Information Technology Strategy

Outcome 1: IT-driven reforms contribute to an integrated, user-friendly, cost-efficient, and transparent administrative system.

Indicator	Baseline	Target for 2010-15
1.1. Number of regions where IRIS and EDMS are widely available	Only limited IRIS functionality is available in the external offices. Available EDMS functionality is only partially utilized in the Office.	Main IRIS functionalities have been deployed to all regions. EDMS is used Office-wide.
1.2. ILO participation in cross-organizational or "One UN" IT reform initiatives	ILO has implemented intranet-sharing with UNDP.	ILO will implement at least two shared "One UN" IT initiatives, or other cross-organizational projects.

2014-15 milestones	Progress in the biennium/results against the target
IT at the ILO has been reorganized to better serve the whole ILO	Further reorganization of IT structures and processes led to improved information technology (IT) operations. In addition, a number of large-scale technology improvements were implemented to better serve the Office. The following were key achievements: - creation of the INFOTEC Project Management and Governance Unit (PGMS) - creation of the INFOTEC Information Security and Assurances Unit (ISAS) - migration from Novell to Microsoft technologies (email, file and print services, instant messaging, video-conferencing to the desktop, etc.) - IT infrastructure and data previously managed locally by local IT staff in the field has been moved to the ILO Data Centre in Headquarters and is now being managed by INFOTEC "roll-out of global IRIS HR/Payroll/Leave Admin to all ILO offices - establishment and implementation of new mobile device standards, technologies and processes - completion of the modernization of the ILO Data Centre - implementation of a shared, leased printer service at Headquarters - improved performance and management of field connectivity - improved monitoring and management of cyber threats - implementation of the ILO Gateway and other web applications to facilitate enhanced knowledge sharing and collaboration - drafting of policies on the classification of ILO information assets, email and internet use, end user equipment, electronic information backup in ILO offices and protection of personal data.

Official correspondence is handled electronically only through EDMS	Progress in consolidating and centralizing the management of official documents, records, archives and other content is ongoing. A study was concluded in 2014 with a view to the development of a strategy, roadmap and resourcing model for implementation of an integrated set of technologies to facilitate improved structure, access, use and management of ILO content. The study also addressed the handling of official correspondence by digital means. This milestone has been delayed until 2016 as the Office considers whether the new technologies being proposed are fit for purpose at the ILO. In this context, several pilot projects using these new technologies were completed at the end of 2015. The results of the pilots are currently being evaluated to determine a way forward.

Outcome 2: A collaboration Office-wide approach to the use of IT resources and capabilities is embedded, resulting in improved IT governance and efficiencies.

Indicator	Baseline	Target for 2010-15
2.1. Measuring IT expenditures throughout the Office	ITCOM resources can be accurately and fully reported. Other IT expenditures at headquarters cannot be accurately and fully reported. IT expenditures in external offices can only be estimated.	All categories of IT expenditures can be fully and accurately reported throughout the Office.
2.2. A central coordinating function for overseeing costly Office-wide IT initiatives		Centralized function is in place for managing the prioritization and guiding the execution of costly IT initiatives.

2014-15 milestones	Progress in the biennium/results against the target
An Office-wide IT budgeting infrastructure is used to rationalize purchasing decisions	The roll-out of full IRIS functionality to all regional offices during 2014-15 made it possible to more accurately capture IT expenditure across the Office. The IRIS Chart of Accounts was further enhanced to better track IT expenditure at a detailed level and to monitor and assess IT spending in real time.

	The ILO IT Governance Committee (ITGC) and advisory subcommittees ensured that all IT-related purchases were aligned with the objectives and needs of the Office. Monthly meetings were held between INFOTEC and PROCUREMENT to make certain that all procurement activities for IT-related projects were carefully planned, resourced and coordinated to mitigate risk and meet required implementation timelines.
Centralized function is managing the execution of costly Office-wide IT initiatives	Membership in the ITGC was formalized and included broad representation from across the Office. The ITGC met nine times during the biennium. The ITGC established a working charter to facilitate its efforts to ensure consistent and deliberate progress toward mature IT governance processes; resolve conflicts, confusion and inefficiencies in the use of Office IT resources; and ensure that IT decisions are taken at the proper levels within the Office. The IT portfolio and project management function was fully embedded in the Office. Processes and templates for documenting proposed business cases and calculating cost estimates were finalized. The following large-scale IT initiatives were submitted to the ITGC for decision: • adoption of new mobile device (phones, tablets and laptops) standards • upgrade of the network infrastructure at Headquarters • implementation of Wi-Fi throughout the Headquarters building • replacement of the Intranet • upgrade of the Health Insurance Information System • accelerated rollout of IRIS to the field offices • global processing of invoices using optical character recognition (OCR) technology.

Outcome 3: A culture of service excellence in consolidated IT operations is embedded, resulting in a more effective use of resources.

Indicator	Baseline	Target for 2010-15
3.1. Percentage of hardware deployed in a consolidated configuration	10 per cent of the Office hardware is deployed in a consolidate configuration.	50 per cent of hardware will be deployed in a consolidated configuration.
3.2. Number of SLAs defined for the services that have been identified as high value to the Organization*	The only service-level definition published on the intranet indicates that service outside of office hours is provided on a "best effort" basis.	SLAs for ten high-value services are defined and monitored through the monthly publication of statistics on the intranet.

3.3. Reduction in energy and cooling consumption (carbon footprint)	Power and cooling as measured for January 2010	20 per cent reduction in energy and cooling consumption of data centre

2014-15 milestones	Progress in the biennium/results against the target
SLAs are defined for an additional five high-value services	Service Level Agreements (SLAs) for all IT-related services were completed. The ILO's IT Service Catalogue and accompanying SLAs were posted on the INFOTEC Intranet site. The Catalogue contains information about the twenty-four IT services available to the Office.
24/7 IT services support will be explored and costed against commercial or service-sharing possibilities	The following 24/7 services were evaluated during the biennium. They are at various stages of costing/implementation: • hosting of Microsoft SharePoint infrastructure at the United Nations International Computing Centre (UNICC) • hosting of ILO email at UNICC • processing of invoices using a third-party service provider • hosting of a shared UN cyber-threat platform by the International Atomic Energy Agency (IAEA) and the International Telecommunication Union (ITU).

*A high value service is defined as one with a large number of users (such as email) and a yearly operational cost that exceed US$50,000. Biennial costs for this outcome are estimated as 53 per cent of the total IT expenditure.