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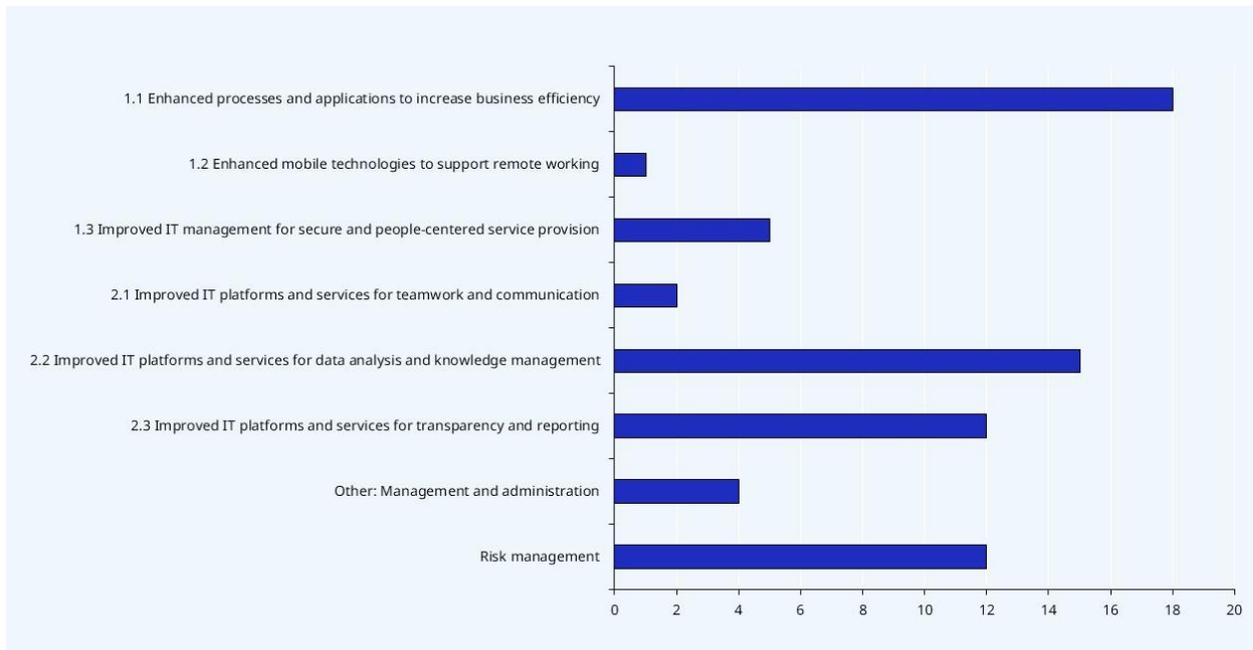
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First progress report on the implementation of the Information Technology Strategy 2022–25

► Introduction

1. The ILO is in the first year of its four-year Information Technology Strategy 2022–25 (IT Strategy).¹
2. The IT Strategy has two outcomes and one cross-cutting driver. In the context of expanding needs, constrained budgets and rapidly evolving technologies, the IT Strategy pays particular attention to the need to realize the full potential of the ILO’s digital information and products. Efforts to enhance digital skills in the workplace aim to expand the Organization’s capacity to derive value from its digital assets. Doubling down on efforts to bridge the digital divide is essential to ensure that knowledge is fully accessible to all.
3. Over the first year of the strategy period, the Office made measurable progress towards achieving the outcomes by completing 69 projects. A list of the initiatives completed under the 2022 work plan can be found on the Information and Technology Management Department (INFOTEC) web page.² The following figures provide an overview of the completed projects, by strategic output/driver and by category.

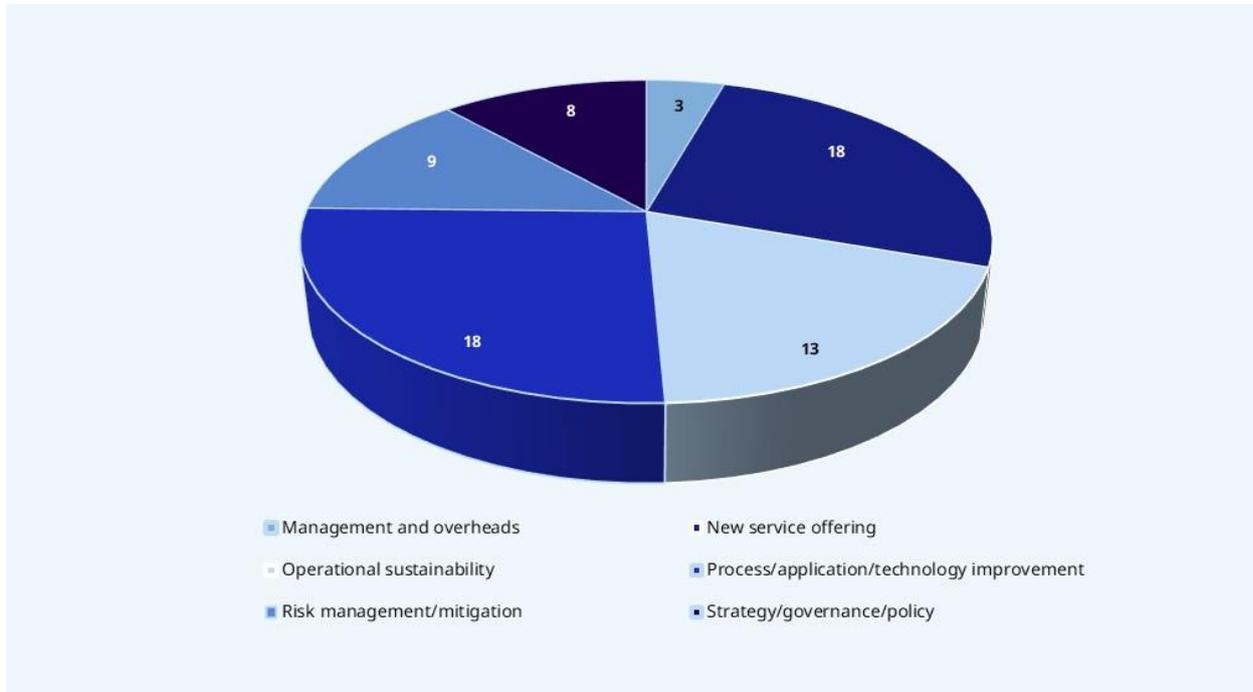
► **Figure 1. Completed projects by strategic output/driver**



¹ GB.343/PFA/4

² INFOTEC

► **Figure 2. Completed project by category**



4. This document describes the projects that have already contributed to delivery of the outcomes. Progress against outcome indicators is included at the end of each outcome section.

► Outcome 1. A more efficient, agile and responsive ILO

5. Outcome 1 of the IT Strategy highlighted the need to leverage advances in technology to better support users of IT services in their daily work, improving staff productivity, morale and work-life balance. The outputs focused on reducing administrative overheads and costs, enhancing and modernizing ILO applications, strengthening remote working and ensuring the security and availability of IT services, whether staff and constituents are working in an ILO building or remotely.

Output 1.1. Enhanced use of automated processes and applications to increase business efficiency

6. The Office increased efforts to enable efficiencies in a changing environment by enhancing and automating manual processes to improve workload distribution, enhance responsiveness and facilitate remote working.
7. Several human resources processes were targeted for digitization in 2022. The initiative to automate the staff separation process reduced the need for paper forms for staff departure procedures and final payments, streamlined administrative activities and resulted in increased efficiency and transparency.
8. The process for requesting and producing Staff Health Insurance Fund (SHIF) attestations was digitized, resulting in improved process efficiency and timeliness for staff and retirees to obtain healthcare related attestations. A further process to request and generate employment

attestations online is expected to go live in early 2023. These initiatives were both identified in the ILO Human Resources Strategy for 2022–25.

9. The ILO is instituting new policies and procedures associated with staff teleworking. Solutions and processes are being developed to enable staff and management to validate and approve requests while ensuring that they adhere to the rules governing the process. This project should be completed by March 2023.
10. A proof of concept was undertaken to validate the relevance and utility of DocuSign for supporting digital signatures at the ILO. Project outcomes were positive and validated the technology, while highlighting a number of legal and budgetary challenges that need to be addressed before rolling out the solution globally.
11. The effective delivery of support services and efficient management of workplaces requires modern, secure IT and operational technology. The replacement of existing disparate legacy systems with an integrated solution is the first step on this journey.
12. Competitive bidding to identify the most appropriate integrated workplace management system (IWMS) to meet global Office needs has been concluded. The system selected will not only replace current standalone software but also provide a fully integrated system to manage physical assets and support workplace-related service delivery and processes. The interconnection of this IWMS with existing ILO systems will allow the Office to improve results-based management, monitoring and reporting. The implementation project began in January 2023.
13. The work of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) relies on the timely collection, validation and collation of information which is often in written format. The Office has created a CEACR workflow application which digitizes the collection and processing of the data reviewed by the Committee of Experts. This solution was used to support the operations of the November 2022 CEACR meeting. Further enhancements will be made to fine-tune the application and address requirements that emerged during the 2022 CEACR cycle.
14. An application (Interpreter’s Application – Mass Hire) to support the selection and hiring of interpreters for official ILO meetings was completed in 2022. The application also allows work tasks to be allocated once interpreters have been brought on board.
15. Application modernization and data visualization projects were initiated in 2022 to provide additional levels of insight through more intuitive presentation of the data. Furthermore, the iTrack system, used to track project evaluations, is being enhanced to increase transparency and better illustrate reports of the Evaluation Office (EVAL). This project is scheduled for completion in 2023.
16. The NATLEX database, which contains information on national labour, social security and related human rights legislation, is another candidate for modernization in 2023. The application will be upgraded and enriched to allow for better graphical representation of the content.
17. The constant evolution of the IT landscape combined with the prevalence of cybersecurity malpractice obliges IT organizations to be vigilant about upgrading and patching critical systems. Since the Integrated Resource Information System (IRIS), the Oracle software version underpinning the Enterprise Resource Planning software, had evolved to a point where it would no longer be supported by the technology provider, the ILO completed a significant IRIS upgrade project in 2022.

18. Several existing ILO custom developed solutions reached their “end of life” (the point at which no further software support is provided by the technology vendor) during the strategic period. The Health Insurance Information System was upgraded to the most current version, which helped the ILO to address known vulnerabilities with the previous version of the underlying technology. The Joint Medical System was also modernized and updated to facilitate new COVID-related medical services and vaccination processes.
19. Efforts to make basic IRIS functionality available to all project offices were hampered by supply chain delays impacting the delivery of laptops to project offices. An additional security upgrade was introduced to ensure that IRIS could not be accessed from insecure devices. Office efforts to determine additional training needs are under way. Implementation in this area is expected to be complete by the end of 2023.

Output 1.2. Enhanced use of virtual and mobile technologies to support remote working

20. Efforts to transform the workplace by implementing technologies that enable real-time communication across the globe are well-advanced. Microsoft Office tools and applications are now mainstreamed, and staff can access their information and collaborate at any time, from any location.
21. The global rollout of standard secured laptops was completed, enabling all ILO staff to access information and services through a secured virtual private network, from an office location, from home or on the move. Staff and authorized contractors can also access ILO data securely from either corporate or personal mobile telephones.
22. Moving call centre technology to the Microsoft Teams platform has removed previous physical constraints associated with this type of work, allowing support staff to work from any location. This move enables hybrid work arrangements, which are likely to be beneficial to staff well-being and useful for managing work–life balance.
23. Optimal use of mobile technologies relies on good quality internet connectivity, particularly when accessing voice or video. Internet bandwidth consumption in external offices is monitored consistently and contracts are re-negotiated to increase availability, when feasible, in order to ensure that cloud service levels remain acceptable.
24. For particularly remote locations with little or no access to commercial internet bandwidth, the Office is exploring alternative internet provision methods, such as low-orbit satellite and mobile networks, to address network connectivity and latency challenges. An early release of the Starlink low-orbit satellite service was evaluated as a potential solution for such locations. However, the outcome was inconclusive, as many shortcomings were identified. A second test will be conducted once newer commercial service plans are made available.
25. In April 2022, the Office launched ILO Live, a web-based platform that allows viewers to watch live and recorded video of ILO events broadcast from anywhere in the world. ILO Live provides key contextual information about topics and speakers, making it a rich and searchable archive of the moments that shape the life of the Organization.
26. Efforts to scale ILO Live across the Organization are under way. For these efforts to succeed, departments, regions and field offices will have to familiarize themselves with this new platform. Training materials, documentation and workshops are being provided for this purpose.

Output 1.3. Improved IT management function to deliver a more secure and people-centred service provision

27. People-centred service provision implies that products and technologies are intuitive, simple and robust, that organizational stakeholders are fully involved in the technology decisions that impact their day-to-day work and that they are empowered to influence the design and adoption approach used. Technologies and information that enable staff and constituents to automate processes using relatively low-cost, agile approaches are an important aspect of people-centred service delivery.
28. In 2022, all ILO staff were provided with software that enabled them to generate and deploy simple electronic forms. There has been significant uptake in the use of this software, which enables support staff to obtain consistent and relevant information for any repetitive tasks that they perform.
29. A modern, self-service ticketing system and IT service portal was implemented at headquarters in the summer of 2022. This system includes forms, workflows and a searchable knowledge base. In addition, it improves the visibility of the real-time status of IT-related requests. Usage statistics demonstrate that ILO staff have appreciated the flexibility offered by the system, with adoption metrics twice as high as expected. The time spent answering user support calls by telephone has been significantly reduced.
30. Preparatory technical workshops and subsequent ILO Service Portal implementations have been scheduled for all regions. The Arab States region completed implementation in October 2022, and the Africa region is scheduled to complete in January 2023. The ILO Service Portal will be implemented globally by mid-2023.
31. The ILO Service Portal was integrated with information security incident detection processes. This enables a more transparent information flow and has reduced the time needed to detect, analyse and share incident-relevant information.
32. The technologies underpinning the ILO Service Portal were also leveraged by three other administrative departments to automate service request handling for their business units.
33. People-centred service provision includes supporting those who are delivering services directly to our constituents. A toolkit is being developed to assist development cooperation project managers to understand and manage IT-related risks when procuring IT services and products funded by development cooperation resources for third party beneficiaries. The toolkit will include risk-based guidelines and illustrative examples, draft terms of reference templates and a suggested evaluation checklist.
34. Improving the security responses that the ILO delivers to its stakeholders remains a major preoccupation. An escalation process for cybersecurity incident detection and response was developed as a collaborative effort between information security experts, senior ILO stakeholders and external suppliers. This action has enhanced transparency, predictability and ownership of security incident escalation by clarifying responsibilities of the different organizational stakeholders.
35. Anti-malware protection and intrusion detection was extended to all ILO Microsoft Windows based servers, both physical and virtual. Equivalent controls are being implemented on Linux based servers. This project has enabled the provision of 24/7 detection and response in case of intrusion attempts on critical IT assets (protected servers).

► **Strategic indicators for outcome 1**

Indicator	Means of verification	Baseline	Milestone (end 2023)	Current state (end 2022)
Outcome 1. A more efficient, agile and responsive ILO				
Output 1.1. Enhanced use of automated processes and applications to increase business efficiency				
1.1.a. Percentage of project locations with access to basic IRIS functionalities	Log of project locations with IRIS maintained by FINANCE; IRIS usage data	16%: 21 out of 131 project locations (August 2021)	100%	32% (44 out of 138 project locations): IRIS security enhanced; secure laptops provided; training needs being assessed
1.1.b. Number of legacy applications replaced by the Integrated Workplace Management System	Applications and database	12 legacy applications	4 legacy applications replaced.	Requests for proposals completed Project planning under way to define delivery timelines for key features in 2023
Output 1.2. Enhanced use of virtual and mobile technologies to support remote working				
1.2.b. Percentage of ILO Office and project locations benefiting from bandwidth upgrades to facilitate access to cloud technologies and internet	Internet bandwidth statistics per location	62 locations	25%	11%: 7 locations upgraded, 11 planned for 2023
Output 1.3. Improved IT management function to deliver a more secure and people-centred service provision				
1.3.a. Percentage of ILO staff who create their own Service Desk tickets at least once per year	ILO Service Desk records	N/A	10%	57%: 2,312 staff created at least one ticket on the ILO Service Portal since May 2022
1.3.b. Percentage of ILO staff who have been recertified in IT security awareness training	ILO e-learning system	N/A	50%	88.5%: cumulative percentage for completion

► **Outcome 2. A more collaborative, insightful and transparent ILO**

36. Outcome 2 of the IT Strategy emphasizes the need to reinforce the ILO’s position as the definitive source of knowledge about the world of work. Specific outputs focus on strengthening collaboration between staff and constituents, improving data and information and management, and increasing the transparency of the ILO’s operations. The desired result is to enable better informed decision-making.

Output 2.1. Improved IT platforms and services for teamwork and communication

37. Microsoft Office 365 technologies underpin the Office strategy to enable collaborative working between internal staff members and with external partners. The flagship product, Microsoft

Teams, fosters teamwork and knowledge-sharing across geographical and organizational boundaries. It provides a single platform from which Microsoft cloud applications can be accessed and delivers a consistent experience across all ILO and personal devices.

38. The Microsoft Teams communication experience has been enhanced through the deployment of compatible video conferencing devices in meeting rooms at headquarters. This provides the opportunity to leverage additional integrated conferencing products, which enable more effective participation during hybrid meetings.
39. In addition to improved chat and meeting capabilities, Microsoft Teams provides access to document co-authoring, document management and enhanced search. The global rollout of document sharing and collaboration services is on target at headquarters and in the field. It is expected that these technologies will be used regularly by 80 per cent of the ILO workforce by the end of 2023.
40. The majority of the ILO's digital information is accessed by its constituents through the ILO public website. The technological components of the current website have aged and it no longer meets recent design or security standards. In preparation for its replacement, a digital design system has been developed. This system will be key to ensuring that future online platforms have consistent branding, while also guaranteeing usability and accessibility for all users.
41. Procurement exercises to identify the underlying technology, hosting provider and implementation partner have also been concluded. The next phases of the ILO web renewal will consist of restructuring the architecture and content of the current website, implementing a new content management system and migrating the content to the new ILO website.

Output 2.2. Improved IT platforms and services for data analysis and knowledge management

42. The Office is improving access to knowledge about the world of work by removing financial barriers, enhancing the findability of the information and standardizing data to increase coherence and efficiency.
43. Open access is a set of principles and practices through which research outputs are distributed online, free of cost or other access barriers. The Office is the custodian for 11 Sustainable Development Goal (SDG) indicators and shares ownership for providing data and methodological development for several others; its data is one of its most valuable products. The implementation of open access would allow the Office to increase its statistics and research data brokering activities, facilitating the sharing of SDG data across the United Nations (UN) system.
44. The success of a website search operation is partially dependent on the efforts made by content creators to standardize the labelling and categorization of the information. The ILO Common Document Types Taxonomy was launched in mid-2022 to provide staff with an enterprise-wide resource for labelling and retrieving documents. Consistent use of this resource will facilitate better information retrieval.
45. The ILO Thesaurus was also updated to map to the SDGs, using linked open data. This effort, endorsed by the UN High-level Committee on Management, is another building block that will allow the ILO to link its own work on SDGs to similar content in other organizations. Terminology related to the digital economy was also expanded to enhance the tagging and discovery of publications in this evolving area.

46. A knowledge-sharing repository, [Meet and Share](#), was created to enable ILO staff to store mission reports and minutes of key meetings in a single repository.
47. Preparatory activities for the implementation of an electronic records management system (ERMS) are under way and two pilot projects have been identified to test the proposed approach in 2023. Records management staff have begun reviewing records retention schedules, filing structures and applicable metadata.
48. A number of new knowledge platforms were delivered to constituents in 2022. A new repository of knowledge, [Cross-border social dialogue and agreements](#), publishes content to the ILO public website on themes that constitute building blocks of cross-border social dialogue practices.
49. The Global Care Policy Portal was created to disseminate knowledge on care leave policies and services and related global, regional, income-group and national legal and statistical indicators. The portal contains a care policy cost simulator, which enables users to calculate investment needs and benefits associated with particular care policy scenarios for one or several countries. Its intuitive web interface should help promote and drive better informed decisions in care policymaking.

Output 2.3. Improved IT platforms and services for transparency and reporting

50. International organizations are facing increased pressure from donors to demonstrate that they are achieving expected results and delivering value for money. The number of assessments and reporting requirements from audit and compliance bodies is also expanding as the UN system is subject to increased competition and scrutiny. The Office must provide timely and consistent responses to these diverse demands.
51. The Office has delivered on the first milestone towards achieving full compliance with the International Aid Transparency Initiative (IATI) Standard. Data publishing in accordance with the IATI Standard has been automated, which facilitates more frequent reporting.
52. The ILO Development Cooperation Dashboard provides information to constituents allowing them to track, analyse and display ILO projects, donors and strategic objectives. In 2022, enhanced filtering and data viewing features were added to the dashboard for flagship programmes and focus areas.
53. The ILO Research Repository for Social Justice was launched in February 2023 to showcase ILO research, reports, working papers and policy documents. The Research Repository for Social Justice promotes the knowledge work of the ILO to constituents, researchers and policy organizations, links ILO researchers to one another across offices and departments and provides transparency on the research topics undertaken across the Organization.
54. Digital object identifiers (DOIs) were implemented for publications, reports and documents in order to facilitate measurement of the impact of the ILO's institutional research and outreach on the world of work. DOIs allow consistent tracking of a publication even if the URL is changed.
55. In collaboration with Research4Life partners, the Office participated in a pilot using artificial intelligence. This pilot identified gaps in the Research4Life collections available to researchers in the lowest income countries relating to SDG 2. The pilot will be repeated across all SDGs to obtain a fuller picture of the gaps in economics research and legal information. Expanding the content available to users in the lowest income countries will benefit the social partners in these countries and support SDG 16.

56. The ILO collaborated with the International Organization for Migration to develop the Research to Action project. The project aims to support efforts to tackle child labour, forced labour and human trafficking around the world. Research to Action tools and knowledge products were developed with guidance and input from a broad multistakeholder community of experts as a contribution to the Global Alliance to Eradicate Forced Labour, Modern Slavery, Human Trafficking and Child Labour.

► **Strategic indicators for outcome 2**

Indicator	Means of verification	Baseline	Milestone (end 2023)	Current state (end 2022)
Outcome 2. A more collaborative, insightful and transparent ILO				
Output 2.1. Improved IT platforms and services for teamwork and communication				
2.1.a. Percentage of staff members sharing files, co-working on documents and using other collaborative tools through Microsoft Teams	Microsoft Teams Administration dashboard	10% of ILO staff (August 2021)	80% of ILO staff	84%: 3,409 users accessed files in Teams 27%: 1,127 users shared files
2.1.b. Annual percentage increase in external audience access to ILO events made available through the ILO Live media platform	Google Analytics	External audience access in 2021 (to be determined in January 2022)	10% annual increase	
Output 2.2. Improved IT platforms and services for data analysis and knowledge management				
2.2.a. Percentage of records stored in the ERMS	Report of archived records in the ERMS	N/A	10% of newly created human resources files	Pilot processes being defined Specific discussions under way with Human Resources Development Department (HRD) to focus on migration of HRD "P files" into records management tools and processes in 2023
2.2.b. Percentage of mission reports electronically stored and shared across the Office	For each trip undertaken, an electronically stored trip report exists	0%	70%	Meet and Share officially launched to the Office in November 2022
Output 2.3. Improved IT platforms and services for transparency and reporting				
2.3.a. Frequency of automated reporting and publication of ILO data in IATI	IATI portal	Annual reporting and publication	Monthly reporting	IATI currently published quarterly; work under way to increase frequency to monthly
2.3.b. Percentage of ILO public website (www.ilo.org) meeting Web Content Accessibility Guidelines (WCAG) accessibility "AA" standards	Website assessment by accessibility experts	0%	15%	

▶ Cross-cutting driver

Risks to information availability, integrity and confidentiality

57. One of the most important risks to the successful achievement of the IT Strategy is the potential impact of a major cybersecurity incident at the ILO. Monitoring to ensure that IT assets are sufficiently protected contributes significantly to reducing the vulnerability of the Office to disruption of IT services, financial, legal and reputational risks, damage to ILO data/records, compromise of staff identities and loss of ILO intellectual property.
58. A vulnerability scanning system has been implemented to scan internet-exposed ILO systems for any known vulnerabilities that could be exploited by malicious actors to obtain unauthorized access to ILO data. An IT asset discovery component provides insights on compliance with ILO IT standards by revealing the IT assets in use that have not been covered by the IT governance process.
59. In response to a recommendation made in the UN Joint Inspection Unit (JIU) report (JIU/REP/2021/3), the Office engaged an independent external consultancy to review the ILO's cybersecurity framework and resilience. A high-level report³ was presented under the Programme, Financial and Administrative (PFA) Section to the Governing Body at its November 2022 session. A cyberresilience maturity assessment showed that multiple ISO 27001 cybersecurity controls have already been implemented and are aligned with recommendations made by the JIU in its report. The assessment also identified opportunities to further enhance cybersecurity controls.
60. Some of the recommendations of the high-level report were integrated into the 2022 work plan. This includes the enhancement of vulnerability management, improvement of the risk assessment process and the execution of a security assessment of internet of things networks.
61. Additional cybersecurity improvements have been scheduled for implementation in 2023. In particular, these include the development of role-based information security awareness training and enhanced communications materials to reinforce an information security awareness culture within the Office.
62. Early in 2022, a security assessment of the ILO's electronic voting infrastructure indicated that it was no longer fit for purpose. The software, which was heavily customized, could no longer be upgraded and posed a risk to other systems and data running on the ILO network. Several potential replacement strategies were appraised and it was determined that an electronic voting solution should be procured from a third party. The procurement process was concluded in 2022 and the system will be implemented by June 2023.

³ GB.346/PFA/3