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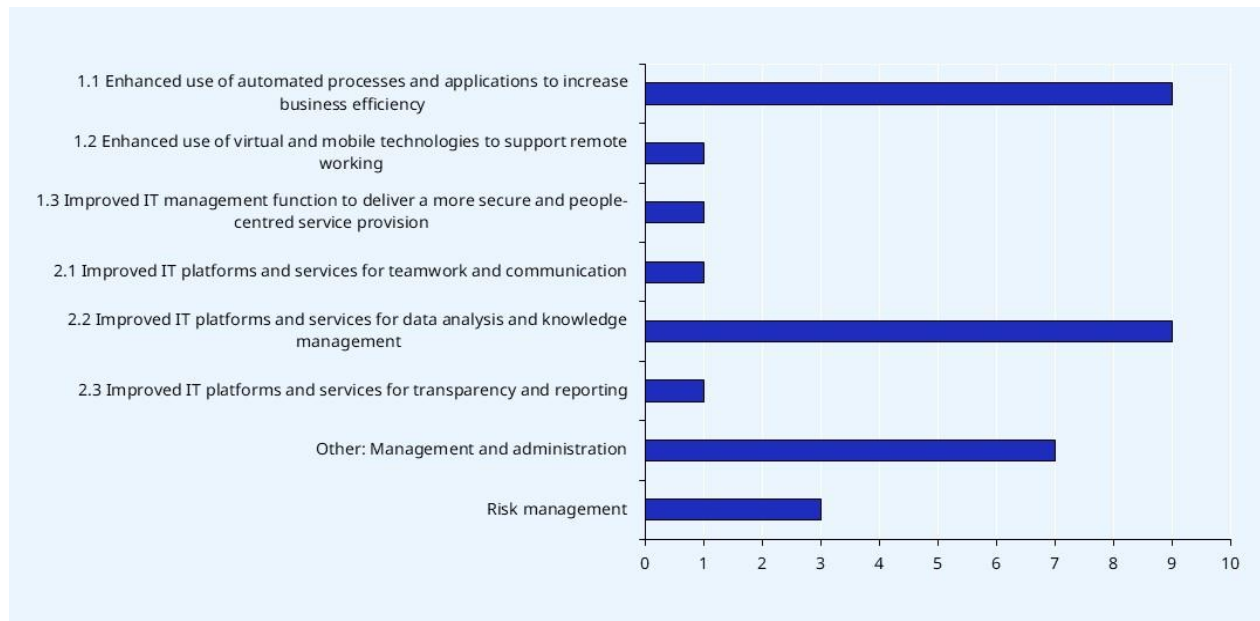
Third progress report on the implementation of the Information Technology Strategy 2022–25

► Introduction

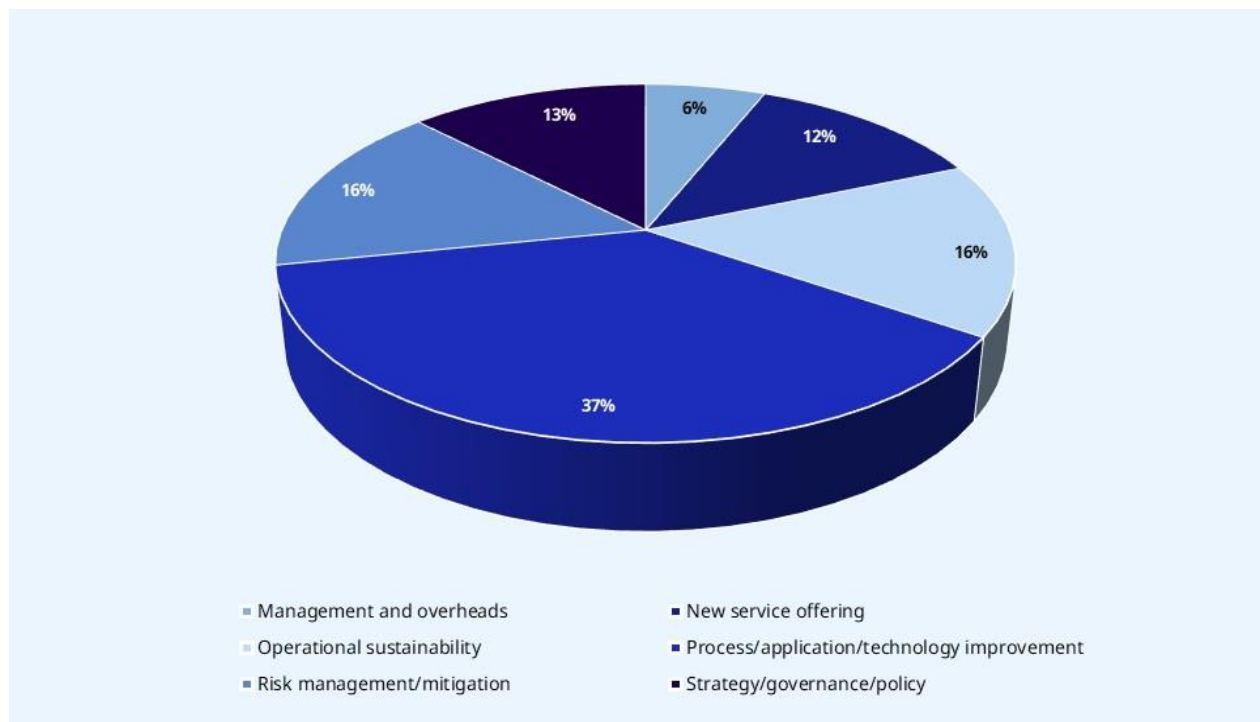
1. The ILO is in the third year of its four-year Information Technology Strategy 2022–25 (IT Strategy).¹
2. The IT Strategy has two outcomes and one cross-cutting driver. In the context of expanding needs, constrained budgets and rapidly evolving technologies, the IT Strategy pays particular attention to the need to bridge the digital divide in order to realize the full potential of the ILO's digital information and products, and ensure that knowledge is fully accessible to all.
3. Over the third year of the strategy period, the Office made measurable progress towards achieving the outcomes by completing 32 projects. A list of the initiatives completed under the 2024 work plan can be found on the Information and Technology Management Department (INFOTEC) [web page](#). The following figures provide an overview of the completed projects, by strategic output/driver and by category.

¹ GB.343/PFA/4.

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



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



4. This document describes the projects that contributed to delivery of the outcomes in 2024. Delivery of certain projects straddles the year end and will continue into 2025. 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 highlights 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 focus 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 web-based [ILO Service Tracker](#) collects feedback from beneficiaries of apprenticeship and training programmes about their experiences and subsequent employment outcomes. The information gathered assists technical and vocational education and training agencies in enhancing the quality and relevance of their programmes, with a view to improving labour market outcomes for graduates. The survey creation process and data analysis capabilities were optimized. These efforts have improved the platform's reliability, scalability and usability to ensure better support for skills development initiatives.
7. The [i-eval Discovery dashboard](#) serves as a central platform for consolidating and presenting evaluation data to a diverse audience, including ILO staff, policymakers and constituents. While it is a valuable resource, the growing volume and complexity of data present challenges in synthesizing information effectively. To address this, a pilot project using a plug-in powered by artificial intelligence (AI) was launched to enhance the dashboard's functionality. This will reduce the effort required to locate relevant information and support decision-making through pattern identification. Interaction with an improved responsive AI interface is expected to increase user satisfaction. The project will be fully implemented in the second quarter of 2025.
8. A meeting management system project was initiated to modernize the conference and constituent management processes for the International Labour Conference, the Governing Body, regional meetings and the Special Tripartite Committee of the Maritime Labour Convention. The new system will be more sustainable and stable, and will replace 11 separate, outdated solutions with a single integrated system aimed at streamlining the accreditation and registration processes for the constituents. The new system has been fully scoped, and functional analysis activities have been completed. The software development stage is under way and the first modules will be implemented prior to the 2025 session of the International Labour Conference.
9. In 2024, the ILO continued to develop additional workplace functionalities and reporting tools for the Planon Integrated Workplace Management System (IWMS). As a result, room booking, property management, tenant services, facility services and accreditation request modules at headquarters are now functional. In addition, the asset management module at headquarters and in the regions has been completed and manual workflows for the disposal of assets have been fully replaced.
10. The implementation of digital signatures and seals is under way for all purchase order contracts and amendments. This removes the need to print, sign and scan purchase orders and will ultimately simplify the process and increase auditability. It is expected to be live by the second quarter of 2025. Digital signatures are also being introduced for internal ILO documents that still need to be signed by a staff member.

11. A salary scales management project aims to facilitate the administration of local and professional salary scales by providing a means of directly uploading data supplied by the International Civil Service Commission. The expected outcome is an efficient, auditable process for managing salary scales, leading to improved data integrity and better alignment between the compensation structures of the ILO and the United Nations (UN) Common System. All specified changes are available for testing, and full implementation is expected in the second quarter of 2025.
12. Each year, ILO staff are requested to report any updates to their family status and number of dependants. This is currently done manually and is time-consuming. A project is under way to automate this process, which will ensure greater accuracy, facilitate compliance monitoring and improve efficiency for human resources staff. The requirements-gathering phase has been completed and the requirements are being validated in conjunction with human resources staff. The project will be fully implemented in 2025.
13. The Service Desk portal was expanded to include the catalogue of services of the Department of Communication and Public Information, which enables ILO staff members to access and request communication-related services more efficiently. It consolidates a range of offerings, such as content production and multimedia support, into a single platform. The enhancement streamlines workflows, reduces delays and improves the overall user experience across the Office.
14. A [library reference services, call centre and chat facility](#) were established to address calls for greater responsiveness. It ensures that service users can interact with library staff in real time, allowing relevant information to be provided more promptly.
15. A pilot records management project was completed and the lessons learned were widely shared. A second pilot was deferred because of methodological concerns identified during the first. Usability, workload and financial implications identified during the first pilot resulted in a decision to revise the operational records management approach for future projects. A simplified approach is being implemented in a project to digitize human resources personnel records, which was initiated in November and is scheduled for completion in 2025. Based on the outcome of this project, timelines and priorities will be developed for the next implementation phase of the records management project.
16. The Office uses digital object identifiers (DOIs) to provide stable and trackable links to ILO publications and research assets. In 2024, the Office extended DOIs to all ILO publications, enabling impact analysis and enhancing web visibility. The Office automated the registration process to manage the growing number of DOI assignments.

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

17. The ILO's virtual desktop platform was modernized to improve security and deliver a more reliable user experience. Older technologies, which had multiple security vulnerabilities and were subjected to one breach in the past year, were fully decommissioned. This ensures that our IT systems remain secure, resilient and capable of meeting the evolving needs of the Organization.

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

18. The information security awareness training modules, which are delivered through the Office's learning management platform, were updated with new content to reflect emerging cybersecurity risks from sources such as cloud-based computing, digital social networks, instant messaging applications and artificial intelligence-based applications. Pilot role-based cybersecurity training modules were developed in collaboration with the International Training Centre in Turin and were given to development cooperation project managers and Chief Technical Advisers in the ILO regions. The training modules are based on one particular cyber-attack scenario that poses a realistic risk to development cooperation projects. The aim is to guide ILO staff with decision-making responsibilities in project management and risk treatment through the most effective incident response. A total of 129 staff members have completed the training, including 28 project managers, 87 financial officers and 14 field office directors. New modules will be created in 2025 with a different cybersecurity risk scenario for human resources officers.
19. The Service Desk portal was improved to allow external users, such as constituents and retirees, to request support and assistance more efficiently. These stakeholders have access to a simplified platform where they can submit requests, track progress and receive timely responses. Providing external users with a direct and intuitive channel for assistance is expected to improve engagement, reduce administrative bottlenecks and ensure a more responsive service delivery model.

► **Table 1. Strategic indicators for outcome 1**

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2024)
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%	100%: All ILO staff at all project locations now have access to IRIS. All staff members with an ILO laptop can access IRIS and use its basic functionalities.
1.1.b. Number of legacy applications replaced by the Integrated Workplace Management System	Applications and database	12 legacy applications	8 legacy applications replaced	6 legacy applications were replaced when the IWMS project went live.
Output 1.2. Enhanced use of virtual and mobile technologies to support remote working				
1.2.a. Percentage of ILO staff able to access Office 365 programmes and data in a secure manner from their ILO-managed mobile devices	Office 365 reporting tools	60% (August 2021)	100%	100%

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	50% (31 locations)	40%: 7 locations in 2022, 8 locations in 2023 and 10 locations in 2024. 14 additional locations are planned for 2025.
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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	25%	76% of ILO staff created at least one ticket or service request on the ILO Service Portal in 2024.
1.3.b. Percentage of ILO staff who have been recertified in IT security awareness training	ILO e-learning system	Recertification exercise starts in 2022	90%	91.6%: cumulative percentage for completion.

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

20. 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

21. The modernization of the [ILO public website](#) was completed in early 2024. This complex initiative involved redesigning the website and engaging with content creators to assist them in moving the information to a new technology platform. The number of content contributors and editors was higher than initially estimated, and heavy investment was required in change management activities such as training staff, providing practical assistance and delivering guidance resources on the intranet. Staff were positive about the new platform and the modern look and feel of the site. Additional steps are being taken to simplify content retrieval and enhance search capabilities.
22. The Office launched a project to migrate from an on-premise deployment of SharePoint to SharePoint Online cloud-based hosting. This migration will deliver a scalable and integrated platform that enhances productivity and collaboration across the Organization. Project activities include the adaptation of existing solutions to operate on the new platform and the migration of content. Key benefits expected from this project include better integration with Microsoft 365 tools and improved resilience. Moving these systems to a cloud platform also creates the possibility to leverage Microsoft AI-powered tools in the future. The project is on track for completion by the end of 2025.
23. In 2024, IT assistants in the field offices attended a series of hands-on training workshops on the improvements introduced through an integrated asset management system that enables users to manage IT equipment more effectively throughout its life cycle, from procurement to

decommissioning. These regular workshops contribute to the development of important skills and knowledge, and create awareness of the importance of greater oversight, accountability and compliance with organizational standards. Training sessions were successfully held in three regions, equipping local IT teams with the tools and expertise necessary to apply best practices. In the remaining two regions, similar workshops have been scheduled for early 2025.

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

24. The [Decent Work Results Dashboard](#) is a valuable resource for tracking and communicating the ILO's achievements. The data was realigned with the outcome-based work planning dashboard. Outdated markers such as COVID-19 indicators were removed, and detailed information on partnerships and collaborative work for each country programme outcome were added. These enhancements have strengthened the dashboard's utility, making it more intuitive and better aligned with current organizational priorities.
25. A child labour observatory dashboard was created to provide a centralized repository of information to track and showcase the measures taken by Member States in response to the Durban Call to Action. This repository will support the ILO in effectively communicating Member States' progress towards the achievement of target 8.7 of the 2030 Agenda for Sustainable Development, on the eradication of forced labour, modern slavery, human trafficking and child labour. By collating relevant policies, plans, efforts and achievements, the project ensures that the ILO fulfils its specific role in implementing and reporting on the Durban Call to Action. This centralized platform enhances transparency, facilitates knowledge-sharing among Member States and enables more targeted support and collaboration to accelerate progress towards the achievement of target 8.7.
26. The [Trade and Decent Work Toolkit](#) was deployed to provide a comprehensive resource for researchers, policymakers and stakeholders, including social partners, to explore the relationship between international trade and labour markets, with a focus on decent work. By providing a single-entry point for accessing data, country profiles and visualizations, the toolkit enables in-depth analysis of trade and labour market dynamics through quantitative measures. It supports macro-level and potentially meso-level analysis, offering evidence-based insights to design informed policies, foster equitable trade practices and strengthen labour market outcomes. This analytical platform empowers stakeholders to identify trends, address challenges and seize opportunities to advance decent work within the context of global trade.
27. As the launch of the [Open Access Policy](#) in 2023 eliminated the need to seek permission to use ILO publications, other means of measuring the impact of ILO research and publications was required. In 2024, the Office subscribed to external providers of citation trackers to monitor references to ILO research assets. These new subscriptions offer access to databases tracking over 3.2 million policy citations by UN agencies, governments, think-tanks and other international organizations. The initiative supports the data-driven framework to guide decision-making and inform the ILO research community and Publishing Committee.
28. The Office has digitized copies of Governing Body documents dating from 1953 to 1970 in order to preserve organizational history and improve access for constituents and ILO offices worldwide. Over 5,000 such documents were added to the ILO institutional repository in 2024 and they are now accessible online.
29. The [ILO Research Repository](#) showcases the research and knowledge of ILO experts. In 2024, the Office added 18 new researchers' profiles, including their publications and areas of specialization, to further enhance the visibility of ILO's knowledge and expertise. The aim is to

improve services for ILO constituents by facilitating research collaboration and partnerships within the Office and across other UN agencies. An additional 40 researchers will be added to the Repository by the end of the next biennium.

30. To enhance data governance across key ILO applications, two new master datasets were added to the [ILO Thesaurus](#) in 2024. This initiative ensures consistent use of organization and country names across various systems, supporting more accurate and coherent information reporting.

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

31. The outcome-based work planning dashboard was enhanced to improve the development and monitoring of outcome-based work plans. The latest version introduced the option to view data from the previous biennium, providing historical context for strategic planning, a detailed breakdown of resources (covering extrabudgetary development cooperation projects, operations funded by the Regular Budget Supplementary Account and Regular Budget Technical Cooperation allocations) and a link to the Development Cooperation Dashboard for easy navigation. The addition of a lead unit filter was particularly impactful as it allows business units to focus on their own datasets. These updates have streamlined access to programmatic and financial data and enhanced visualization options, thereby improving usability.

► **Table 2. Strategic indicators for outcome 2**

Indicator	Means of verification	Baseline	Target (end 2025)	Current state (end 2024)
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)	100% of ILO staff	86.6%: 3,387 users accessed files in Teams 52.7%: 1,828 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	10% annual increase (from 21 events in 2022 to 30 in 2025)	Target exceeded: ILO Live broadcast 147 events in 2024, with 117,000 active users during the year. Initially, the site received most of its traffic during the International Labour Conference. In 2024, however, other events accounted for 75% of yearly traffic.
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	50% of newly created human resources "P files"	Project delayed owing to the redefinition of the operational model to simplify change management and lessen the impact on users. The human resources "P files" project is under way and scheduled for completion in 2025.

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%	100%	25% of mission travel resulted in a Meet and Share trip report.
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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 maintained	IATI data is published 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		80%	The new ILO public website was launched in April 2024. Its interface complies with WCAG standards. Older PDF documents may not yet fully comply with WCAG standards. The Office has provided guidelines to ensure that newly created content and PDF documents comply in the future.

► Cross-cutting driver

Risks to information availability, integrity and confidentiality

32. One of the most significant risks to the successful achievement of the IT Strategy is a major cybersecurity incident at the ILO. Enhancing the Office's cyberresilience through threat monitoring, vulnerability reduction, risk management and increased staff awareness must be prioritized to limit the possible disruption of IT services, damage to ILO data and records, disclosure of staff identities and loss of ILO intellectual property.
33. The Office commissioned a specialized audit of its Microsoft SQL database servers, with a particular focus on performance, resilience, compliance and security. Recommendations from the audit included upgrading servers to the latest available version and deploying the latest security patches. This work has been completed. A review of licence attribution was also conducted and the use of available resources has been optimized. An ongoing review process will ensure that the servers are updated on a regular basis to reduce the risk of data loss or corruption.
34. Network access control was improved by upgrading several Identity Services Engine applications to enhance their authentication and authorization capabilities, ensuring that only authorized devices can connect to the ILO internal network. This has strengthened network security and laid a solid foundation for future enhancements.
35. The ILO's Active Directory and Public Key Infrastructure were upgraded to the latest supported versions to enhance security, performance and compatibility; ensure alignment with the Centre for Internet Security's level 2 baselines; adhere to industry best practices; and strengthen identity management capabilities. Access controls were tightened, vulnerabilities were reduced, and a more secure and reliable foundation for user authentication and authorization was established across the Organization.

36. The technical design for the replacement of access network switches at headquarters was completed. This upgrade will boost network security, reliability and capacity, and ensure readiness for future demand while maintaining operational efficiency throughout the transition. The replacement project will progress in phases, with completion expected by September 2025.
37. User authentication on the ILO SharePoint platform was migrated to Microsoft Entra ID, allowing the legacy Active Directory Federation Services to be decommissioned. This is a major step towards zero trust security, as it enables multifactor authentication and user risk management.
38. All ILO computers were successfully upgraded to Windows 11. This update delivered enhanced performance, a modernized user interface and strengthened security features. By adhering to the latest security standards, our systems remain resilient against emerging threats, which helps safeguard organizational data and ensure smooth operations for staff.
39. Vendor-supplied incremental security patches and upgrades must be installed periodically to ensure long-term sustainability and keep essential ILO applications, such as the Integrated Resource Information System (IRIS) and the ILO public website, secure. Patches and upgrades for IRIS and Apex were successfully installed in 2024. Throughout 2025, additional activities of this type will be incorporated into the IT work plan.
40. IRIS' custom-built strategic management modules allow financial resources to be allocated according to the ILO's strategic outcomes and delivery to be tracked throughout the entire strategy period. The software has reached the end of its technological life, and a project to modernize the technology, streamline certain processes and data entry tasks, and simplify maintenance of the overall solution was completed in 2024.
41. Nine custom websites were migrated to Drupal to align technology standards and solutions with the ILO public website, ensuring long-term sustainability while reducing maintenance overheads and costs. Existing content and hosting of the sites were migrated to the same platform as the ILO public website.
42. The newly redeveloped [ILO/IMO Joint Database on Abandonment of Seafarers](#) is a critical tool for addressing the challenges faced by abandoned seafarers globally. In collaboration with the International Maritime Organization (IMO), the solution was modernized to ensure long-term sustainability and improved usability. The system now features a user-friendly, WCAG-compliant interface with enhanced accessibility and efficiency. Key functionalities include advanced case management, comprehensive search capabilities, data export options and robust user administration tools. This not only streamlines case handling and advocacy efforts, but also supports stakeholders in driving policy and legal interventions effectively.
43. At the request of the Independent Oversight Advisory Committee, a dashboard for cybersecurity key risk indicators has been developed. The dashboard provides a summary of ILO exposure to internet-borne cybersecurity risks and displays threat intelligence data collected through collaboration with other UN agencies on incidents specifically targeting international organizations. The intranet page of the Information Security and Assurance Services Unit was redesigned to include key risk indicators of vulnerabilities detected within the ILO's internet-connected applications.
44. Information security risk assessments, which are part of the IT governance process, have been expanded in collaboration with the Office of the Legal Adviser to include a privacy impact analysis. Through this process, business owners are involved in establishing personal data protection requirements in development cooperation projects. This important improvement

addresses requests from ILO donors, raises confidence among ILO constituents, contributes to due diligence reporting and improves transparency. ILO in-house capacity has been increased to assess smaller projects and to devise training courses on risk assessment processes and documentation for development cooperation project managers.

► Strategy development in 2025

45. A relevant IT strategy supports the effective functioning, growth and agility of any organization. This is why the strategy cannot remain static; it has to evolve to respond to the rapidly changing technology landscape, fluctuating market conditions and shifting geopolitical priorities. Furthermore, cybersecurity threats are continuously evolving, meaning that the Office's approach to information assurance must be constantly reassessed and updated.
46. Given the intensity and prevalence of cyber-attacks targeting the multilateral system, more IT resources will be redirected to further strengthen operational cyberresilience. The preparatory activities for implementing zero trust principles to protect the Office's systems and data have been concluded. Implementation of these principles will continue throughout 2025.
47. Larger scale projects initiated in 2024 will be carried over into 2025. The quality of the meeting management project deliverables will have a significant impact on the effective functioning of important ILO meetings. Although the scope of the system has now been frozen to allow for completion of an initial set of requirements, there is clearly an appetite to extend it further. Additional functionality is likely to be developed in the 2026–27 biennium.
48. Artificial intelligence is of great interest to the ILO and its partners. The use of generative AI to boost staff efficiency has been heavily promoted over the past year. These tools can be expensive, and data confidentiality may be breached if staff use unlicensed products. The Office will evaluate the business case for providing the workforce with generative AI tools in order to understand who can benefit and what kind of efficiencies their deployment can realistically be expected to deliver.
49. The ILO is actively exploring the potential of artificial intelligence. Over the past year, generative AI has shown promising results in enhancing staff efficiency. While these tools can be an investment, ensuring proper licensing can safeguard data confidentiality. The Office will thoroughly evaluate the advantages and practical efficiencies of equipping staff with generative AI tools to maximize their potential.
50. Information managers will develop an automated text classification system using advanced natural language processing and AI techniques. The aim of this initiative is to ascertain which models and techniques deliver optimal accuracy in line with the existing classification taxonomy on unindexed ILO documents.
51. IT experts will determine whether the programming workload can be reduced by using AI in the software development life cycle. They will also assess whether these tools can help ensure adherence to standard secure coding practices and/or assist with code documentation. As AI matures, these efforts are expected to continue into 2026.
52. In collaboration with ILO staff, the Office will continue to explore opportunities to create efficiencies through the deployment of AI-enabled chatbots that respond to predictable queries. Chatbots based on public-facing data will be integrated into the public website, and other chatbots based on internal administrative data will be accessible through the Organization's internal network.