible, ICC contracts its operating leases mainly in USD to avoid the exchange rate risk and reduce the impact of currency fluctuations on its operations and financial results.

These initiatives have greatly contributed to reducing the impact of currency fluctuations over the 2014-2015 biennium and for the future.

3.6.4 2014-2015 biennium highlights

3.6.4.1 Budget evolution for the biennium 2014-2015

The ICC Management Committee approved ICC's budget for 2014-2015 in its 91st session (April 2013) for a total amount of USD 134,657,000 (see table 1). During the biennium, ICC Partner Organizations outsourced many of their ICT operations to ICC, including Enterprise Resource Planning (ERP) systems, Enterprise Communications Services (ECS), ICT and IP Telephony services, content and collaboration services (such as SharePoint), Service Desk and networking and infrastructure services, resulting in an increase of 24% of ICC's budget(1).

3.6.4.2 Operating expenses by object of expenditure

The operating expenses for the biennium 2014-2015 totaled USD 147,864,007, representing an increase by 13% from the previous biennium. Table 2 shows the expenditure for the two biennia 2014-2015 and 2012-2013, summarised by object of expenditure. Notes are provided for positive variances of more than 25% between the two biennia(2).

3.6 ICC FINANCES

3.6.4.3 ICC's funding and expenditure for the biennium 2012-2013

Being a full cost-recovery organization, ICC is entirely funded through the provision of services to Clients and Partner Organizations. The invoiced funding, server migration levies, deferred income, service usage charges, adjustments on ICC surplus as well as the final credit/invoice are summarised in Table 3.

3.6.4.4 Working Capital Fund

The establishment of a Working Capital Fund (WCF) was agreed in the 68th session (October 2001) of the ICC Management Committee with the following objectives:

1. Revolving Fund - to enhance ICC's cash resources in case of delays in payments from Partners and Users
2. Contingency Fund - to provide financial resources to deal with the potential risk situations which cannot be dealt with through the regular budget
3. Others - to finance research and introduction of new technologies or facilities considered to have potential value to the Partner Organizations but for which there are no budgeted funds. such usage of the fund will be pre-determined and authorised in accordance with the rules of the Management Committee.

This fund has been built up from:
• Net income of services delivered to Users
• Income from the interest earned on ICC's average monthly fund balances
• Savings from unliquidated obligations from a previous biennium (however, since the adoption of IPSAS in 2012, this input to the fund is no longer possible).

The ceiling of the WCF was initially set at 8% of the ICC budget, then increased to 10% per decision of the ICC Management Committee in its 81st session (May 2008). At the end of the 2014-2015 biennium, the WCF totals USD 5,803,172 or around 3% of the ICC total budget.

Taking into account that the income from users has declined to almost zero and that the interest rates are generally low, the WCF is not increasing anymore. In light of this situation, the ICC Management Committee decided during its 91st session (April 2013) to no longer use the WCF for its third objective (to finance research and introduction of new technologies or facilities), for the time being. During the biennium 2014-2015, the WCF has only received a total credit of USD 878,928.

However, the accumulated server migration levies of USD 1,421,854 was transferred to the Server Migration Fund, established in 2014 as per the recommendation of external auditors for reporting and management purposes.

Table 4 summarises credits to the WCF and its usages since biennium 2002-2003. Table 5 details the movements in the WCF during the biennium 2014-2015.

3.6 ICC FINANCES

Table 1

Budget evolution of ICC for the biennium 2014-2015
Amounts in USD

Partners and Users	Original Budget USD A	Revised / Invoiced Funding USD B	Variance USD C=B-A	Variance % D=C/A
CEB	20 000	10 248	(9 752)	-49%
CTBTO	1 260 000	1 920 862	660 862	52%
DFS	31 400 000	33 555 490	2 155 490	7%
FAO	68 000	883 886	815 886	1200%
IAEA	3 061 000	3 117 648	56 648	2%
ICAO		153 934	153 934	N/A
ICJ		81 807	81 807	N/A
IFAD	5 594 000	5 992 762	398 762	7%
ILO	430 000	1 147 106	717 106	167%
IMD		1 446 540	1 446 540	N/A
IMF	20 000	-	(20 000)	-100%
IMO	205 000	251 606	46 606	23%
ITC	725 000	802 198	77 198	11%
ITU	3 336 000	3 108 223	(227 777)	-7%
OCHA	99 000	2 709 973	2 610 973	2637%
OHCHR	4 000 000	2 980 941	(1 019 059)	-25%
PAHO	1 115 000	1 475 556	360 556	32%
UNCTAD	1 322 000	1 424 300	102 300	8%
UNDP	15 804 000	14 824 284	(979 716)	-6%
UNECE	97 000	71 057	(25 943)	-27%
UNEP	20 000	-	(20 000)	-100%
UNESCO	-	23 527	23 527	N/A
UNFCCC	200 000	693 698	493 698	247%
UNFPA	300 000	437 661	137 661	46%
UNHCR	4 700 000	4 377 571	(322 429)	-7%
UN-HQ	12 600 000	12 325 864	(274 136)	-2%
UNICEF	20 000	677 427	657 427	3287%
UNICEFVN	-	86 352	86 352	N/A
UNJSPF	12 087 000	15 705 139	3 618 139	30%
UNOG	192 000	353 844	161 844	84%
UNOPS	20 000	87 124	67 124	336%
UNRSCE	-	267 438	267 438	N/A
UNRWA	20 000	-	(20 000)	-100%
UNSD	-	-	-	N/A
UNV	23 000	111 482	88 482	385%
UNWOMEN	500 000	2 483 970	1 983 970	397%
WFP	9 570 000	14 060 916	4 490 916	47%
WHO	6 500 000	7 972 349	1 472 349	23%
WIPO	14 751 000	24 608 018	9 857 018	67%
WMO	1 541 000	2 271 108	730 108	47%
WTO	2 973 000	3 876 152	903 152	30%
TOTAL PARTNERS	**134 573 000**	**166 378 061**	**31 805 061**	**24%**
TOTAL USERS	**84 000**	**220 000**	**136 000**	**162%**
TOTALS	**134 657 000**	**166 598 061**	**31 941 061**	**24%**

Table 2

Operating expenses by object of expenditure

Object of expenditure	2014-2015 USD A	2012-2013 USD B	Variance C=A-B	Variance % D=C/B
Staff Costs	62 637 108	53 470 655	9 166 453	17%
Contractual services	41 138 383	37 630 905	3 507 478	9%
Training	1 515 377	625 227	890 151	142% [1]
Travel	1 336 039	993 670	342 369	34% [2]
Equipment, furniture and fixtures	12 079 553	12 015 729	63 824	1%
General operating costs	26 308 800	23 829 085	2 479 716	10%
Telecommunications	2 837 459	2 707 209	130 249	5%
Technical literature	11 287	13 388	(2 101)	-16%
Total	**147 864 007**	**131 285 869**	**16 578 138**	**13%**

Notes:

[1] *The increase of training costs was mainly due to the reclassification of all types of training (including ICT training organized by ICC as a service to clients) from contractual services to training.*

[2] *The increase of travel expenses was mainly due to the increased requirements from ICC clients in in line with the service agreements.*

Table 3

Funding, service usage and reconciliation adjustments for 2014-2015
Amounts in USD

| Partners	Invoiced Funding A	Server Migration Levies B	Deferred Income C	Net Invoiced Funding D=A-B-C	Service Usage E	Adjustment 14/04/2016 14/04/2016 F	Credit/ Note (Invoice) G=D-E+F
CEB	10 248	-	-	10 248	2 174	12	8 086
CTBTO	1 920 862	-	4 788	1 916 074	1 824 048	10 102	102 128
DFS	33 555 490	-	647 285	32 908 205	30 830 427	170 750	2 248 528
FAO	883 886	-	15 505	868 381	873 063	4 835	153
IAEA	3 117 648	12 936	-	3 104 712	3 182 320	17 625	(59 983)
ICAO	153 934	-	-	153 934	121 267	672	33 339
ICJ	81 807	-	21 794	60 013	60 013	332	332
IFAD	5 992 762	12 978	973 034	5 006 750	5 067 876	28 068	(33 058)
ILO	1 147 106	-	-	1 147 106	1 016 943	5 632	135 795
IMD	1 446 540	10 248	120 831	1 315 461	1 187 218	6 575	134 818
IMO	251 606	-	1 962	249 644	171 728	951	78 867
ITC	802 198	2 016	126 607	673 575	598 723	3 316	78 168
ITU	3 108 223	2 016	314 437	2 791 770	2 671 226	14 794	135 338
OCHA	2 709 973	504	1 355 043	1 354 426	1 161 175	6 431	199 682
OHCHR	2 980 941	13 020	15 864	2 952 057	2 891 572	16 015	76 500
PAHO	1 475 556	-	59 583	1 415 973	1 392 852	7 714	30 835
UN	12 325 864	-	156 989	12 168 875	11 125 751	61 618	1 104 742
UNCTAD	1 424 300	3 024	349 434	1 071 842	1 032 307	5 717	45 252
UNDP	14 824 284	24 234	1 201 606	13 598 444	12 121 810	67 135	1 543 769
UNECE	71 057	-	10 157	60 900	49 063	272	12 109
UNESCO	23 527	-	20 320	3 207	600	3	2 610
UNFCCC	693 698	-	14 413	679 285	672 678	3 726	10 333
UNFPA	437 661	2 142	-	435 519	390 501	2 163	47 181
UNHCR	4 377 571	(5 693)	120 670	4 262 594	3 918 547	21 702	365 749
UNICEF	677 427	-	2	677 425	647 623	3 587	33 389
UNICEFVN	86 352	-	-	86 352	86 242	478	588
UNJSPF	15 705 139	28 434	816 821	14 859 884	14 381 660	79 651	557 875
UNOG	353 844	-	-	353 844	318 077	1 762	37 529
UNOPS	87 124	-	-	87 124	65 093	361	22 392
UNRWA	-	-	-	-	7 065	39	(7 026)
UNV	111 482	-	-	111 482	110 954	615	1 143
UNWOMEN	2 483 970	4 494	43 098	2 436 378	2 297 583	12 725	151 520
WFP	14 060 916	77 868	188 227	13 794 821	12 600 614	69 787	1 263 994
WHO	7 972 349	28 224	92 208	7 851 917	6 539 358	36 217	1 348 776
WIPO	24 608 018	169 428	480 723	23 957 867	23 767 101	131 631	322 397
WMO	2 271 108	7 056	433 172	1 830 880	1 828 853	10 129	12 156
WTO	3 876 152	15 372	208 240	3 652 540	3 673 388	20 345	(503)
Total Partners	**166 110 623**	**408 301**	**7 792 813**	**157 909 509**	**148 687 493**	**823 486**	**10 045 502**

3.6 ICC FINANCES

Table 4

Evolution of the Working Capital Fund since 2002-2003
Amounts in USD

Biennium	Beginning balance	Credit	Transfer	Usage	Closing Balance
2002-2003	1 507 539	683 359		-	2 190 898
2004-2005	2 190 898	1 333 853		247 895	3 276 856
2006-2007	3 276 856	1 613 054		68 504	4 821 406
2008-2009	4 821 406	2 721 507		1 150 027	6 392 886
2010-2011	6 392 886	930 602		1 490 323	5 833 164
2012-2013	5 833 164	512 934	1 421 854	-	6 346 098
2014-2015	6 346 098	878 928		-	5 803 172

Table 5

Movements in the the WCF during biennium 2014-2015

Balance as at 1 January 2014	6 346 098
Revenue	
Income from Users	57 738
Finance Revenue (Interest Allocation)	821 190
Total Revenue	878 928
Expenses	-
Surplus (Deficit)	7 225 026
Transfer to Server Migration Fund	(1 421 854)
Balance as at 31 December 2013	5 803 172

ICC | international computing centre | IT SOLUTIONS FOR THE UN FAMILY
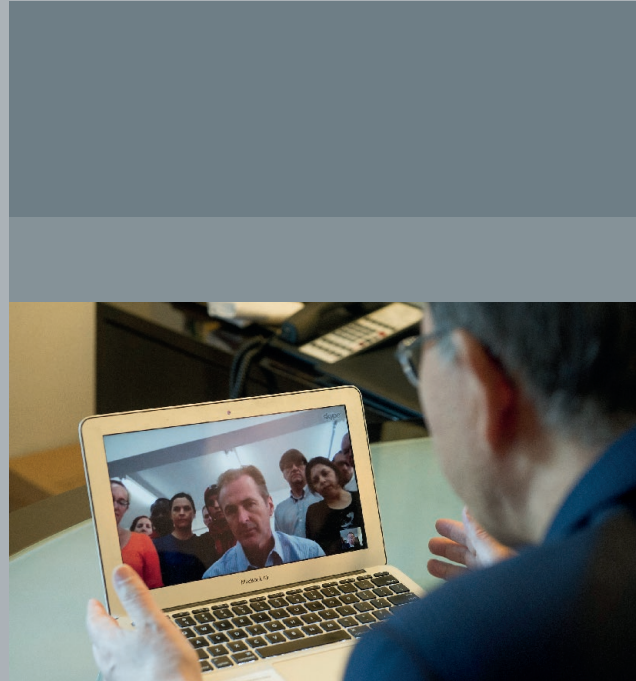
International Computing Centre
Palais des Nations
CH-1211 Geneva 10
Switzerland

Tél : +41 22 929 1411
Fax : +41 22 929 1412