Governing Body

343rd Session, Geneva, November 2021

Programme, Financial and Administrative Section

PFA

Programme, Financial and Administrative Segment

Date: 29 September 2021
Original: English

Fourth item on the agenda

ILO Information Technology Strategy 2022–25

Purpose of the document

This document establishes the proposed ILO Information Technology Strategy 2022–25 (see the draft decision in paragraph 61).

Relevant strategic objective: All.

Main relevant outcome: Enabling outcome C: Efficient support services and effective use of ILO resources.

Policy implications: None.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Information and Technology Management Department (INFOTEC).

Related documents: GB.331/PFA/5; GB.334/PFA/3; GB.338/PFA/INF/2; GB.341/PFA/INF/2.

▶ Introduction

1. The ILO response to the disruption from the COVID-19 pandemic has been to rapidly invest resources to leverage information technology (IT), in order to facilitate new ways of working and exploit the opportunities provided to continue to work effectively and provide services and support to ILO constituents.

2. Looking forward, the IT Strategy 2022–25 will contribute to the goals of the ILO's Strategic Plan for 2022–25 and ensure that the ILO remains at the forefront of the world of work by accelerating the adoption of secure digital technologies and applications that facilitate informed effective partnerships and improved efficiencies.

3. In formulating this Strategy, consultations were held with key staff members across the Office, both in the field and at headquarters. These discussions provided an opportunity to obtain feedback on the successes and challenges arising from the implementation of the previous Strategy, while offering insight into IT-related demand for the future.

4. This paper provides an overview of the challenges and opportunities ahead, and presents some key lessons with respect to the performance of the ILO's IT function in recent years. On this basis it identifies the elements of the proposed IT Strategy for the 2022–25 period.

▶ Challenges and opportunities

5. Over the past few biennia, IT delivery has been primarily focused on creating organizational efficiencies through automation in support of the ILO's reform agenda. Today demands for the support and improvement of internal administrative processes persist and are indeed growing as organizational stakeholders request better and more frequent reporting, improved transparency and oversight, and an enhanced focus on efficiency through reform initiatives.

6. In conjunction with these existing internal demands, the Programme and Budget for 2022–23 places greater emphasis on the delivery of ILO policy and analytical work through new digital products for constituents. The challenge facing the Office is how to achieve the right balance to meet both internal and external demands with finite IT resources. This will require a more strategic and agile approach to IT governance and priority setting over the strategy period.

Delivering during a pandemic

7. In the ILO's Strategic Plan for 2022–25, the Office outlines its objective to reinforce "its standing as the global centre of excellence in all areas of the world of work, through the highest levels of statistical, research and knowledge management performance".

8. The Programme and Budget for 2022–23 presents a set of policy outcomes that have been tailored to identify how the Office can help its constituents to address and mitigate the impact of the economic and social crisis that has resulted from the pandemic. If the ILO is to remain connected, inclusive and effective, it must provide applications, products, services and data that improve efficiency, increase transparency, promote

collaboration and knowledge-sharing, facilitate innovation, and provide a better user experience.

9. The outputs defined in the programme and budget also indicate that information, capacity-building, toolsets and policy guidance will be principally delivered through hybrid means. Dialogue and support will be facilitated through interventions in virtual settings as well as through more traditional methods such as webinars, online meetings, chats and social media channels.

Preserving the value of digital products

10. This reliance on digital means to provide ILO products and services necessitates carefully assessing whether each proposed technology investment provides quantifiable and sustainable value for money.

11. For the Office to retain its position as a "centre of excellence in all areas of the world of work" the information it provides must be current, relevant and consistent. Systematic evaluation of the future effort required to maintain data quality and timeliness is an important step towards establishing whether a digital product or service is likely to provide long-term value.

12. The ILO will continue to invest significant time and resources in securing and managing the infrastructure and systems that form the backbone of modern information technologies. IT staff will: research system vulnerabilities; identify activities needed to mitigate risks to ILO systems and data; upgrade hardware, software and networks; and implement new security products. Given the current exponential growth of cybercrime, this work is fundamental to ensuring that the Organization's data remains secure, reliable and available.

13. The ILO will ensure that implementation and maintenance costs are fully taken into account when creating and deploying new digital products. The effort to manage and maintain these systems is occupying an increasing number of IT staff resources. For the ILO to continue to perform effectively in an increasingly digital world, it will be necessary to upskill the ILO staff to keep pace with rapid changes in technology.

Enhancing digital skills

14. In response to the pandemic, the ILO moved to a mandatory teleworking arrangement, necessitating the deployment of new equipment, new IT systems, and many new security tools and services. Early recognition of the importance of good communication resulted in immediate efforts to provide information and guidance on the ILO intranet. New video conferencing technology was quickly put in place to enable the Office to hold its first virtual global summit with simultaneous interpretation in July 2020.

15. Although the work of the Office was effectively carried out during this period, not all staff and constituents were able to easily make the transition to a virtual environment. Lack of local infrastructure, familiarity and the speed required to adopt and adapt to these new digital technologies resulted in frustration and feelings of isolation in some instances.

16. The Office will need to provide innovative approaches to continuous training on new technologies, processes and ways of working, and to take a more people-focused approach to change management initiatives to assure the necessary behavioural changes required to develop an empowered, connected and agile workforce.

Bridging the digital divide

17. Both ILO staff and constituents have faced challenges working in locations with poor connectivity and unreliable electricity supplies. The Office will need to remain mindful of these constraints in the design of products and services accessed over the internet. In particular, the adoption of public cloud services needs to be undertaken with careful consideration to ensure ILO offices and projects in remote locations are able to function effectively in an increasingly digital environment. Despite great improvements over the past decade, high-speed internet bandwidth remains out of reach for some ILO offices and constituents. The ILO will need to increase its focus on ways to close the gap of the digital divide to ensure that those most vulnerable can benefit from ILO products and services.

18. In 2021, the ILO held its first virtual session of the International Labour Conference. While interest and participation were high, some participants were unable to fully contribute due to the limitations of their local IT infrastructure and their inability to obtain local IT assistance and support. Looking forward, it will be important to consider how these barriers can be addressed to enable maximum participation.

▶ Key lessons

19. The global pandemic provided an opportunity for the ILO's IT function to be assessed in terms of its responsiveness to the need to accelerate the implementation of the digital workplace. A number of IT initiatives were expedited to ensure staff could securely access and use the necessary equipment, tools, applications and services to carry out all aspects of their work remotely. Overall, staff satisfaction with IT support and services during this period remained high.

20. The use of cloud services to advance the ILOs digital transformation expanded the ILO's IT infrastructure beyond its traditional span of control and added elements of complexity and risk. The frequency and complexity of cyberattacks continued to increase. In response, more sophisticated security controls were required to prevent unauthorized access of cybercriminals to sensitive ILO information.

21. In 2020–21 the demand for IT services and solutions increased by 28 per cent over the previous biennium, far outpacing existing resource supply. The Office was fortunately able to address some of this increased demand by repurposing existing resources and from Governing Body approved IT investment. The Programme and Budget for 2022–23 demonstrates an increased dependency on IT to deliver the outcomes of the Office. Continued investment in the development and acquisition of additional IT skills will be required to meet this need.

22. Internal management reviews showed that the Office experienced conflicting priorities when responding to the increased demand for new IT initiatives that arose because of the pandemic. The rapid implementation and adoption of additional technologies clearly highlighted gaps in IT staff capacity, skills and competencies. In particular, the need for IT staff who can re-engineer business processes and manage projects, contracts, consultants, user relationships and enterprise architecture could not always be met. To temporarily close this gap in skills and competencies, the Office had to rely heavily on the use of external collaborators and vendor consultants.

23. Going forward, the Office will explore options to align increased demand with existing supply through improved governance, reallocating and re-profiling vacant positions, retiring seldom-used systems, replacing legacy applications which are costly to maintain, using the internal service charges where applicable, and redeploying existing resources towards greater areas of need whenever possible. The continued availability of the IT Investment Fund will also be critical to successful delivery of the Strategy.

▶ Strategy outcomes

24. Consideration of the challenges, opportunities and key lessons learned, in conjunction with analysis of key documents and feedback from ILO stakeholders, identified a need to focus on two outcomes over the 2022–25 strategic period. These are:

   • a more efficient, agile and responsive ILO; and

   • a more collaborative, insightful and transparent ILO.

Outcome 1: A more efficient, agile and responsive ILO

25. Increasing the pace of digitization is fundamental if the ILO is to remain relevant and effective. Demand for data and systems that enable business efficiencies continues to be an area of focus, as key stakeholders have voiced their desire to see a faster pace of delivery, a greater degree of partnership in decision-making, and more transparency in prioritization and costing of IT initiatives.

26. In delivering on this outcome, the Office expects to increase the scope and availability of IT products and services, strengthen remote working, improve process efficiency, reduce administrative overhead, increase delivery throughput, improve the IT-business partnership, and ensure a more strategic and sustainable use of ILO resources.

27. To achieve expected results, the Office will focus on strengthening current IT governance processes so that requests for IT products and services can be more effectively evaluated and prioritized on the basis of business criticality and value. The Office will also review its current IT delivery model, challenging accepted practices and looking for opportunities to enhance service delivery. Leveraging expertise in business areas and sharing leadership of some elements of the IT product portfolio will relieve increasing pressure on limited IT resources, while facilitating more effective knowledge transfer and co-ownership of systems.

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

28. To remain efficient in a rapidly changing digital environment, the Office will step up its efforts to upgrade, automate and standardize processes and applications. This will deliver greater clarity, better quality and enhanced accessibility of content, while simplifying internal processes and lowering staff costs.

29. The following are targeted deliverables/activities:

   • Enhance and automate key manual processes to improve workload distribution, increase efficiency, support remote working, and lower maintenance costs. This includes implementing an integrated workplace management system, further roll-out of IRIS to project offices, deployment of computer-assisted translation software, use

of digital signature functionality, automation of various manual forms, and digitization of employee personnel files.

- Replace or upgrade ILO legacy applications that are no longer effective, fit-for-purpose or reaching end of life in order to provide a modern user experience and ensure long-term sustainability. These include the ILO public website, IRIS, HIIS, NATLEX and systems supporting major ILO events.

- Improve the ILO's IT governance framework, processes, membership and methods to adapt to increased demand for IT services.

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

30. In continuing its efforts to transform the workplace, the Office will put in place the necessary technologies, tools and applications to enable real-time communication across the globe, support work at anytime and from anywhere, improve productivity, reduce paperwork and lower the ILO's carbon footprint.

31. The ILO's mandate to achieve progress through dialogue also means that the organization of meetings and events is a critical part of its work. The pandemic has underscored the importance of making these events available to virtual audiences.

32. The following are targeted deliverables/activities:

- Continue the roll-out of Microsoft Office 365 products to improve productivity and give ILO staff secure access to emails, files and Microsoft Office programmes from any location on any device, whether on premise or on the go.

- Develop a common solution for streaming ILO events in a way that is cost effective, sustainable and meets the highest quality standards.

- Provide a virtual platform for storing and cataloguing ILO digital media for improved access, search and use by staff, journalists and constituents.

- Build and enhance mobile apps to support ILO events, deliver training, support administrative processes and facilitate the substantive work of the Office.

- Continue with implementing cloud-based IT services to reduce costs, improve scalability, ensure organizational resilience, enhance collaboration, and provide greater flexibility when working virtually.

- Explore alternative methods, such as low orbit satellite and mobile networks, to address network connectivity and latency in project locations with limited or no bandwidth.

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

33. The Office will ensure that IT services being delivered to staff and constituents are intuitive and focused on the user experience. The core of this approach is to ensure that all stakeholders are fully aware, empowered and engaged with regard to technology decisions that impact their day-to-day work, by involving them in the design and adoption of products and services.

34. The following are targeted deliverables/activities:

- Implement a modern, self-service ticketing system that allows for configurable workflows, easy-to-use-forms, a searchable knowledge base, and real-time status of progress to help staff resolve IT-related issues.

- Provide easy-to-use productivity tools to empower staff with the ability to generate workflows, automate simple processes and access data from various sources, in order to create interactive, immersive dashboards and reports, and to facilitate work planning and execution.

- Put in place a comprehensive business relationship management function to help eliminate IT silos, ensure business value is achieved, ensure business priorities are addressed, improve collaboration, better align cross-organizational requirements, foster trust, support co-creation and strengthen the IT and business unit partnership.

- Ensure that users of ILO information and communication technology are frequently informed of emerging cybersecurity risks through information security awareness and training.

Outcome 2: A more collaborative, insightful and transparent ILO

35. For the ILO to remain the definitive source of information on the world of work, the Office will continue to evolve, leveraging technology, working practices and cultural diversity to better collaborate and share knowledge in an increasingly connected world. The ILO has collected vast amounts of data through research. It plays a fundamental role as knowledge broker with data underpinning all its work.

36. In delivering on this outcome, the Office expects to more fully leverage cultural diversity, increase user satisfaction, enhance productivity, improve decision-making, increase creativity, drive innovation, and elevate the ILO global brand.

37. To achieve expected results, the Office will focus its efforts on improved management of data and information to drive innovation and provide insight in support of decision-making, policy guidance and retention of institutional knowledge. The Office will also continue to support ILO constituents and donors through high quality events, outreach and compliance with external reporting requirements.

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

38. The ILO's constituents are demanding increasingly complex, rapid and precise delivery of information. This necessitates the efficient pooling and coalescing of a set of diverse skills and competencies from across the Office, working together to be successful. The Office will focus on delivery of technologies and application to support teamwork, communication and knowledge-sharing.

39. The following are targeted deliverables/activities:

- Deploy products to improve internal and external collaboration, foster teamwork and knowledge-sharing across geographical and organizational boundaries, make meetings more engaging and productive, promote design thinking, better manage and share content, and provide a consistent experience across all ILO and personal devices. These include products such as Microsoft Teams and Mural.

- Redesign the ILO's public website and intranet to provide a more scalable, configurable, modern user interface, improved information exchange and improved

exposure to ILO content; facilitate better integration with digital media and other interactive technologies; and allow for in-depth analysis of site use to identify areas of improvement and opportunity.

- Deliver online events where external audiences can access live and recorded media streamed from both headquarters and the field. Provide viewers with a one-stop shop where they can watch live events in real time, search for recordings of past events and find out about events scheduled in the future.

- Provide technology to facilitate communities of practice and knowledge platforms across the Office as a vehicle for global technical knowledge development and sharing, allowing a larger community of members to form synergies and share knowledge on technical as well as cross-cutting themes.

- Implement software to conduct Office-wide innovation challenge campaigns, collaborate on proposed ideas, support the management of a volunteer network and capture, evaluate and prioritize ideas to implement at scale.

- Implement an integrated digital signage solution to automate internal communications, keep staff and visitors informed about important events, and improve workplace safety and collaboration.

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

40. The Director-General has underlined the imperative for the ILO to continue to innovate in the way that it works and in enabling better content and knowledge management. The ILO is the custodian for 11 Sustainable Development Goal indicators and shares ownership for providing data and methodological development for several others; data is clearly one of its most valuable products and an important asset.

41. The use of data-driven decision-making will also be important to the Office in order to quickly respond to the needs of constituents by providing sound, contextual policy guidance as governments seek to build back better from the global pandemic. Improved centralization and use of data will also position the Office to deliver a faster pace of innovation to address areas of work that require improvement as well as those that present future opportunity.

42. The following are targeted deliverables/activities:

- Implement an Office-wide electronic records management system (ERMS) to reduce the physical store space required to store paper-based documents, ensure control of sensitive content, improve statutory compliance, ease document retrieval, improve productivity, and preserve institutional knowledge by automating the archiving of files based on ILO retention policies.

- Transition network drives to SharePoint repositories to improve document management capabilities such as check-in/check out to control editing, automating indexing and tagging of content to improve search and retrieval, and monitor progress through versioning.

- Build operational and analytical dashboards that aggregate and visualize content from multiple data sources to help the Office monitor key metrics and performance indicators, investigate trends, discover insights, identify actions to take, and increase awareness of both risks and opportunities.

- Develop a mission reporting platform to capture content from in-person and virtual meetings to facilitate increased knowledge-sharing across policy departments, headquarters and ILO regions, resulting in improved reporting against policy outcomes and better services to constituents.

- Increase statistics and research data brokering activities, providing data to the United Nations (UN), and create a statistical data warehouse to support open access policy.

- Expand the ILO's internal taxonomy and metadata to take into account content types for fostering the use of a common language, and facilitate content retrieval and enhancement of the consistency of content categorization in internal and external platforms.

- Adopt the use of linked open data to connect ILO knowledge with related knowledge from other organizations.

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

43. International organizations are facing increased pressure from donors to demonstrate that they are achieving expected results and delivering value for money. Additionally, the UN's effort to create a system-wide data cube, capturing the details needed to align financial reporting with various standards, requires increasingly complex and granular reporting. 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 ILO will ensure timely and consistent responses to these diverse demands from external entities. To promote ILO content, the use of standards such as Web Content Accessibility Guidelines (WCAG) and open data will be fully leveraged.

44. The following are targeted deliverables/activities:

- Implement a real-time monitoring and reporting platform for development cooperation projects to inform donors of progress against outcomes, outputs, deliverables, key performance indicators (KPIs) and resulting impact.

- Enhance ILO systems to support external investigations, evaluations, inspections, frameworks, assessments and reporting requirements within the multilateral system to improve transparency of ILO personal data, policies, projects, operations and organizational performance. Examples can include the Joint Inspection Unit (JIU), the Independent Oversight Advisory Committee (IOAC), the International Aid Transparency Initiative (IATI), the Multilateral Organization Performance Assessment Network (MOPAN), UN INFO, the General Data Protection Regulation (GDPR) and others.

- Convert the ILO's Digital Repository of hundreds of thousands of ILO books, publications, academic articles, reports and working papers, making them freely available online in compliance with open access publication guidelines.

- Implement WCAG 2.0 to ensure ILO websites are accessible to people with visual, hearing, mobility and cognitive disabilities.

- Implement software to measure and improve the impact of the ILO's institutional research and outreach on the world of work through analysis of mediated content.

▶ Indicators

45. Indicators associated with these outputs can be viewed in the appendix to this document. Progress towards delivering these outputs will be reported in the context of the biennial programme implementation report.

▶ Risks and implementation

46. The successful implementation of the IT Strategy 2022–25 will require the Office to anticipate and respond with timeliness and agility to the threats that might be brought about by the risks highlighted below.

Risks to information availability, integrity and confidentiality

47. One of the most important risks to the achievement of the IT Strategy concerns the potential impact of a major cybersecurity incident at the ILO. Insufficient cybersecurity protection of IT infrastructure, applications and data, or lack of user awareness of emerging cybersecurity threats, makes the Office vulnerable to severe disruption of IT services, increased financial, legal and reputational risks, damage to ILO data/records, compromised staff identities and loss of ILO intellectual property. These risks are generally higher when "shadow" IT products are being delivered without prior evaluation or approval by the IT department.

48. Situations of disaster (human or natural) can also damage ILO IT assets and disrupt operations.

49. The ILO will keep emerging threats under constant review, mitigate potential vulnerabilities, and take appropriate corrective action. Common principles on data privacy are assessed within the UN Global Pulse Initiative as well as in response to emerging data protection regulations.

50. The ILO will continue to review and revise approaches to building organizational resilience. ILO data will be replicated in multiple locations so that loss of a single piece of equipment or a single data centre should not result in unrecoverable data. ILO staff will also be provided with laptops that enable them to work securely with Office data independent of a particular location.

Staff skills fail to keep up with Office needs

51. There will be an increased level of demand for IT skills in the coming strategic period. Balancing the needs of the Office in response to the pandemic and addressing ad hoc demands for IT products and services will be a significant challenge. This could be compounded by the inability to recruit or retain staff who can keep pace with rapid technological change, which will affect the Office's ability to drive innovation and simultaneously support critical IT operations and services.

52. Insufficient change management and training efforts may also compromise staff buy-in to new ways of working, and can result in frustration, loss of productivity and a quiet reverting to old ways of working.

53. Some of these risks have also been identified in the ILO Human Resources Strategy 2022–25. They will be addressed in a joint effort between the two functions, with a view

to identifying innovative continuous learning approaches that are more accessible to the broader workforce.

External risks

54. A number of external factors over which the Office has limited control can also pose risks to its ability to deliver effectively.

55. The complexity of complying with individual country-specific laws will make it difficult for the ILO to effectively store, sign, share, retain and manage records in digital format.

56. Increased use of cloud and external service providers limits the Office's ability to influence product reliability and can result in unplanned downtime and poor levels of service delivery and quality.

57. Changes to the costing and delivery model used by external service providers on whom the Office is highly reliant will result in unplanned increases in IT costs.

58. When selecting service providers, the Office will ensure that contractual terms and conditions are linked to reliability, performance and sound governance of ILO assets. Service providers will be assessed on the basis of certifications and best practice standards. A contingency plan will also be put in place in the event of unforeseen disruption of services.

Implementation of the IT Strategy 2022–25

59. Delivery of the IT Strategy will be put into operation through the Programme and Budget for 2022–23 and the Programme and Budget for 2024–25. The pace and focus of implementation will be reviewed on a yearly basis and monitored regularly to accommodate any change in Office priorities, direction or resource allocation.

60. To fully deliver on the IT Strategy, the Office will look beyond its traditional base to strengthen existing partnerships and develop new partnerships with external parties through active participation in joint committees, strategy councils, advisory boards and UN networks.

▶ Draft decision

61. **The Governing Body endorsed the ILO Information Technology Strategy 2022–25 and requested the Director-General to take into account the guidance provided by the Governing Body in implementing the Strategy.**

▶ Appendix

Indicator	Means of verification	Baseline	Milestone (by end 2023)	Target (by end 2025)
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%
1.1.b. Number of legacy applications replaced by the Integrated Workplace Management System	applications database	12 legacy applications	4 legacy applications replaced	8 legacy applications replaced
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 mobile devices	Office 365 reporting tools	60% (by August 2021)	90%	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 offices	25%	50%
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%	25%
1.3.b. Percentage of ILO staff who have been recertified in IT security awareness training	ILO e-learning system	N/A Recertification exercise starts in 2022	50%	90%
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 headcount (August 2021)	80% of ILO staff	100% of ILO staff
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% increase per year	10% increase per year

Indicator	Means of verification	Baseline	Milestone (by end 2023)	Target (by end 2025)
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	50% of newly created Human Resources files
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%	100%
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	Monthly reporting maintained
2.3.b. Percentage of ILO public website (www.ilo.org) meeting WCAG accessibility "AA" standards	Website assessment by accessibility experts	0%	15%	80%