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

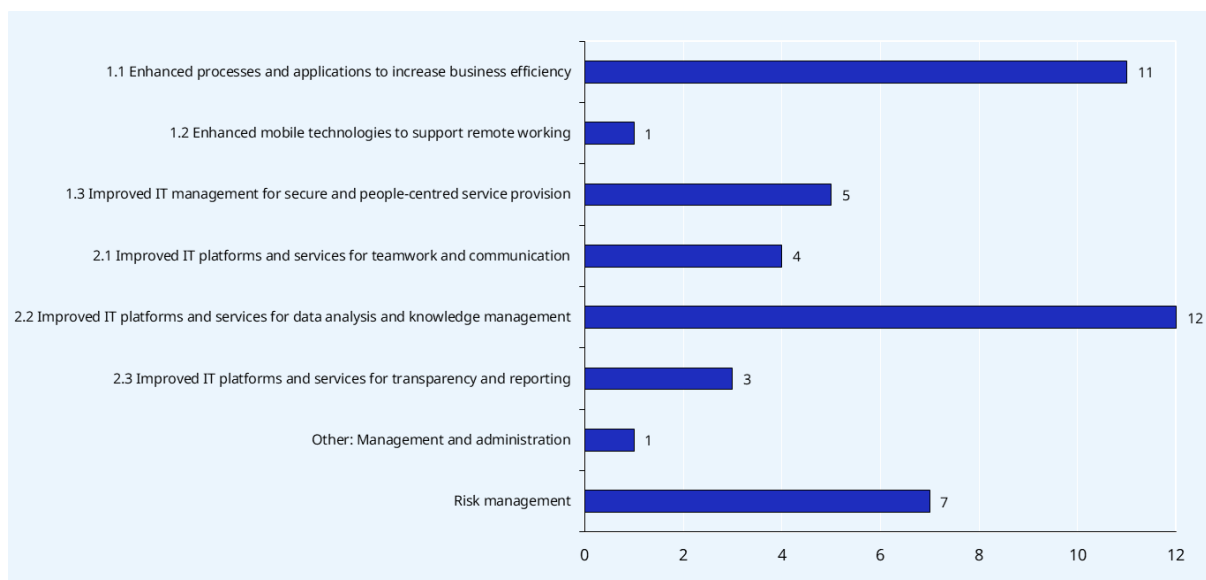
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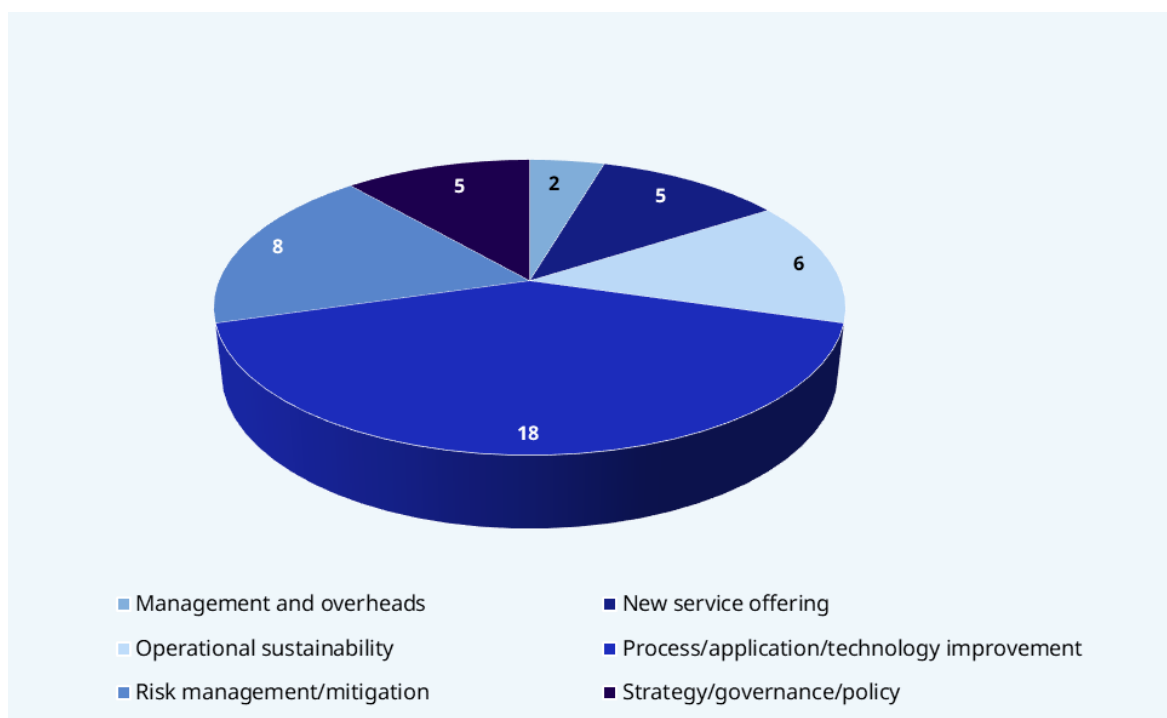
## ► Introduction

1. The four-year ILO Information Technology Strategy 2022–25 (IT Strategy) has now completed its second year of implementation.<sup>1</sup>
2. The IT Strategy identifies two outcomes with associated outputs and one cross-cutting driver, as elaborated below. It also introduces a set of strategic indicators to measure advances towards the outcomes. This report describes the progress made under the 2023 work plan.
3. In a context of expanding needs, constrained budgets and rapidly evolving technologies, the IT Strategy emphasizes the necessity of realizing the full potential of the ILO's digital information and products. Accordingly, initiatives to enhance digital skills in the workplace are aimed at enabling the ILO's staff and constituents to derive maximum value from its digital assets. Intensified efforts to close the digital gap are crucial to ensure equitable access to knowledge for everyone.
4. Under the 2023 work plan, the Office completed a total of 44 projects, making measurable progress towards achieving the outcomes. A list of the projects completed under the work plan can be found on the [web page](#) of the Information and Technology Management Department (INFOTEC). An overview of the completed projects is provided in figures 1 and 2.

► **Figure 1. Number of completed projects, by output or driver**



<sup>1</sup> GB.343/PFA/4.

► **Figure 2. Number of completed projects, by category**

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

5. Outcome 1 of the IT Strategy underscores the importance of deploying advanced technologies to enhance the support for IT service users in their day-to-day tasks, thereby boosting staff productivity, morale and work-life balance. The outputs are centred around reducing administrative overheads and expenses, updating and improving ILO applications, bolstering remote work capabilities and guaranteeing the security and accessibility of IT services, irrespective of whether the staff and constituents are working within an ILO facility or from a remote location.

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

6. The Office continued its efforts to create efficiencies by improving and automating manual processes to facilitate workload distribution, enhance responsiveness and enable remote working.
7. The work of the Committee of Experts on the Application of Conventions and Recommendations relies on the timely collection, validation and collation of information, which is often in written format. A workflow system for the Committee of Experts was implemented in 2022, and a significant number of enhancements were implemented in 2023, resulting in additional process refinement and the automated production of more key documents. The solution was applied successfully to support the work of the Committee of Experts at its November 2023 meeting.

8. The ILO's Evaluation Office uses a range of technologies that have evolved as needs have grown. As the effectiveness of systems that are developed organically is often compromised through poor integration, these technologies were upgraded to enable the streamlining of master data, integration with the ILO's Integrated Resource Information System (IRIS) and automation of updates, and to provide self-service access to the end users. This overhaul has created new opportunities in the areas of digital report preparation, enhanced workflow processes and improved accessibility for stakeholders. It is expected that this update will result in time savings for administrators, who can record and report evaluations through a highly standardized report preparation process.
9. Following the problematic security assessment of the ILO's previous electronic voting infrastructure in 2022, the Office approved the acquisition of a replacement solution. This new electronic voting system is cloud resident, which has enabled improved remote voting and has enhanced the overall process, which is more consistently secure. The new system was launched prior to the 111th Session (2023) of the International Labour Conference. It is intuitive and can be used with a variety of mobile devices, which undoubtedly contributed to the fact that an unprecedented number of votes were cast during the session, with quorum being easily obtained for all of the required votes. Additional voting types have subsequently been added, so that the system can be used for Staff Health Insurance Fund (SHIF) and Governing Body votes.
10. Administrative processes continue to provide opportunities for rationalization and additional automation. To support the implementation of an updated flexible work policy and improved parental leave, the leave management administration processes were overhauled and the recording and processing of leave and flexible work arrangements was simplified. These changes have reduced complexity for the staff member, while ensuring that ILO policies are applied. The delivery of more granular reporting was included in this implementation.
11. The custom-built strategic management modules of IRIS are reaching the end of their technological life cycle, and a replacement project has been initiated. Phase 1 of the project started in 2023 and will be completed in early 2024, with a second phase to be delivered later in the same year. The project will modernize the technology, rationalize some of the processes and data entry tasks, and simplify maintenance of the overall solution.
12. Following delays in 2022 due to equipment supply chain problems, the objective of making basic IRIS functionality available for all project offices was finally achieved in 2023.
13. As it is the core system through which many of the Office's financial transactions are recorded, it is important that IRIS benefits from the same levels of cyberprotection as other Office-wide systems. Implementing single sign-on for IRIS has created seamless and consistent access to business applications and improved security controls on IRIS. It removed the need for users to enter their login details and password when working from an ILO computer and enforced modern security controls such as multifactor authentication and client computer verification.
14. The effective management of workplace support services requires modern, secure IT and operational technology. A project to replace a suite of disjointed legacy systems with a unified solution was approved in 2022 and the first phase of the Integrated Workplace Management System (IWMS) was implemented in December 2023. Additional features will go live in early 2024. This solution provides a fully integrated system to manage physical assets and support workplace-related service delivery and processes. The integration of the IWMS with existing ILO systems will allow the Office to improve results-based management, monitoring and reporting.

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

15. Effective use of mobile technologies hinges on high-quality internet connectivity, especially when using voice or video features. Internet bandwidth usage in external offices was regularly tracked, and capacity was enhanced when needed to maintain satisfactory levels of cloud services. Over the biennium 2022–23, 25 per cent of field office locations benefited from such upgrades.
16. Initiatives to transform the work environment through the integration of technologies that facilitate global real-time communication have progressed significantly. Microsoft Office 365 tools and applications have become mainstream, enabling staff to access their data and collaborate securely at any time and from any location.
17. The implementation of Microsoft Teams contact centre technology allows staff who work in contact centre teams to receive calls directly through the Microsoft Teams client regardless of where they are located. This feature increases remote working flexibility and reliability for departments running contact centre-based services. This has undoubtedly facilitated hybrid work set-ups, and positively impacts staff well-being and work-life balance.

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

18. People-centred service provision implies that products and technologies are intuitive, simple and robust, and that organizational stakeholders are both informed and involved in the technology decisions that impact their day-to-day work. Technologies and information that enable the staff and constituents to automate processes using relatively low-cost, agile approaches are an important aspect of people-centred service delivery.
19. To improve the quality of support to those who work most closely with end beneficiaries, a toolkit has been developed, primarily to ensure that development cooperation project managers apply the IT governance established by the ILO and are able to manage risks related to the procurement of development cooperation-funded IT services and products for third-party beneficiaries. This toolkit, which is available on the ILO intranet, consists of guidelines on risk-based due diligence, demonstrative examples, draft templates for terms of reference and a proposed evaluation checklist.
20. Following the implementation of the Jira Service Management system at headquarters in 2022, the system was rolled out in all regions in 2023. It allows ILO staff members and contractors to request help and services easily, regardless of their location. With the implementation of this new tool, support and service requests are automatically assigned to the most relevant support agent and can be escalated according to the complexity or severity of the request. Automation rules and checklists ensure that service delivery is fast and consistent, to improve the end user experience. This project benefits all staff members and consultants across the Organization.
21. In order to raise awareness of cybersecurity risks among key ILO decision-makers, the Office collaborated with the International Training Centre of the ILO to create new role-based information security awareness training, which focuses in particular on activities in ILO field and project offices. A series of short interactive scenario-based online modules inspired by real-world cybersecurity incidents provides the basis of this training. Emphasis is placed on the importance of individual decision-makers, such as project managers, financial approvers and

field office directors. Four modules have been completed for delivery to staff in the field offices in 2024. Based on feedback, a second series, exploring new scenarios, will be authored in 2024

► **Strategic indicators for outcome 1**

| Indicator                                                                                                                                        | Means of verification                                                                                 | Baseline                                           | Milestone (end 2023)           | Current state (end 2023)                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome 1. A more efficient, agile and responsive ILO</b>                                                                                     |                                                                                                       |                                                    |                                |                                                                                                                                                |
| <b>Output 1.1. Enhanced use of automated processes and applications to increase business efficiency</b>                                          |                                                                                                       |                                                    |                                |                                                                                                                                                |
| 1.1.a. Percentage of project locations with access to basic IRIS functionalities                                                                 | Log of project locations with IRIS maintained by the Financial Management Department; IRIS usage data | 16%: 21 out of 131 project locations (August 2021) | 100%                           | 100% of project locations have access to basic IRIS functionality                                                                              |
| 1.1.b. Number of legacy applications replaced by the IWMS                                                                                        | Applications and database                                                                             | 12 legacy applications                             | 4 legacy applications replaced | 4 legacy applications will be decommissioned when phase 2 of the IWMS implementation is completed (end January 2024)                           |
| <b>Output 1.2. Enhanced use of virtual and mobile technologies to support remote working</b>                                                     |                                                                                                       |                                                    |                                |                                                                                                                                                |
| 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%                            | 16 offices updated (25%)                                                                                                                       |
| <b>Output 1.3. Improved IT management function to deliver a more secure and people-centred service provision</b>                                 |                                                                                                       |                                                    |                                |                                                                                                                                                |
| 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%                            | 63% of all Active Directory account holders (2,831 users out of 4,522) used self-service capabilities to create a Service Desk ticket in 2023  |
| 1.3.b. Percentage of ILO staff who have been recertified in IT security awareness training                                                       | ILO e-learning system                                                                                 | N/A<br>Recertification exercise started in 2022    | 50%                            | Newly redesigned training courses were launched in August 2023, it is therefore too early to produce annual statistics for compliance purposes |

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

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22. 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 the staff and constituents, improving data and information 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

23. Microsoft Teams offers powerful collaboration capabilities, seamless integration with the Microsoft ecosystem and centralized team management. During the COVID-19 lockdowns, the Teams client interface provided essential chat and meeting capabilities that enabled the ILO to adapt to remote working quickly and effectively. The global roll-out of Teams sites, providing SharePoint-based document-sharing and co-authoring capabilities was initiated in 2022 and completed at the end of 2023.
24. 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 the website no longer meets recent design or security standards. A project to replace the technology of the current website is well advanced, and the associated data migration activities will be completed in the first quarter of 2024. The new website will provide a reinvigorated ILO online presence, with a modernized look and feel, streamlined content and enhanced search capabilities. It will also ensure compliance with latest security standards and the Web Content Accessibility Guidelines (WCAG).
25. Efforts to scale up ILO Live across the Organization resulted in the introduction of several new features, including a service that allows users to download recordings of events or segments of events in MP4 format. Over 2,300 users have downloaded recordings from ILO Live so far. A new search page has also been provided, which allows users to search for events by date, country of event or participant.
26. Looking forward to the biennium 2024–25, the Office will continue to enhance its event streaming services. Potential improvements include a newly designed front end, which should enhance performance, usability and information architecture; and more robust event lifecycle management, to facilitate recovery from problems caused by events starting late, or network interruptions. The user experience will be enriched through the introduction of audience interactivity, such as moderated chats and the possibility to ask questions during events and polls. The use of automated transcription of events will be evaluated as a means of driving better search functionality.
27. The Global Accelerator on Jobs and Social Protection for Just Transitions aims to increase the coordination of the multilateral system's efforts to help countries create millions of decent jobs and extend social protection to those who are currently excluded. To support this initiative, a website was built to provide United Nations (UN) organizations, governments, policymakers, businesses, employers' and workers' organizations, civil society organizations, development partners and others with access to information, resources and services related to the Global Accelerator.

28. In response to specialized demands in the past, the Office had implemented eight customized websites which had begun to pose significant security and maintenance challenges. These websites have recently been standardized and moved onto a Drupal platform, which will also be used for the public website. Such consolidation makes it possible to streamline ongoing maintenance and enhances long term sustainability.

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

29. The Office continues to improve access to knowledge about the world of work by standardizing the use of master data to enhance coherence, digitizing historical documents and introducing tools to track the use of ILO information and to improve information retrieval.
30. The [ILO Research Repository](#) was launched to the public in November 2023. ILO authors are featured, showcasing the richness of ILO research. The repository promotes collaboration across the ILO and with researchers from academic and other institutions around the world, raising the profile of the ILO as a research institution. It is home to some 21,450 research assets.
31. To respond to requests from the Governing Body and other stakeholders for better measurement of the uptake of ILO publications, the Office has implemented new tools to track downloads, views, citations and social media mentions. To enhance transparency, the ILO Research Repository now indicates the most viewed publications and the regions from which readers are consulting ILO work.
32. An additional tool was adopted to monitor the use of ILO publications in policy documents produced by other international organizations, governments and think tanks. Improved use of standard identifiers, such as Open Researcher and Contributor Identification (ORCID), for authors has helped consolidate data for more reliable measurement.
33. The ILO thesaurus was reviewed from the user perspective to identify the effectiveness of information classification topics. An analysis of the key concepts referenced in ILO publications and the public website will help the Office identify useful enhancements to the thesaurus and improve access to relevant ILO publications by end users.
34. A prototype was also developed in 2023 to leverage the mapping of the ILO thesaurus to the Sustainable Development Goals. This initiative is expected to facilitate the easy retrieval of ILO publications that relate to the Goals. The work will continue into 2024.
35. Work to improve access to the ILO's rich history continues. Older Governing Body documents that exist only in paper format are gradually being located, digitized, catalogued and indexed in a collection that is easily searchable by the ILO's staff and constituents.
36. Efforts to implement two electronic records management system pilots are under way, with each pilot scheduled to go live in early 2024. Records management staff have defined the records management rules for the pilots and the software solution has been configured. These exploratory studies will help the ILO to better understand the implementation costs and change management and workload implications of implementing records management more broadly. This information will be leveraged to determine the most sustainable approach for managing official records in the future.



37. A number of new knowledge-sharing platforms were improved in 2023. The [Forced Labour Observatory](#) was enhanced with the integration of the NORMLEX database, enabling the automatic inclusion of information on forced labour laws and creating tighter linkages in the information available to the ILO's staff and constituents.
38. The [ILO Global Care Policy Portal](#) was launched in 2022 to disseminate knowledge about care leave policies and services, and related legal and statistical indicators. A repository of publications, providing the constituents with access to country and regional briefs, was introduced in 2023.
39. The [ILO Service Tracker](#), which was developed to collect data on the employment outcomes of services provided to jobseekers, was enhanced to improve the management of privacy information, including the anonymization of personal data. A new beneficiary module was added to the application to enable beneficiaries to self-register. Enhancements also provide an option to deep dive into data for more insights on the working situation of the beneficiaries before and after the services provided by the ILO.
40. The Meet and Share platform was implemented in 2022 to enable the dissemination of mission reports across the Office. The platform was designed using a collaborative and bottom-up approach with focus groups from headquarters, regional offices and the field. Compliance monitoring indicates, however, that, currently, a mission report is stored in Meet and Share for 14 per cent of missions overall. For the next reporting period, the strategic indicator for knowledge-sharing through the Meet and Share platform will be reviewed to determine whether new criteria could be used to target only missions for which reports would be useful.

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

41. International organizations are facing increased requests to demonstrate that they are achieving expected results and delivering value for money. Reporting requirements are demanding, as the UN system is subject to increased competition and scrutiny. The Office is expected to provide timely and consistent responses to these diverse demands.
42. The Office has delivered on the second 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 reporting on a monthly basis.
43. The modernized [NATLEX](#) application introduced a user-friendly interface with enhanced search capabilities, including specialized filters. Recent entries are highlighted for easier navigation, catering to both country and subject-specific searches. Accessibility improvements adhere to WCAG standards, offering features like audio screen reading and enhanced keyboard navigation for visually impaired users. Security enhancements fortify the system against unauthorized access and potential misuse, safeguarding the integrity of NATLEX data.

## ► Strategic indicators for outcome 2

| Indicator                                                                                                                             | Means of verification                                                  | Baseline                                 | Milestone (end 2023)                       | Current state (end 2023)                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome 2. A more collaborative, insightful and transparent ILO</b>                                                                |                                                                        |                                          |                                            |                                                                                                                                                                                                                                                                                               |
| <b>Output 2.1. Improved IT platforms and services for teamwork and communication</b>                                                  |                                                                        |                                          |                                            |                                                                                                                                                                                                                                                                                               |
| 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; 81% of staff belong to at least one Teams site                                                                                                                                                                                                      |
| 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 January 2022 | 10% annual increase                        | ILO Live receives most of its traffic during sessions of the International Labour Conference. In 2023, there was a 100% increase in visits compared to 2022. (35,340 visitors during the 111th Session (2023) of the Conference)<br>59 live events were hosted in 2023 compared to 21 in 2022 |
| <b>Output 2.2. Improved IT platforms and services for data analysis and knowledge management</b>                                      |                                                                        |                                          |                                            |                                                                                                                                                                                                                                                                                               |
| 2.2.a. Percentage of records stored in the electronic records management system                                                       | Report on archived records in the electronic records management system | N/A                                      | 10% of newly created human resources files | Two pilot processes identified and under way<br>Preparatory discussions with Human Resources Development Department to identify workload implications for the migration of its "P" files into records management tools and processes in the biennium 2024–25                                  |
| 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%                                        | A mission report is stored in Meet and Share for approximately 14% of trips<br>33% of missions from headquarters resulted in a Meet and Share report;<br>12% of missions from the field offices resulted in a Meet and Share report                                                           |
| <b>Output 2.3. Improved IT platforms and services for transparency and reporting</b>                                                  |                                                                        |                                          |                                            |                                                                                                                                                                                                                                                                                               |
| 2.3.a. Frequency of automated reporting and publication of ILO data on the <a href="#">IATI portal</a>                                | IATI portal                                                            | Annual reporting and publication         | Monthly reporting                          | Monthly reporting is maintained                                                                                                                                                                                                                                                               |
| 2.3.b. Percentage of the <a href="#">ILO public website</a> meeting WCAG accessibility "AA" standards                                 | Website assessment by accessibility experts                            | 0%                                       | 15%                                        | The ILO public website is being replaced in 2024. It is 85% compliant                                                                                                                                                                                                                         |

## ► Cross-cutting driver. Risks to information availability, integrity and confidentiality

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44. One of the most significant risks to the successful achievement of the IT Strategy is that of 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, compromise of staff identities and loss of ILO intellectual property.
45. In response to a recommendation made by the Joint Inspection Unit in a report outlining common cybersecurity challenges in the UN system,<sup>2</sup> the Office engaged an independent external consultancy to review the ILO's cybersecurity framework and resilience. A high-level report outlining the findings of that review was presented to the Governing Body at its 346th Session (October–November 2022).<sup>3</sup>
46. Many of the recommendations of the high-level report were implemented under the 2022 and 2023 work plans, including the development of role-based information security awareness training, as mentioned above.
47. Following up on the review conducted in 2022 of the information security risk assessment process, an information security risk manual was drafted and published on the ILO intranet. The manual should assist ILO departments and field and project offices that are undertaking new initiatives and projects to ensure that the adequate attention is given to data and information protection and assurance when introducing new technologies into ILO work practices. The risk manual was developed in line with the ILO enterprise risk framework and with the ISO 27001 standard for information security. The aim is to ensure the alignment of requirements and decision-making practices for projects delivered in cooperation with external public and commercial partners, other international organizations and the constituents, and satisfies donors' requirements.
48. Improving the security responses that the ILO delivers to its stakeholders remains a major concern. Two new workshops for managers were delivered in 2023. One was a cybersecurity incident drill involving cross-functional line manager representatives with roles that include advising on risk treatment decisions. The second workshop was a tabletop cybersecurity incident exercise oriented towards IT security operations. In both exercises, participating teams demonstrated strong communication and coordination and cooperative decision-making capacity. The exercises confirmed the effectiveness of the standard operating procedures that are currently in place.
49. An anti-phishing simulated campaign was conducted in 2023 after a two-year pause owing to the COVID-19 pandemic. This type of exercise targets all IT users at the ILO. The campaign was delivered by email to raise awareness about the most prevalent cybersecurity risk: social engineering. The activity engaged users through a simple interaction and then provided information concerning how to recognize and report potential incidents. Such exercises are important preventative controls and are complementary to the information security awareness

<sup>2</sup> United Nations, *Cybersecurity in the United Nations system organizations*, Report of the Joint Inspection Unit, JIU/REP/2021/3, 2021.

<sup>3</sup> GB.346/PFA/3.

training. The results of the campaign were very good, with the target of over 95 per cent of users being familiar with risk and related treatment procedures being met.

50. The SharePoint disaster recovery plan was tested to ensure that key IT services such as the ILO intranet, SHIF Online and the workflow system used by the Committee of Experts on the Application of Conventions and Recommendations could be restored in case of a major incident affecting the production platform or the host data centre. The test involved moving transaction processing to a secondary disaster recovery platform to simulate loss of the primary site. A number of technical issues were identified and remediated, operational processes were improved, and the disaster recovery platform hosted in a secondary data centre was fully validated as a result of the tests.
51. In response to lessons learned during an information security incident in 2023, a full review of the development standards and processes used for the creation of IT applications was undertaken. Resulting recommendations and changes were incorporated into daily operations and will help to ensure appropriate security reviews of code and solutions, quality standards and adherence to standard development practices.

## ► Priorities for the biennium 2024–25

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52. Larger scale projects initiated in 2023 will carry over into the biennium 2024–25. The new public website should go live before the 112th Session (2024) of the International Labour Conference, additional modules of the IRIS strategic management solution will be modernized before the end of the year, and new features for enhancing ILO Live will be introduced as funding becomes available.
53. Given the intensity and prevalence of cyberattacks targeting the multilateral system, the percentage of IT resources redirected to strengthen operational cyberresilience further will increase. In 2023, the UN Information Security Special Interest Group recommended that all organizations adopt zero trust principles as a means of ensuring additional protection for their systems and data. These principles propose that no device, user account, location or application can be completely trusted and therefore their integrity should be systematically and continuously verified. The Office will start to implement these principles in 2024.
54. When software is no longer supported by the vendor, it must be replaced quickly to avoid exposing Office data to unaddressed vulnerabilities. In 2024, all ILO laptops will be upgraded to Windows 11. Beyond managing the planned obsolescence of Windows 10, upgrading to Windows 11 will provide a redesigned and modernized user interface, improved performance, better integration with Microsoft Teams and additional cybersecurity protection.
55. The Office will continue to address information security awareness and resilience, building on three pillars – governance, risk and compliance – to strengthen tactical and strategic decision-making. A communication programme for promoting policies relevant to information security and cyberresilience will be developed in collaboration with the Department of Communication and Public Information, the Human Resources Development Department and other interested stakeholders. Role-based training will extend into new areas of the Organization, and more scenario-based cyberresilience tabletop exercises are planned to reinforce preventative controls. Opportunities for expanding the applicability scope for standards and baselines such as the ISO 27001 standard on information security, cybersecurity and privacy protection will also be explored.

56. Following the encouraging results of replacing of the electronic voting system, the Office will assess other information technologies currently deployed to support the work of ILO conferences and meetings, to assess current risks and identify opportunities for improvement, to promote better integration and to enhance sustainability.
57. Two important reporting dashboards will be improved in 2024. The outcome-based work planning dashboard 2.0 will be enhanced to incorporate the 2024–25 results framework and deliver more user-friendly and up-to-date reporting to facilitate comparative analysis across multiple biennia for ILO staff. Additional search capabilities, filtering and preset reporting capabilities will enable users to find and analyse their data more easily.
58. A new version of the [Decent Work Results](#) dashboard will be created to incorporate the 2022–23 results framework. Visualization will be improved through the segregation of data between reporting frameworks, and additional content will be provided.