

Evaluation of Digital Transformation in the United Nations Secretariat

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IED-25-016



INSPECTION AND EVALUATION DIVISION

Function *“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;”* ([General Assembly Resolution 48/218 B](#)).

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Summary

This evaluation assessed the relevance, coherence, efficiency and effectiveness of digital transformation across 41 Secretariat entities. It aimed to strengthen organizational learning by assessing the Secretariat's capacity to leverage digital technologies and competencies to enhance operations and mandate delivery.

Strong institutional commitment to a broad digital agenda has been reflected in multiple high-level strategies and initiatives. However, the Secretariat lacked a common definition or framework specifically for "digital transformation," resulting in varied interpretations of what it entailed. Only a small number of entities had developed explicit digital transformation strategies or roadmaps, while most embedded digital elements within broader Information and Communication Technology or modernization initiatives. Staff surveyed similarly lacked a common understanding of digital transformation.

Nonetheless, staff digital capacity has been strengthened through extensive training provided through over 400 entity-delivered sessions and more than 100 Secretariat-wide courses. even though skills remained uneven. Entities compensated for staff skill gaps using cross-functional teams, cost-recovery arrangements, external consultants, interns, and partnerships.

A positive culture of innovation supported digital transformation. Staff widely perceived they had space to innovate and reported active engagement in proposing and implementing new ideas. Many initiatives were driven by motivated individuals or informal innovation hubs. Senior leadership support was a significant enabler in providing visibility, resources and advocacy for digital solutions.

Thirty-seven Secretariat entities reported 1,217 digital initiatives ranging from foundational tools to complex AI-enabled applications. Most of these initiatives aimed to automate processes or strengthen data use, with staff reporting efficiency gains such as time savings, streamlined workflows, and improved decision-making. However, user-centred design was inconsistent, and accessibility features were rarely integrated. Only one-third of staff surveyed agreed that digital solutions incorporated accessibility considerations.

Furthermore, systemic challenges limited the sustainability of digital transformation. Many tools were highly customized, lacked interoperability, and could not be scaled or reused across the Secretariat. Funding was a critical constraint: digital initiatives relied heavily on extra-budgetary resources, leaving long-term maintenance uncertain. Performance measurement was also limited, with most initiatives lacking structured indicators and depending on basic usage metrics. Knowledge-sharing efforts were present but did not always provide practical guidance for replication across entities.

The Secretariat has several opportunities to leverage digital technologies to improve efficiency and accelerate mandate delivery. These include:

- a. Developing a Secretariat-wide definition and clear guidance for digital transformation;
- b. Conducting an organizational gap analysis and targeted staff training;
- c. Ensuring senior leadership support for innovation;
- d. Strengthening a centralized repository of digital solutions;
- e. Integrating users' feedback through digital solution life cycles;
- f. Strengthening ICT project management frameworks, policies and mechanisms; and
- g. Developing an Organization-wide digital transformation performance measurement system.

I. Introduction and objective

1. The objective of the evaluation was to assess, as systematically and objectively as possible, the relevance, coherence, efficiency, and effectiveness of digital transformation across Secretariat entities. The evaluation conforms with the norms and standards for evaluation in the United Nations System.
2. Designed primarily as learning-focused, the evaluation aims to strengthen organizational learning by assessing how well the United Nations (UN) Secretariat is positioned to leverage digital technologies and capabilities to enhance operations and accelerate mandate delivery.
3. Comments on the draft report were sought from all 41 entities listed in Appendix 1. Formal management responses are included in Appendix 2. OIOS wishes to acknowledge and thank the evaluation focal points for their valuable cooperation and support throughout the conduct of the evaluation.

II. Background

4. The Secretary-General's Strategy on New Technologies¹ in 2018 is a foundational document focused on promoting responsible innovation and digital inclusion and set the stage for subsequent frameworks, such as the Secretary-General's Data Strategy (2020),² the Digital Transformation Strategy for UN Peacekeeping (2021),³ and the Information and Communication Technology (ICT) Strategy (2022).⁴
5. In 2023, the Secretary General launched "UN 2.0",⁵ which is a modernization agenda to position the United Nations with "cutting-edge skills and a forward-thinking culture for stronger results, better Member State support and greater Sustainable Development Goal (SDG) impact."⁶ The six pillars of this agenda include: digital; data; innovation; behaviour change; strategic foresight; and culture.
6. There are two main Secretariat entities supporting digital transformation and one supporting digital cooperation:
 - The Office of Information and Communications Technology (OICT) provides the core ICT infrastructure, shared enterprise platforms, and governance frameworks to enable system-wide interoperability and anchor many of the Organization's digital efforts; and
 - The Executive Office of the Secretary-General (EOSG), through its Strategic Planning and Monitoring Unit, offers high-level strategic direction by translating the UN 2.0 vision into actionable plans and monitoring progress through the UN 2.0 Scorecard.
 - The Office of Digital and Emerging Technologies (ODET) plays a role in advancing global digital cooperation, including on Artificial Intelligence governance, and system-wide coordination on emerging technologies. In this capacity, ODET advises UN senior

¹ [SGs-Strategy-on-New-Technologies.pdf, September 2018](#)

² [Data Strategy of the Secretary-General for Action by Everyone, Everywhere, 2020-22](#)

³ [Strategy for the Digital Transformation of UN Peacekeeping, 2021](#)

⁴ [A/77/489](#), [A/79/339](#), and [A/80/558](#), para 2

⁵ [UN 2.0 – Quintet of Change](#)

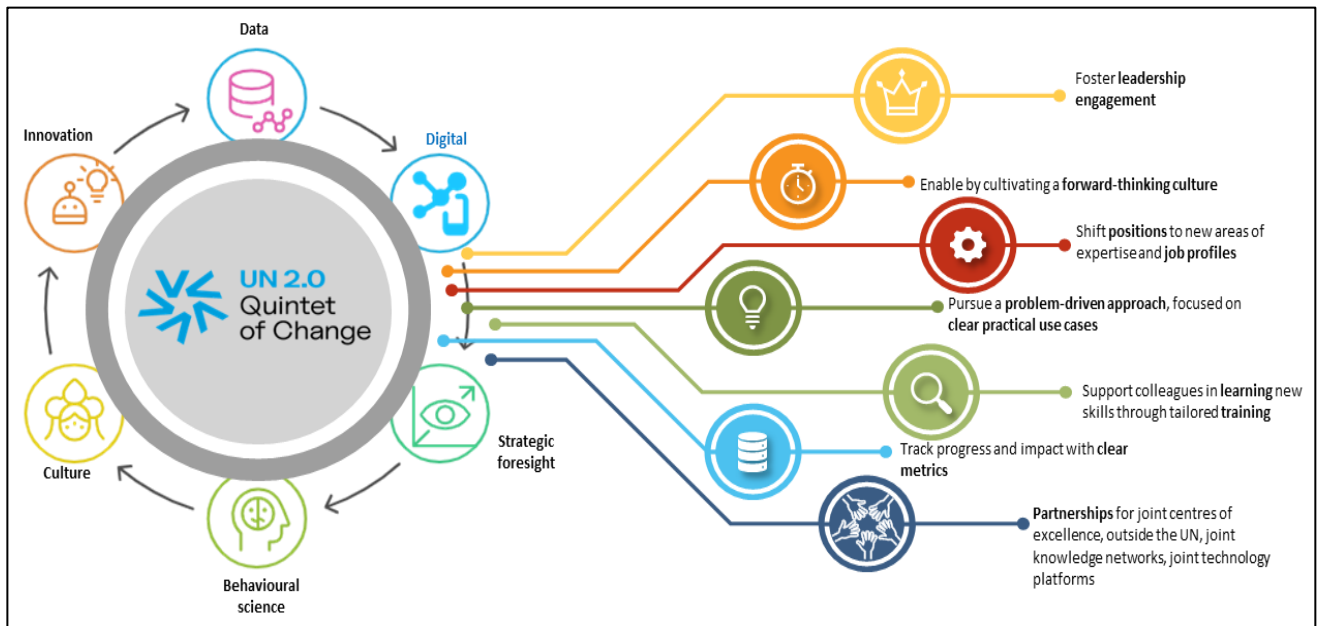
⁶ Ibid.

leadership on key trends to help shape the Organization’s strategic approach, while also serving as a central advocate and focal point for digital cooperation.

III. Scope and Methodology

7. In the absence of a single common Secretariat mandate and framework for digital transformation, the evaluation utilized the UN 2.0 “Quintet of Change”⁷ and its associated action drivers, as shown in Figure 1, to define the evaluation scope and assessment parameters.

Figure 1: UN 2.0 Quintet of Change Pillars and Action Drivers



Source: OIOS document review

8. The evaluation covered the period from 1 January 2020 to 30 June 2025, and included 41 Secretariat entities, as identified in Appendix 1. These 41 entities included OICT, EOSG and ODET as well as 38 others with at least three staff in the information and communication technology (ICT) job family. Peacekeeping missions were excluded due to a planned evaluation on digital transformation in peacekeeping operations scheduled to begin in 2026.
9. For the purposes of this evaluation, the following definitions were developed:
 - “Digital agenda” refers to the Organization’s broad set of high-level strategies, commitments, and institutional initiatives aimed at modernizing its work through digital technologies and data-driven approaches;
 - “Digital transformation” refers to the leveraging of digital technologies and strengthened competencies to transform activities and processes, thereby accelerating the achievement of mandates in ways that are secure, responsible and inclusive; and
 - “Digital cooperation” refers to the collaborative, multi-stakeholder process through which Member States, international organizations, civil society, private sector, and other actors work together to shape an inclusive, human-rights-based, and

⁷ [UN 2.0 Pillars and Action Drivers](#)

sustainable digital environment. Digital cooperation was excluded from the scope of the evaluation because it is externally focused rather than internal digital transformation efforts within the UN Secretariat.

10. The evaluation employed a mixed-methods approach, integrating both quantitative and qualitative data to ensure a comprehensive and triangulated assessment of digital transformation across the Secretariat. Data were collected through the following methods:

Staff survey

- Stratified random sample deployed to 4,179 Secretariat staff across 41 entities.
- Total responses: 2,259 (54 per cent response rate). Women represented 52 per cent of respondents.

Document and programme data review

- Strategic, planning or roadmap documents related to digital transformation.
- Leadership communication on innovation or digital transformation.
- Innovation-friendly policies.
- Reviews or progress reports of the digital transformation initiatives.
- Training and human resource documents.
- Capacity building or training provided to staff.
- Generic Job Openings (GJOs) showing inclusion of data science or related skills.
- Information related to 1,217 digital transformation initiatives submitted by 37 entities.

Interviews

- Eleven senior leadership interviews with staff members at D1 level and above across 11 entities.
- Fifty-seven business process owners (BPOs) interviews covering 28 digital transformation initiatives across 23 entities, selected from 1,217 initiatives based on their implementation scope, stage, type of initiative, and intended users.

Group discussions

- Six group discussions with a total of 106 participants, organized around four themes: culture of innovation, skills and learning opportunities, user experience and inclusion, and governance and early results. Women represented 42 per cent of participants.

IV. Evaluation Results

A. Despite Organizational commitment to a digital agenda, most Secretariat entities lacked conceptual clarity or strategic direction specifically on digital transformation

There has been commitment at the highest level in the Secretariat to a broad digital agenda, but without a common and clear definition for digital transformation

11. Commitment to a digital agenda at the highest levels of the Secretariat was both visible and sustained throughout the past eight years, as shown in Figure 2. Starting with the Secretary-General’s strategy on New Technologies in 2018, which emphasized responsible innovation, digital inclusion, and the need to harness emerging technologies for global public goods, the digital agenda was further accelerated during COVID-19 when digital tools enabled remote work and organizational resilience. Thereafter, digital transformation was included as one of the three main strategic goals of the Organization’s ICT strategy.⁸ The UN 2.0 placed data, behavioural science, culture, innovation, and digital at the core of organizational development.

Figure 2: Key milestones in the Secretariat’s digital agenda

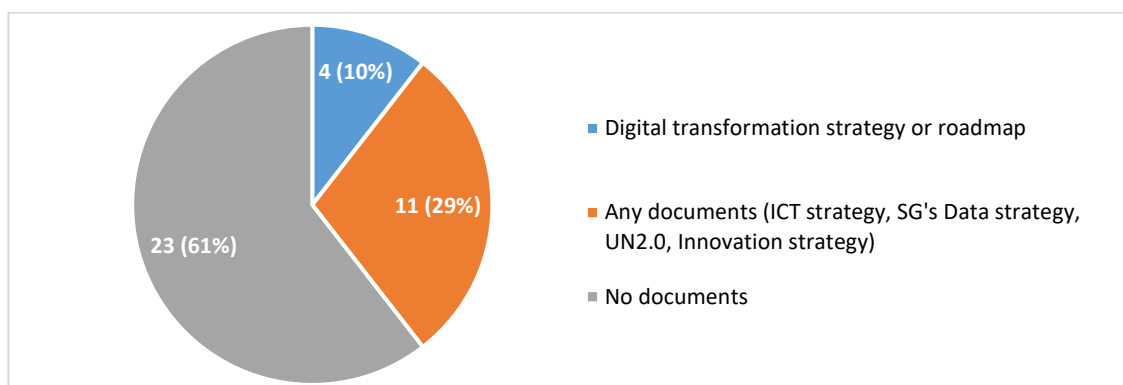


Source: OIOS document review

12. Despite the Organizational commitment illustrated above, a clear and common definition of “digital transformation” was lacking within the Secretariat. Without a common reference point or framework on digital transformation, the entities interpreted it in different ways. As shown in Figure 3, only 4 of the 38 Secretariat entities in the evaluation scope had developed an explicit digital transformation strategy or a roadmap and these varied in their goals and content. A further 11 entities submitted documentation ranging from the ICT strategy, Secretary-General’s Data strategy, UN 2.0 implementation plan, or innovation strategy to convey their understanding of digital transformation. Twenty-three entities submitted no documentation. The document review showed that entities typically recognized the importance of digital transformation but often addressed it within broader modernization or technology initiatives rather than developing a dedicated digital transformation strategy.

⁸ A/77/489, A/79/339, A/80/558

Figure 3: Documentation submitted related to digital transformation (n=38)



Source: OIOS document review

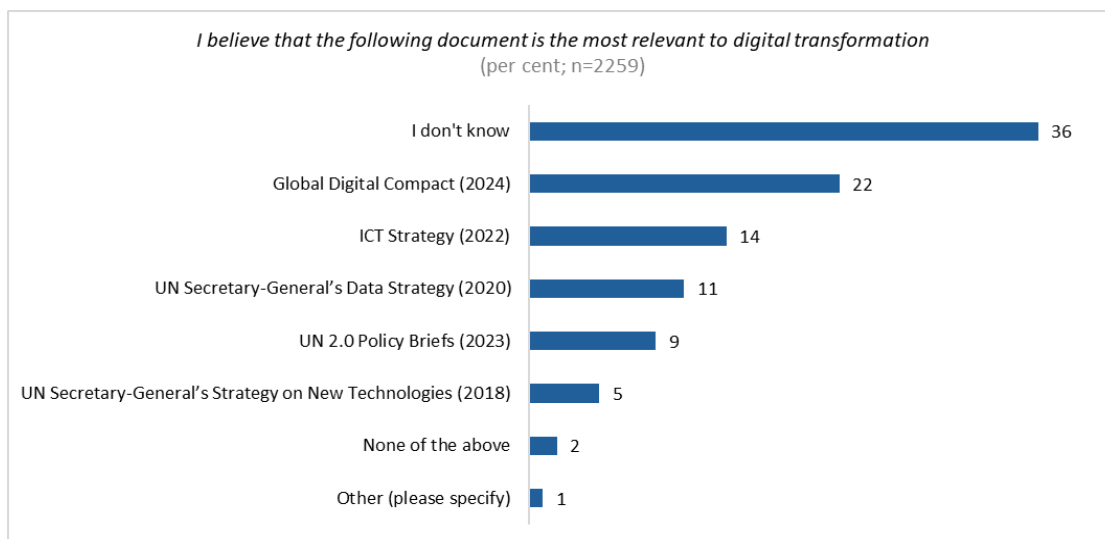
13. Each of the four entities that did develop their own strategy or roadmap on digital transformation took a distinct approach. These four entities and their approaches included:

- DSS produced a digital transformation blueprint outlining steps aimed at modernizing security management through enhanced digital tools and improved data systems. The approach focused on replacing outdated, fragmented security systems with modern, data-driven tools to enhance real-time situational awareness, strengthen information-sharing, and support faster, risk-based decision-making.
- ESCWA adopted a comprehensive digital transformation strategy with detailed implementation requirements, a dedicated action group, and a time-bound plan. Their approach focused on modernizing internal data systems and workflows to better serve Member States.
- OHCHR developed a 2024–2027 digital transformation roadmap to unify internal change, clarify the purpose of transformation, set shared vision and priorities, and reinforce governance and accountability.
- UNEP’s 2022–2025 strategy sought to make the organization more agile and data-driven, combining an outward-focused environmental data ecosystem with internal modernization of business processes, digital skills and workflows.

In the absence of a Secretariat-wide definition, staff lacked a common understanding of digital transformation

14. There was uncertainty among staff about what digital transformation entailed. When asked to choose which document was the most relevant to this topic, 36 per cent of staff survey respondents that they “did not know”, as shown in Figure 4. This revealed a gap between perceived familiarity with digital transformation efforts and the ability to identify authoritative guidance on the subject. Despite high-level attention to a digital agenda, there remained a significant proportion of staff members who were not confident in identifying any of the normative documents related to digital transformation.

Figure 4: Staff survey responses regarding the most relevant document related to digital transformation



Source: OIOS staff survey

15. Further, survey data showed that staff referenced various documents when identifying digital transformation. Whereas the Global Digital Compact (GDC⁹) was the most frequently cited source (22 per cent), it is primarily a normative instrument focused on digital cooperation - how Member States, stakeholders, and international actors should coordinate on issues, such as digital governance, inclusion, rights, and global public goods - rather than digital transformation. The next most frequently referenced documents were the ICT Strategy and the Secretary-General's Data Strategy that focused primarily on strengthening cybersecurity and accelerating UN-wide shift to data-driven decision making, respectively. It was followed by the UN 2.0 Policy Briefs, which aimed towards modernizing the United Nations system, and the Strategy on New Technologies that focused on responsibly leveraging emerging technologies to advance 2030 Agenda. This suggested that the understanding of digital transformation varied in the absence of one authoritative document on this topic.

B. Staff capacity and skills to implement digital transformation were uneven

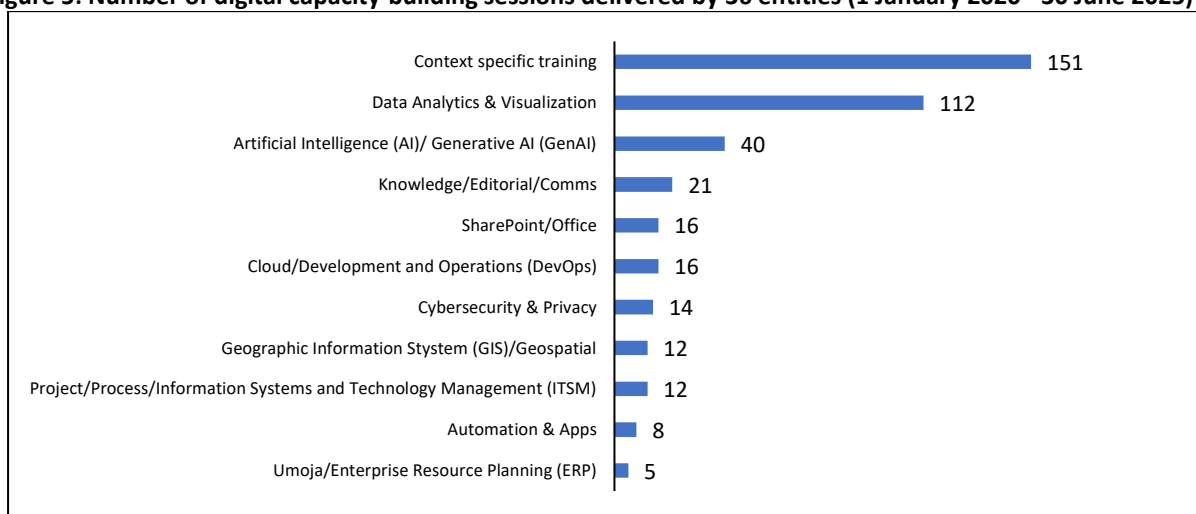
While entities provided training on digital transformation, capacity remained uneven

16. Within the Secretariat, entities demonstrated a commitment to strengthening the digital capacities and overall readiness for digital transformation of their staff. This commitment was reflected in the volume of training delivered, which was provided at both individual entity and Secretariat-wide levels. As illustrated in Figure 5, 36 entities delivered 407 sessions over the past 5 years, with a total attendance of 45,436, thus indicating strong interest in digital up-skilling. Most of these sessions were context-specific training that was tailored to entities operations (37 per cent), thus suggesting that digital capacity-building was largely highly specialized and entity specific. In parallel to the sessions shown in Figure 5, OICT strengthened Secretariat-wide digital capabilities by providing more than 100 Unite Academy courses since February 2021, thereby supporting data literacy and foundational digital skills for over 5,000 staff.¹⁰

⁹ [A/79/L.2](#)

¹⁰ Document review (OICT HR & Training), [Personnel by Organization | United Nations - CEB](#) using 2024 estimates.

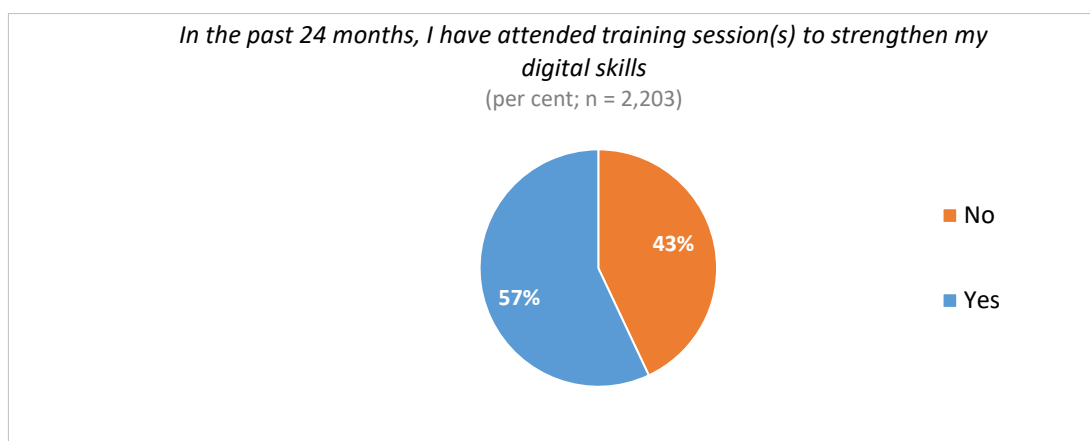
Figure 5: Number of digital capacity-building sessions delivered by 36 entities (1 January 2020 - 30 June 2025)



Source: OIOS document review

17. Secretariat staff have responded positively to the training provided. Staff surveyed reported broad awareness of internal and external learning opportunities and high motivation to participate, with most having completed at least one digital skills training in the past two years as shown in Figure 6. They dedicated on average 14.5 hours to training in that period. Staff perceptions of their training were positive: 81 per cent agreed their skills had improved and 73 per cent had applied what they learned to support a digital solution. Among staff who had not participated in training, they reported a lack of time as their main barrier. Additional constraints included limited budgets and insufficient institutional support, indicating that access, not interest, was the primary obstacle to broader participation.

Figure 6: Self-reported staff attendance in training to strengthen digital skills

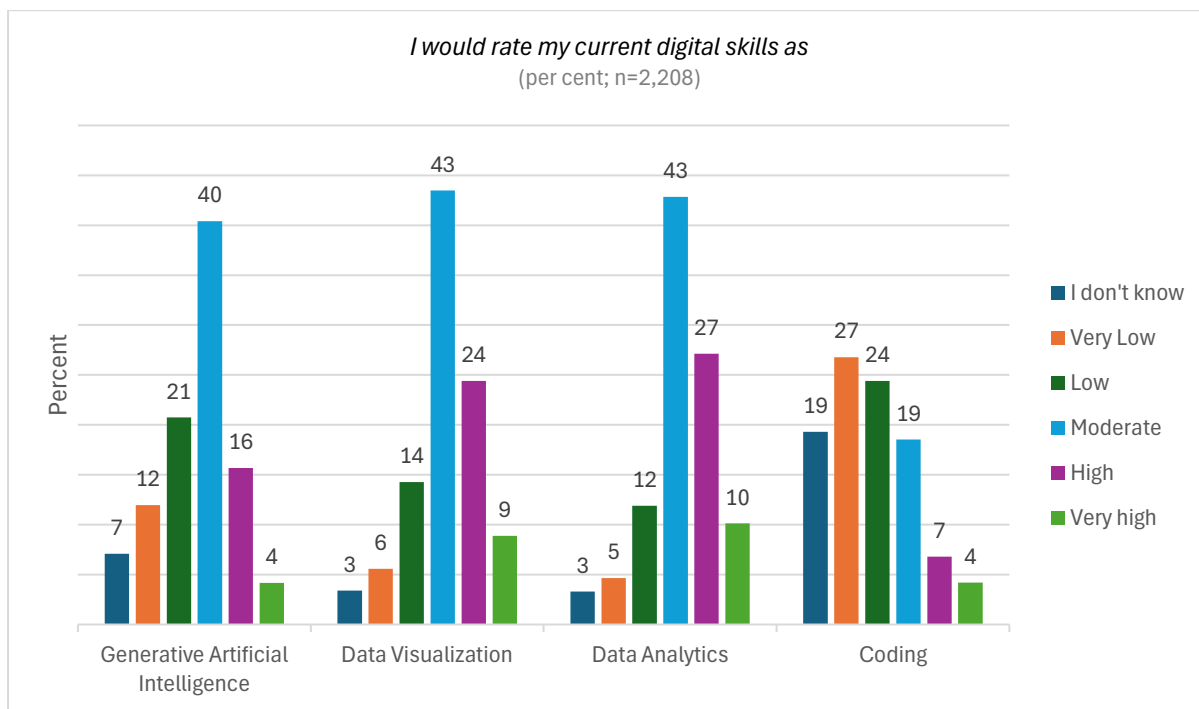


Source: OIOS staff survey

18. Notwithstanding the high volume of and attendance in training opportunities, staff capacity across skills related to digital transformation was uneven. As shown in Figure 7, staff survey results revealed considerable variation in digital skill levels both within and across key competency areas required to support digital transformation. Respondents most frequently rated their abilities as “moderate” in the more general areas of data analytics, data visualization, and generative artificial intelligence, indicating basic but uneven proficiency in these domains. Additionally, more advanced coding skills were predominantly rated as “low” or “very low” among surveyed staff, highlighting a gap in more advanced or technical skill sets,

which might be expected given that these skills are not uniformly of relevance to all Secretariat staff. A similar pattern was observed in Secretariat-wide training delivered by OICT through Unite Academy, which also emphasized basic data skills over more advanced technical expertise. While there were some entity specific skills-gap assessments to determine entity level training needs, there was limited evidence of system-wide needs assessments to determine whether staff skill levels aligned with job needs.

Figure 7: Staff self-rating of digital skills



Source: OIOS Staff survey

Entities addressed skills gaps in various ways

19. To mitigate the potential limitations presented with uneven staff digital skills, some entities advanced their digital solutions by adopting strategic resourcing approaches. Illustrative examples of such solutions are presented in Table 1.

Table 1: Examples of strategies employed to mitigate limited digital skills gaps

Establishing cross-functional teams

- **DPPA and DPO deployed a cross-functional team to deliver the Peace and Security Data Hub, a free public library of peace and security datasets.**
 - *The project was led by the DPPA Innovation Cell and the Information Management Unit of DPPA-DPO. Civil affairs, political affairs, and other substantive experts contributed throughout the development process.*
 - *The collaboration between data experts, mission specialists, and technologists enabled a stronger product delivered in less time.*

Using cost-recovery arrangements

- **The Department of Global Communications (DGC) paid a fixed sum to receive short-term support from OICT to rapidly build an administrative processing hub.**
 - *DGC found that some administrative processes were overly manual. However, they did not have the resources to automate and streamline this process within the desired time-frame.*
 - *Paying for OICT's support enabled and accelerated the project's completion.*

Hiring external consultants

- **UNAMA and UNDP recruited two expert consultants to develop an augmented Intelligence forecasting project, designed to predict multidimensional vulnerability levels across Afghanistan**
 - *Years of resource constraints had delayed the initiative until funding enabled the consultants' onboarding.*
 - *The consultants, experts from the Netherlands' Ministry of Defense with significant experience in advanced robotics and autonomous systems, designed and built the augmented-intelligence model. They worked closely with the internal UNAMA and UNDP teams and provided the sustained technical capacity the project required.*

Relying on interns and UN Volunteers

- **UNOCT used interns to provide targeted support to maintain its interactive SitRep dashboard, which offers a comprehensive overview of counter-terrorism activities.**
 - *Interns were brought in during high-workload periods to assist with routine data updates. Their support helped reduce the operational burden on the core team.*
 - *More technically complex tasks continued to be handled by the officer in charge.*

Developing partnerships

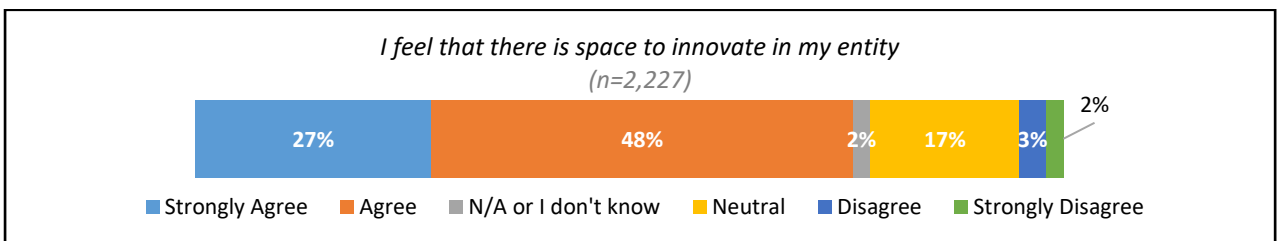
- **UN-Habitat, in collaboration with OICT and HafenCity University (HCU), established the United Nations Innovation Technology Accelerator for Cities (UNITAC).**
 - *The collaboration advances open, participatory data governance and digital innovation for sustainable cities through mapping, spatial analysis, data visualization, and people-centered smart-city tools. UN-Habitat oversees UNITAC and global outreach, OICT provides UN-wide ICT expertise, and HCU brings applied research on urban data and technology. Together, they power digital tools such as BEAM, an AI system that detects building footprints from aerial imagery to support data-driven urban planning.*

C. Digital transformation was enabled by a culture of innovation and driven by motivated staff with support from entity senior leaders

Across the Secretariat, staff felt that there was space to innovate

20. The UN 2.0 Policy Briefs underscore that organizational culture is central to meaningful change and that accelerating cultural shifts is essential for enabling the United Nations to advance its peace, development, humanitarian and human rights mandates. In this regard, an innovation-friendly culture is a key enabler of successful digital transformation. As shown in Figure 8, staff surveyed have largely positive assessments on whether their entity provided space to innovate, indicating that staff generally feel empowered to propose new ideas, experiment and contribute to innovative efforts. Staff interviewed similarly observed an increasing openness to embrace different ways of working in the past few years.

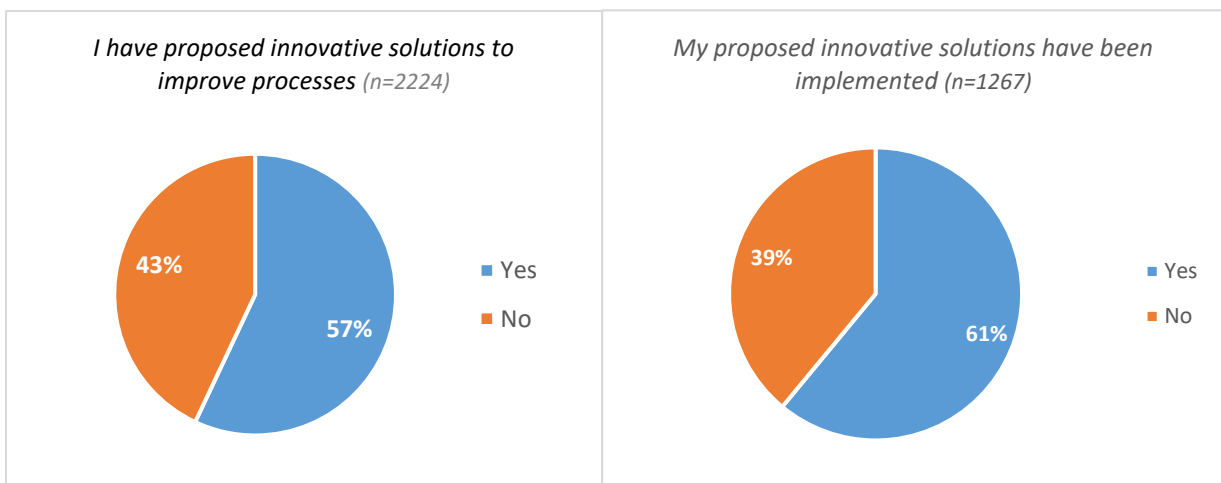
Figure 8: Staff perception on space for innovation



Source: OIOS staff survey

21. Staff surveyed also reported being actively engaged in proposing and implementing innovative solutions, as shown in Figures 9 and 10 below. This suggested that new ideas were not only encouraged but frequently acted upon, reflecting both staff willingness to identify better ways of working and an organizational openness to translating such proposals into practice. Several staff interviewed noted that innovation efforts were progressing; while many processes continued to be carried out through traditional procedures, new digital ways of working were being tested in parallel to gather feedback and support iterative refinement of a digital tool.

Figures 9 and 10: Staff reporting on proposing and implementing innovative solutions



Source: OIOS staff survey

22. Senior leadership support played a critical role in fostering an innovation-friendly culture. More than half of surveyed staff (52 per cent) reported that senior leaders in their respective entities encouraged innovation either often or very often. When identifying key success factors for digital transformation, survey respondents consistently emphasized the importance of strong leadership backing and support in driving changes and guiding teams through new ways of working. Staff interviewed also noted that the support of managers for digital solutions influenced their ability to lead transformation efforts effectively; leaders who understood and appreciated the value of digital tools were perceived as better positioned to articulate a clearer vision and remove institutional barriers.
23. Entities shared concrete examples of how senior leadership support for digital innovation was demonstrated. These included “all staff” emails from heads of entities and/or programme managers explicitly encouraging learning, experimentation and innovation. For instance, the Executive Secretary of ESCWA sent an email to all staff at the beginning of the year with a list of recommended courses linked to the five pillars of the Quintet of Change, encouraging staff to select two and complete them during the year. Furthermore, with the support of senior leadership, the Innovation Team at the Economic and Social Commission for Asia and the Pacific (ESCAP) offered specific incentives to promote innovation and digital transformation, such as innovation awards and annual seed funding for selected digital initiatives. Additionally, the Secretariat-wide ‘Reboot UN-tapped: innovation challenge’ brought together cross-functional teams to develop digital solutions for peacekeeping and was championed by the Under-Secretaries-General of DMSPC, DOS, and DPO.
24. Most Business Process Owners interviewed (21 of 28 initiatives) reported that their digital transformation initiatives benefited from senior leadership backing. This support manifested in several ways, including having senior managers who:
- a. re-purposed funding, assigned staff to assist with platform development, or freed up staff time to advance project delivery;
 - b. played an advocacy role by showcasing new tools in high-level meetings, side events and official communication channels, thereby increasing visibility and encouraging broader uptake; and/or,
 - c. participated in testing activities, reviewed prototypes and offered feedback to refine solutions prior to their rollout.
25. Although senior leadership support helped digital initiatives gain legitimacy and organizational traction, staff interviewed also reported several constraints to building an innovation culture. These included: political sensitivities that required cautious decision-making; limited and inflexible funding structures; uneven managerial support for experimentation; lengthy project-approval, legal and procurement procedures; and concerns related to data security, ethics, and job stability.

Many initiatives were being led by highly motivated staff working to solve problems using digital solutions

26. Clusters of highly motivated staff members have been driving many of the Secretariat’s digital solutions. In several entities, pockets of like-minded and committed individuals, many of whom went beyond their formal responsibilities, championed novel ideas and technologies. Tech-savvy staff frequently played an active role in leading and testing digital solutions and were often among the earliest adopters. Survey respondents noted that the increasing presence of younger, digitally native personnel was instrumental in advancing digital transformation efforts. These individuals brought a high level of comfort with digital tools, a

capacity for innovative thinking and a willingness to move beyond more traditional processes. The two quotes from staff interviewed below illustrate the importance of these staff in driving the digital transformation of the Organization.

“The Innovation Cell was originally a bottom-up initiative, started by several staff members who were passionate about innovation. Our USG recognized its potential and fully embraced it.

-Staff interview

“We would meet and carve out some time on a Friday afternoon...We’re powered by interns and goodwill from colleagues who are enthusiasts or have real-world needs that they need help with. It was this very problem-focused and user-driven approach that generated the lab.”

– Staff interview

27. Staff often built on shared enthusiasm by forming hubs - both formal and informal working groups - within their entities to advance digital transformation. As shown in Table 2, these hubs addressed a range of thematic areas, from artificial intelligence to broader innovation. Some, such as the Department of Political Affairs DPPA Innovation Cell, secured resources and formalized their roles, while others remained informal communities driven by staff interest or operational challenges. Across all hubs, these groups provided space for experimentation, peer learning, and collaborative problem-solving. The digital transformation initiatives that emerged from these hubs typically developed organically in response to practical needs and were driven by motivated individuals rather than in direct response to an organizational directive.

Table 2: Examples of hubs related to innovation or digital transformation

Entity	Hub	Description
DCO	Digital Solutions Lab	Supports the Resident Coordinator system by identifying workflow inefficiencies and piloting data and digital solutions that strengthen coordination, decision-making, and operational support.
DGC	AI Working Group	Identifies AI use cases and promotes more efficient production workflows.
DPPA	Innovation Cell	Uses data and digital innovation to support peace and security activities.
ESCAP	Innovation team/UN 2.0 Task team	Explores ways to integrate UN 2.0 into ESCAP’s work
OCHA	Centre for Humanitarian Data	Increases the use, quality, and impact of data in humanitarian crises.
UNCTAD	AI Incubator	Explores applications of AI in trade and development
UN Habitat	United Nations Innovation Technology Accelerator for Cities (UNITAC)	Develops and tests innovative, digitally driven solutions to help cities achieve sustainable, people-centred urban development.
UNON/ICTS	AI Working Group	To experiment with and pilot new AI tools and techniques. Members regularly share developments from their respective areas within the group
DMSPC/BTAD	Quantum Spark	Lab promoting application of skills and latest digital and AI developments into ongoing digital projects

Source: OIOS staff interviews and document review

31. Digital solutions further differed in how they were integrated within entities. Some were stand-alone tools designed to address specific operational needs, such as workflow trackers or simple automation scripts. Others formed part of larger substantive projects or initiatives, where digital components supported broader programmes in areas, such as capacity development or urban planning.
32. Digital transformation initiatives were developed to support internal, external and mixed users (55, 17 and 28 per cent respectively). A few examples of initiatives developed for internal, external, and mixed users respectively are presented in Table 3 below:

Table 3: Examples of digital initiatives by intended users

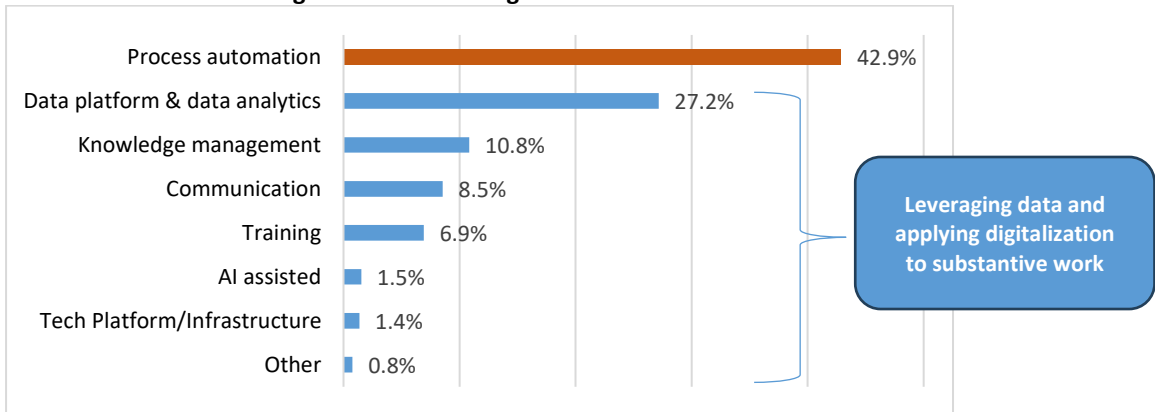
Intended users	Digital solutions and entity
Internal users	<ul style="list-style-type: none"> • Donor Information Platform (UN Habitat) • Candidate Summary Tool (DOS) • Human Rights Violation Case Database (OHCHR) • Document Navigator (UNMIK)
External users	<ul style="list-style-type: none"> • Participatory Platform of the Escazú Agreement (ECLAC) • Self-Assessment Tool for Appraising Investment Readiness in Sustainable Infrastructure (DESA) • EPIC – Every Policy is Connected (ECA)
Both internal and external users	<ul style="list-style-type: none"> • UNCTAD Data Hub • Arab Development Portal (ESCWA) • Diplomatic Pulse and Geoguard (DPPA) • Humanitarian Data Exchange (OCHA)

Source: OIOS document review of 1,217 digital transformation initiatives

Digital solutions were mainly developed to automate processes and strengthen evidence-based decision-making

33. The digital transformation initiatives submitted addressed a range of operational goals, as shown in Figure 12. A substantial portion of initiatives were developed to automate processes, such as vehicle-dispatch systems, parking-reservation tools, automated human resource steps and procurement workflows, and digital request-management systems. Such tools were typically intended to reduce manual steps, standardize procedures, and/or improve overall efficiency.

Figure 12: Goals of digital transformation initiatives



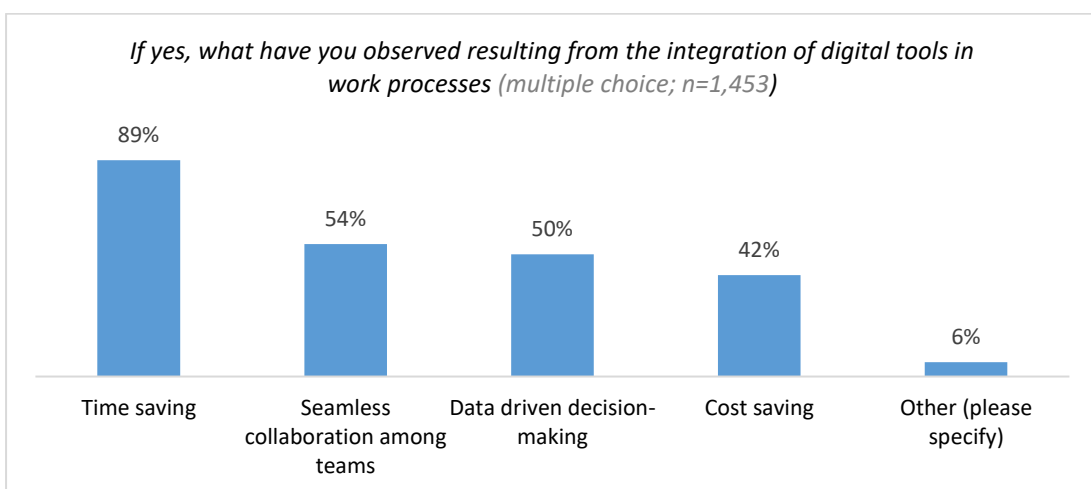
Source: OIOS document review of 1217 digital transformation initiatives

34. Efforts to leverage digital technologies for substantive work primarily focused on strengthening evidence-based decision-making through improved data use. The second-largest set of initiatives involved data platforms and analytics tools that collect and visualize information for decision support. Other categories included knowledge-management initiatives, such as SharePoint repositories and digital libraries, while communications initiatives used social media, websites and virtual-reality tools to enhance outreach. Training initiatives created e-learning platforms to build capacities, and AI-assisted tools, like chatbots and AI-enabled review systems, were classified separately due to their distinct technical features.

Staff perceived efficiency and other operational gains with their digital initiatives

35. Staff perceived that digital solutions contributed to tangible efficiency gains, particularly in reducing manual workload and streamlining processes. As discussed above, many tools were developed specifically to automate steps and minimize administrative burdens. Staff survey respondents identified multiple efficiency gains from digital tools, as shown in Figure 13 below.

Figure 13: Efficiency gains observed from the integration of digital tools into work processes



Source: OIOS staff survey

36. Beyond efficiency gains, staff interviewed highlighted how digital solutions also enhanced access to information, strengthened decision-making, and expanded Member States' capacities. For internally facing tools, they noted that better decision-making was supported

by improved transparency in resource allocation, faster access to summaries and briefings, and enhanced data visualization that clarified regional trends and local linkages, enabled by greater access to data and more real-time and accurate information. For externally facing tools, staff highlighted that digital platforms enabled Member States to use complex modelling tools, improve data collection and monitoring in resource-constrained settings, and benefit from immersive learning, training, and advocacy materials.

Staff expressed mixed views regarding the extent to which user needs were considered in the design and deployment of digital tools

37. The extent to which user needs were integrated into the design of digital transformation initiatives was mixed. Only 36 per cent of respondents surveyed agreed that user needs were considered during the design process, while 12 per cent disagreed. Notably, 53 per cent of respondents selected either “don’t know” or “neutral”, suggesting that staff had limited visibility into how design decisions were made or whether user feedback mechanisms were applied.
38. Some staff interviewed and surveyed indicated that user needs may not have been fully reflected in the development of certain enterprise-level tools, particularly Umoja. They noted that some colleagues, especially those less familiar with technology, found aspects of Umoja challenging to navigate. Staff also observed that the system largely mirrored existing business processes when it was introduced, which may have limited opportunities for early optimization. In addition, they mentioned that Umoja has seen limited updates since its rollout.
39. In contrast, staff reported that user needs were more consistently considered in the development of local or more targeted digital tools. Half of the Business Process Owners interviewed (14 out of 28) reported that the initiatives in their entities were demand-driven, developed in direct response to specific user requests or clearly identified need, thus indicating that many entities were making deliberate efforts to ensure that digital solutions were grounded in the realities and priorities of their end-users.

E. Digital transformation initiatives faced systemic challenges that limited their sustainability

Most digital solutions were highly customized with limited interoperability

40. Most digital solutions were highly customized and operated as standalone systems, with limited interoperability across entities and minimal ability to exchange data or scale solutions. Although most initiatives (59 per cent) were reported to have some level of cross-functional collaboration, this rarely translated into shared systems: approximately one quarter of submitted initiatives used joint technology platforms or relied on shared digital infrastructure (22 and 26 per cent respectively). This suggested that many digital solutions remained bespoke tools built to address narrow, department-specific needs rather than being designed for enterprise-wide integration, coherence, or re-use.
41. Interviews with Business Process Owners reinforced this limitation. Only half of these staff reported having actively explored whether similar initiatives existed elsewhere in the Secretariat before starting their project and, in many cases, did identify overlapping efforts. Despite the awareness of similar initiatives, teams still proceeded independently, citing a range of justifications, including differing functional or technical requirements, misaligned timelines, varying levels of maturity across departments, challenges related to data sharing,

and resource or staffing constraints. These factors contributed to more siloed development rather than the creation of shared platforms or interoperable solutions. As a result, even when opportunities for consolidation or collaboration were evident, they were rarely realized, perpetuating fragmentation and limiting the Secretariat’s ability to build scalable, integrated digital capabilities.

42. Additionally, staff surveyed and interviewed frequently highlighted fragmented systems, silos and independently developed tools within or between entities, which led to inefficiencies and duplication. While a few staff respondents acknowledged efforts to improve interoperability, such as through system-wide platforms like Umoja and UN INFO – used by RCOs and UNCT, most also noted the need for more harmonized, user-friendly, and interconnected systems within the Secretariat. Overall, staff considered interoperability as a key success factor and a significant ongoing challenge for digital transformation in the Secretariat, as illustrated in the quotes below from two Business Process Owners interviewed.

“Each department wants a solution that fits their unique processes. There is little appetite for compromise, even if a shared system would save resources.”

– BPO Interview

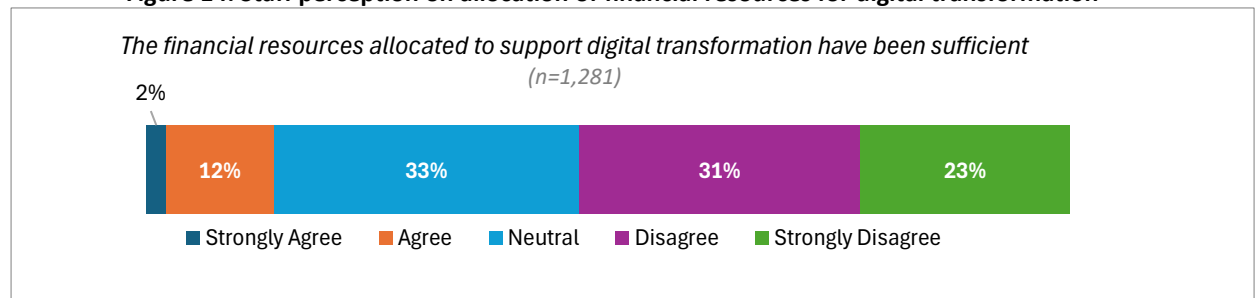
“Interoperability sounds good in theory, but in practice, governance and ownership questions make it very hard to implement.”

– BPO Interview

Digital transformation initiatives lacked core, predictable resourcing

43. Digital transformation initiatives across the Secretariat were additionally constrained by the absence of dedicated and predictable funding streams. Instead of being integrated into core budget allocations, most initiatives relied on ad-hoc financing, often through extra-budgetary (XB) resources or redirected funds from other programmatic areas.

Figure 14: Staff perception on allocation of financial resources for digital transformation



Source: OIOS staff survey

44. Staff surveyed confirmed this assessment. As shown in Figure 14 above, 54 per cent of staff disagreed that financial resources allocated to support digital transformation were sufficient, while only 14 per cent agreed or strongly agreed. Interviews with senior leadership further confirmed that reductions in already limited ICT budgets were hampering digital transformation efforts. The 28 digital initiatives reviewed in depth by OIOS revealed that XB funding was the most common source, while entities also collaborated to access Development Account (DA) or Regular Programme of Technical Cooperation (RPTC) resources.

45. The lack of predictable core funding created major challenges for sustaining digital transformation initiatives. While extra-budgetary projects allowed entities to design and pilot

tools in the short term, this model left long-term viability dependent on uncertain future fundraising. Staff in some entities interviewed noted that digital solutions, though cost-effective, still carried recurring expenses, like licensing and data procurement, that project funds could not reliably cover. Without Regular Budget support, tools often stagnated or ended when project cycles closed, affecting Member States; for example, ECA warned that Least Developed Countries could lose access to essential digital public goods during funding gaps. UN-HABITAT cited unplanned cost increases, such as spikes in satellite imagery fees, which threatened continuity. Overall, the absence of stable funding left digital solutions vulnerable to financial shocks and limited equitable, sustained access for Member States.

Accessibility features were not prioritized

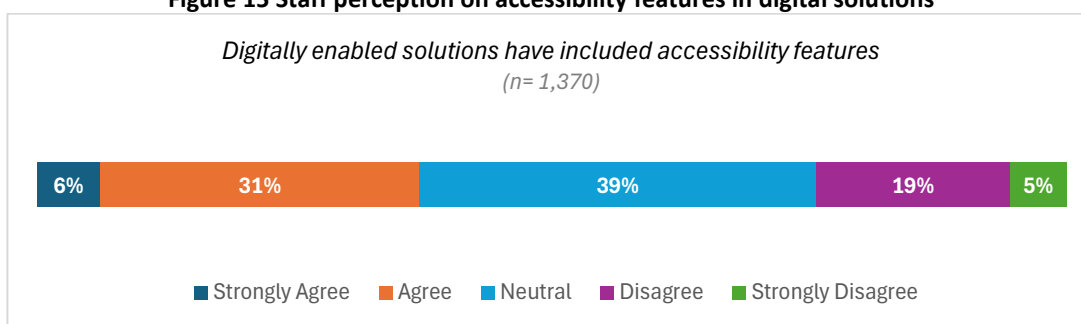
46. Furthermore, accessibility considerations for persons with disabilities were largely overlooked in digital transformation initiatives. Out of 28 initiatives reviewed by OIOS, only five included accessibility features, indicating that such features were not systematically integrated into design or implementation. Business Process Owners interviewed reported that accessibility was often not seen as a priority, or that platforms selected for development did not support accessibility standards, as noted in the quote below.

“Accessibility was never part of the initial requirements. The focus was on speed and functionality, not inclusivity.”

– BPO Interview

47. In addition, as shown in Figure 15 below, only one-third of respondents agreed that digitally enabled solutions incorporated accessibility features.

Figure 15 Staff perception on accessibility features in digital solutions



Source: OIOS staff survey

48. This pattern suggested that many staff were either unaware of whether accessibility standards had been applied or had limited exposure to tools that demonstrated such features. It should be noted that only public information websites were required to meet the UN web accessibility guidelines¹¹ and not the applications developed in the UN Secretariat. Combined with the small number of initiatives that actively integrated accessibility requirements, this indicates the absence of a systematic approach to ensuring that digital solutions were inclusive and usable for persons with disabilities.

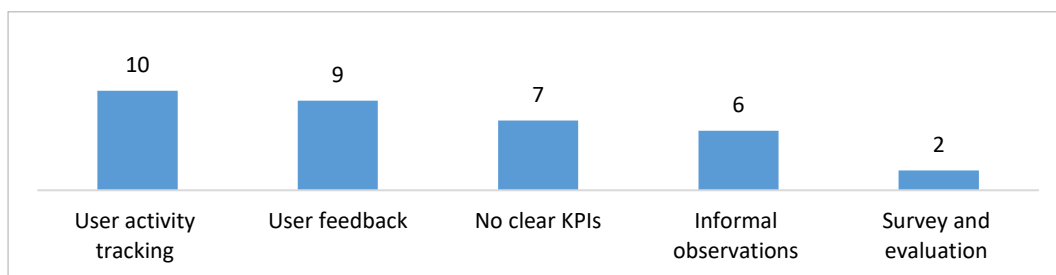
¹¹ ST/AI/2022/2 and [Accessibility Guidelines for UN Websites](#)

F. Efforts to systematically track digital transformation results and share good practices and lessons learned were nascent

Benefits of digital transformation were hard to quantify due to the lack of systematic tracking and measurement

49. Most digital transformation initiatives not led by OICT¹² lacked systematic mechanisms to track performance or measure benefits, making it difficult to demonstrate their impact. Among the 28 initiatives reviewed in depth, Business Process Owners reported that the majority relied on basic user-activity metrics, such as Google Analytics and ad hoc feedback, rather than structured monitoring frameworks designed to assess clear objectives, as shown in Figure 16.

Figure 16: Business Process Owners' reported mechanisms for measuring digital initiative performance



Source: OIOS interviews

50. These different performance measurement approaches highlighted the absence of a common measurement framework for digital transformation across the Secretariat. The data obtained from the performance measures above, including basic metrics such as logins or page views, were seldom linked to organizational performance or user outcomes, thus limiting the ability to justify investments or scale successful solutions. This prevented business process owners from pronouncing judgement on the quality of the initiative from a usability perspective. The inability to measure user experience and integrate that feedback into subsequent iterations of the initiative posed a significant risk to the sustainability of the digital tools.

Knowledge sharing and guidance on replicating digital initiatives were limited

51. Various Secretariat entities, such as EOSG, OICT and DMSPC, promoted digital initiatives, such as UNITE Ideas, Innovation Day and innovation-focused events under UN 2.0. While UNITE ideas platform provided a structured knowledge base of planned innovation projects and solutions, all the platforms aimed to foster collaboration and showcase innovation. However, while these events provided visibility for high-level concepts and success stories, they did not provide detailed guidance, technical resources or necessary-to-replicate successful digital solutions within or across entities. As a result, several informal, peer-to-peer channels for support came into existence, such as “Data Peeps and Geeks” – an informal internal community of practice, and “UN Innovation Network” - a Microsoft Teams chat group where colleagues from peace and security and other entities could post questions about AI and innovation, and the "NewWork network" - a grassroots community of UN personnel dedicated to advancing and promoting digital transformation as critical to organizational culture change. These efforts were mostly ad-hoc and lacked structure or guidance.

¹² Initiatives mentioned in the multi-year implementation plan, Annex 1 of the A/80/558 are supported by performance tracker.

52. Several participants in the group discussions observed that, despite some improvements in information-sharing efforts, the effective documentation and dissemination of best practices in digital transformation remained limited. A key barrier they identified was the perception that each entity operated in a unique context and therefore required customized solutions, which made it challenging to adopt approaches that had worked elsewhere. As a result, the entities often refrained from sharing detailed examples of their initiatives, viewing them as too tailored to be broadly applicable.

V. Conclusion

53. The Organization has made important progress in transforming itself digitally over the past five years, despite facing structural, funding and capacity constraints. Much of the digital transformation occurring in the Secretariat is organic, with motivated staff members taking the lead in developing practical digital solutions, testing new tools, and adapting workflows and processes to meet operational needs. These grassroots initiatives have demonstrated both the appetite and capacity for digital innovation within the Secretariat workforce. Leveraging this bottom-up momentum through clear guidance, senior leadership support and recognition, enabling policies, and proactive planning offers a substantial opportunity for the Organization to further accelerate its digital transformation.
54. The UN80 initiative provides a strategic window to consolidate digital gains and address longstanding barriers to transformation. By aligning the progress already achieved with a stronger over-arching strategic vision and direction, strengthened interoperability, and targeted investment in tools and staff capacity, the Secretariat can position itself to operate with greater efficiency and effectiveness in a rapidly evolving global landscape.

VI. Opportunities for improvement

55. This evaluation identified several opportunities for the Secretariat to further leverage digital technologies to improve efficiency and accelerate mandate delivery. For some of these opportunities, the EOSG or OICT may be best placed to respond with Secretariat-wide guidance or mechanisms. Individual entities may also consider these opportunities to strengthen their own internal digital transformation. These include:
- d. Developing a Secretariat-wide definition of digital transformation and clear strategic direction articulated at the entity level (*result A*);
 - e. Conducting an organizational gap analysis and strengthening digital capacity through targeted staff training and retention of internal talent (*result B*);
 - f. Ensuring continued and proactive support from senior leadership for innovation (*result C*);
 - g. Strengthening the centralized repository to include all digital solutions and address functionalities on how it is accessed and used (*result D*);
 - h. Developing systems to integrate users' feedback through the digital solution life cycles (*result D*);
 - i. Strengthening ICT project management frameworks, policies and support mechanisms to minimize bottlenecks throughout the digital solutions lifecycle (*result E*); and
 - j. Developing an Organization-wide performance measurement system to systematically capture process metrics (usage, efficiency) and outcome metrics (mandate-related outcomes, decisions informed, capacities strengthened) through digital transformation (*result F*).

Appendix 1: List of Secretariat entities included in the scope of the evaluation

1	DCO	Development Coordination Office
2	DESA	Department of Economic and Social Affairs
3	DGACM	Department for General Assembly and Conference Management
4	DGC	Department of Global Communications
5	DMSPC	Department of Management Strategy, Policy and Compliance
6	DOS	Department of Operational Support
7	DPPA	Department of Political and Peacebuilding Affairs
8	DSS	Department for Safety and Security
9	ECA	Economic Commission for Africa
10	ECE	Economic Commission for Europe
11	ECLAC	Economic Commission for Latin America and the Caribbean
12	EOSG	Executive Office of Secretary General
13	ESCAP	Economic and Social Commission for Asia and the Pacific
14	ESCWA	Economic and Social Commission for Western Asia
15	OCHA	Office for the Coordination of Humanitarian Affairs
16	ODA	Office of Disarmament Affairs
17	ODET	Office for Digital and Emerging Technologies
18	OHCHR	Office of the United Nations High Commissioner for Human Rights
19	OICT	Office of Information and Communications Technology
20	OLA	Office of Legal Affairs
21	OSAA	Office of the Special Adviser on Africa
22	OSESG Yemen	Office of the Special Envoy of the Secretary-General for Yemen
23	UNAMA	United Nations Assistance Mission in Afghanistan
24	UNCTAD	United Nations Conference on Trade and Development
25	UNDRR	United Nations Disaster Risk Reduction
26	UNEP	United Nations Environment Programme
27	UN-HABITAT	United Nations Human Settlement Programme
28	UNLB	United Nations Logistics Base
29	UNMHA	United Nations Mission to support the Hudaydah Agreement
30	UNOAU	United Nations Office to the African Union
31	UNOCA	United Nations Regional Office for Central Africa
32	UNOCT	United Nations Office of Counter-Terrorism
33	UNODC	United Nations Office on Drugs and Crime
34	UNOG	United Nations Office at Geneva
35	UNON	United Nations Office at Nairobi
36	UNOV	United Nations Office at Vienna
37	UNOWAS	United Nations Office for West Africa and the Sahel
38	UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
39	UNSCO	United Nations Special Coordinator for the Middle East Peace Process
40	UNSMIL	United Nations Support Mission in Libya
41	UNVMC	United Nations Verification Mission in Colombia

Appendix 2: Management response received from the Secretariat entities

All 41 Secretariat entities within the scope of this evaluation were invited to submit formal management responses to the report. UNAMA, OHCHR, and UN-HABITAT submitted management responses, which are appended below.

UNAMA management response to OIOS evaluation report on digital transformation in the UN Secretariat

UNAMA appreciates the opportunity to provide its response to the draft OIOS evaluation report on digital transformation in the UN Secretariat. It notes that the general findings and recommendations align closely with UNAMA's observations and experience. The Mission's feedback draws on some of its more strategic lessons, in addition to some comparative insights of other UN entities and international organizations in the areas evaluated.

1. Lack of conceptual clarity or strategic direction specifically on digital transformation

UNAMA agrees with the OIOS evaluation finding regarding the evident ambition of the UN Secretariat for digital transformation, while lacking a unified Secretariat-wide definition and shared conceptual framework for a coherent approach to digital transformation. This lack of a single, authoritative digital transformation model leads to or risks divergent, siloed initiatives and inconsistent levels of maturity.

UNAMA proposes that consideration be given to integrating UN 2.0 pillars (data and digitalization) and the Secretary-General's Data Strategy (data action, management, analytics and governance; technology; people and culture; and partnerships) into a single, organization-wide digital transformation framework, embedding inclusion, accountability and interoperability from the outset. This could strengthen coherence and avoid parallel tracks, while helping to ensure it is recognized as a cross-cutting capability across functions.

2. Unevenness of staff capacity and skills to implement digital transformation

UNAMA agrees with the OIOS finding that workforce capacity is evolving but remains uneven and under-resourced, including variations in digital competencies, particularly in advanced analytics, coding, and AI, with self-assessments confirming persistent gaps. This directly undermines the scalability and sustainability of digital initiatives.

The Mission agrees with the proposed conduct of an organizational gap analysis and targeted staff training. It further recommends that the Secretariat consider implementing role-specific digital competency frameworks and a mandatory baseline digital literacy certification for all personnel, coupled with targeted upskilling in areas such as data, AI, cybersecurity, and user-centred design.

In addition, the Mission proposes periodic evaluations to ensure that the training and skills delivered result in tangible, measurable outcomes, such as improved staff performance and output, and the increased use of newly developed end-user tools.

3. Funding remains a structural constraint

The OIOS report highlights that digital initiatives overwhelmingly rely on XB funding, creating vulnerabilities sustainability. UNAMA's difficulties in recruiting data and AI staff due to budget limitations mirror Secretariat-wide constraints. A predictable, programmatic financing is essential for sustainable digital transformation.

UNAMA proposes that the United Nations Secretariat consider establishing a dedicated digital transformation budget line within the Regular Budget, covering maintenance, licensing, secure hosting, accessibility compliance, and workforce development.

4. Culture of innovation and the drive of digital transformation by motivated staff with support from leadership

UNAMA agrees that proactive leadership can have a transformative effect in policy alignment and an acceleration in the adoption and cultural acceptance of digital tools. Yet leadership engagement is uneven and not systematically supported by mechanisms, such as mandatory senior-leader training, standardized Key Performance Indicators (KPIs), or accountability frameworks. The Mission also concurs with the finding that

digital transformation cannot depend on “champion individuals” but requires institutionalized strategic stewardship and change processes.

UNAMA proposes that the Secretariat provide executive level capacity building for leadership in digital transformation. Senior-level stewardship and its sustainability could be aligned with accountability and KPIs (i.e. in compacts and other performance documents) across all entities as part of the proposed Secretariat-wide digital transformation performance management system.

5. Systemic challenges of digital transformation initiatives that limit their sustainability

UNAMA concurs with the OIOS finding regarding the proliferation of customized and localized digital initiatives that lack enterprise interoperability and replication, which is consistent with UNAMA’s experience. The lack of shared platforms and interoperability frameworks causes fragmentation, duplication, and increased long-term costs.

UNAMA proposes that the UN Secretariat consider establishing mandatory interoperability standards and a broader enterprise architecture. The selection of initiatives for interoperability and replication could be driven jointly by field missions and Headquarters, ensuring alignment with realities and operational needs of UN Headquarters entities and field missions.

6. Emerging efforts to track digital transformation results and share good practices and lessons learned

UNAMA agrees with the OIOS finding that good practices are emerging but are not systematically captured or scaled.

UNAMA proposes the creation of a UN Secretariat-wide Digital Learning Hub, which combines governance, toolkits, replicable modules, case studies, open-source components, and user support, etc.

7. User-centred design and accessibility are still not institutionalized

UNAMA agrees with the OIOS finding that designs for data transformation of often inconsistent integration of user needs, and that accessibility features are often lacking in new tools.

The Mission proposes that the UN Secretariat consider requiring organization-wide user-experience standards and related KPIs for all digital initiatives.

8. Performance measurement is insufficient and impedes strategic decision-making

UNAMA noted the OIOS finding that there is a widespread reliance on basic usage metrics instead of structured KPIs linked to mandate/programme delivery.

The Mission proposes that the Secretariat create an organization-wide digital transformation scorecard, linked to mandate/programme outcomes, with consistent indicators across efficiency, inclusion, data use, and AI governance, taking into account Secretariat entity capacities and capabilities.

UNAMA agrees with the OIOS finding that digital solutions were primarily developed to automate processes and strengthen evidence-based decision-making.

The Mission proposes that solutions developed by different Secretariat entities be catalogued and made available to all, enabling any entity to leverage the full solution, specific components, or even the underlying idea, to facilitate replication.



MEMORANDUM INTERIEUR • INTEROFFICE MEMORANDUM

A: Ms. Fatoumata Ndiaye, Under-Secretary-General
TO: Office of Internal Oversight Services

DATE: 8 April 2026

DE: Nada Al-Nashif
FROM: Deputy High Commissioner / Officer-in-Charge

REFERENCE: OIOS-2026-00573

OBJET: **Management response to the draft report of the Inspection and Evaluation Division**
SUBJECT: **(IED) of the Office of Internal Oversight Services (OIOS), on the evaluation of digital transformation in the United Nations Secretariat.**

1. In response to your Office's memorandum of 26 March 2026, I am pleased to provide the response of our Office to the draft report of the Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS), on the evaluation of digital transformation in the United Nations Secretariat.
2. Our Office is grateful for the spirit of consultation demonstrated throughout the process, including with respect to data collection, circulation for inputs, and the consideration given to our comments on the draft report. OHCHR particularly welcomes your consideration of our comments on performance measurement approaches that extend beyond efficiency considerations to include mandate-related outcomes, as well as on factors affecting the effectiveness and sustainability of digital transformation, including governance, internal processes, and the management of digital solution lifecycles.
3. The report is welcome and provides valuable insights into the continued strengthening of the work of the United Nations Secretariat in advancing digital transformation in support of effective mandate delivery.
4. Our Office agrees with the opportunities identified for improvement to advance digital transformation across the Secretariat and is ready to engage in relevant Secretariat-wide efforts. In particular, we support initiatives aimed at strengthening strategic clarity, governance arrangements, performance measurement frameworks and the management of digital solution lifecycles, and will continue to contribute to collective discussions and initiatives in these areas, as appropriate.

Best wishes.

& warm regards!

Dear Demetra,

On behalf of Ms. Anaclaudia Rossbach, Executive Director of United Nations Human Settlements Programme (UN-Habitat) this is to acknowledge with appreciation receipt of the draft report of the Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS), on the evaluation of digital transformation in the United Nations Secretariat.

UN-Habitat is in agreement with the report. We would also like to take this opportunity to thank OIOS for this excellent and collaborative work.

Best Regards

Annette Folke Waweru
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United Nations Human Settlements
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