

# Large Web site systems

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2001 > 2009

International Labour Organization  
(ILO)

Continued collaboration with ILO to standardize the content structure, the navigation and the presentation for the ILO site and its 150 Departmental sub-sites

# A strategy for change

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The redesign is a long term process

It is a **slow cultural revolution** involving people, resources and producing a new way of working

It is a continuous process requiring flexibility and adjustments of strategies

# Time line

## **2001 → 2004**

First unofficial attempts of redesign to get the buy-in from the management

## **November 2003**

Official presentation of the concept to the top management

## **2004 → 2008**

The redesign process in action

# The problem

- The ILO web presence is composed of about 150 different Departmental sites (ILO units at HQ and in the field)
- On top of them a simple Home page
- Main problems
  - The Organization does not appear as a single body
  - Absence of common branding
  - Information hard to find in silos (Departments)
  - Strategic information not communicated
  - Noise and redundancy
  - High costs of development

# The problem

## The old home page

Mainly focused on departments

**International Labour Organization**

**Mirror servers:**

- America

**ILO Search Engine**

**Local Web sites:**

- Arabic
- Chinese
- Dutch
- German
- Italian
- Japanese
- Mongolian
- Portuguese
- Portuguese (Brazilian)
- Turkish
- Russian

**Other UN sites**

**STANDARDS AND FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK**

- » **International Labour Standards**
- » **Promoting the Declaration**
- » **Child labour: IPEC**

**EMPLOYMENT**

- » **Crisis response and reconstruction**
- » **Skills, knowledge and employability**
- » **Boosting employment through small enterprise development**

**SOCIAL PROTECTION**

- » **Socio-economic security**
- » **Safe Work**

**SOCIAL DIALOGUE**

- » **Strengthening social dialogue**

**Featured sites**

- Governing Body: Home
- » Current Session
- Meeting of Experts to develop a Code of practice on Violence and Stress at Work in Services: A Threat to Productivity and Decent Work (Geneva, 8 - 15 October 2003)
- Key indicators of the labour market (KILM)
- 5th and 6th Synthesis Reports on the Working Conditions Situation in Cambodia's Garment Sector
- International Labour Conference
- Report of the Director-General: Working Out Of Poverty
- Global Report 2003: Time for Equality at Work
- Collection of national instruments related to HIV/AIDS and the world of work
- Of Every 100 Children...Child Labour Today
- World of Work: The magazine of the ILO

**Français**  
**Español**

- World Commission on the Social Dimension of Globalization
- Public Information
- ILO Library
- Publications
- ILO on TV
- Photo library
- International Training Centre (TURIN)
- What's New?
- Sitemap
- About the ILO
- Meetings
- Director-General
- Resources
- Careers

**Official documents in Arabic, Chinese, German and Russian**

1. Select a language 2. Select a document type

German International Labour Conference »

**Departmental pages and official documents**

Quick access:

[ ILO Home | ILO Sitemap | ILO Search | About the ILO | Contact ]

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# The problem

## Departmental sites

The only element of common branding

**International Labour Organization**

WORK IN FREEDOM

English | Français | Español

HOME

ABOUT THE DECLARATION

THE ISSUES

EVENTS AND INITIATIVES

PRODUCTS AND PUBLICATIONS

PROJECTS

PHOTODATABASE

MEDIA

VOICES AT WORK

LINKS

CONTACT US

**WELCOME**

Adopted in 1998, the ILO Declaration on Fundamental Principles and Rights at Work is an expression of commitment by governments, employers' and workers' organizations to uphold basic human values - values that are vital to our social and economic lives.

The Declaration covers four areas:

- Freedom of association and the right to collective bargaining;
- The elimination of forced and compulsory labour;
- The abolition of child labour, and;
- The elimination of discrimination in the workplace.

**LATEST DEVELOPMENTS:**

Radio programmes in Bangladesh explore ILO Declaration themes.

Work underway to boost labour management relations in Indonesia.

BBC highlights the plight of child labourers in Brazil.

**MEDIA RELEASES:**

ILO launches first Global Report on discrimination at work.

BBC stages a "Rights At Work" debate in Bangladesh.

SEARCH TEXT OF THE DECLARATION

Search the ILO public site

Search tips

Quick Links

Annual Review: [v]

ILO POLL

LAUNCH POLL

ILO MULTIMEDIA CENTRE

- ▶ Dangerous occupations for children in Guatemala.
- ▶ Victims of Poverty and Racial Discrimination.
- ▶ Disability Discrimination in the Ukraine.

GLOBAL REPORTS

- ▶ 2003 Time for equality at work
- ▶ 2002 A future without child labour
- ▶ 2001 Stopping forced labour
- ▶ 2000 Your voice at work

ANNUAL REVIEW

▶ 2003

**International Labour Organization**

Social Protection - Social Security Policy and Development Branch

Français Español

**SOCIAL SECURITY POLICY AND DEVELOPMENT**

SOC/POL

**PRESENTATION**

The main objective of the Social Security Policy and Development Branch (SOC/POL), is to assist Member States and constituents in the design, reform and implementation of social security policies based on the principles embodied in international labour standards and to contribute to the effective governance and management of the corresponding schemes. A special emphasis is placed on developing strategies to extend social security coverage.

**THE CAMPAIGN**

**PUBLICATIONS**

The main activities are:

- The [Global Campaign on Social Security and Coverage for All](#)
- Its [STEP Programme](#) (Strategies and Tools against Social Exclusion and Poverty)

**CONTACT**

**STEP**

**STEP PORTUGAL**

**CONCERTATION**

**GIARIS**

**International Labour Organization**

InFocus Programme on Safety and Health at Work and the Environment

**SafeWork**

**Labour Inspection**

- **NEW!** [A new Global Compact initiative: Conference on Health and Safety Culture Sustainable Development through Responsible Corporate Citizenship / CSR, Dusseldorf, Germany, 27-29 October 2003.](#) Click [here](#) for a hotel reservation form in PDF format.
- **NEW!** [Integrating Labour Inspection: Conference on Functions, Effectiveness and Training, Borovetz, Bulgaria, 21-23 September 2003](#) (in PDF format, 233 kByte)
- **NEW!** [Audit du système d'inspection du travail du Grand-Duché de Luxembourg, Juillet 2002](#) (in PDF format, 321 kByte)
- [Modernization of Labour Inspection System in Kerala, India Kerala Labour Inspection Audit, 20-28 January 2003.](#) (in PDF format, 282 kByte) - and - a related [newspaper article](#) from *The New Indian Express*, Kochi, 23 January 2003, (in image format, 194 kByte)
- [Modern Labour Inspection in the 21st Century Conference Report, Riga, Latvia, 28-30 October 2002](#) (in PDF format, 800 kByte)
- [Labour inspection: A guide to the profession](#) by Wolfgang von Richthofen, ILO, Geneva, 2002 (in PDF format, 1.473 kByte) and in print

# The project goals

## 1. Harmonize and coordinate the ILO communication on the Web

- Strengthening the “ILO identity” on the web
- Presenting content as belonging to the ILO **while allowing Units to keep their presence**
- Easing the access to the information, breaking the silos and implementing search facilities

## 2. Reduce time and resources involved in publishing content on the web

# Solution

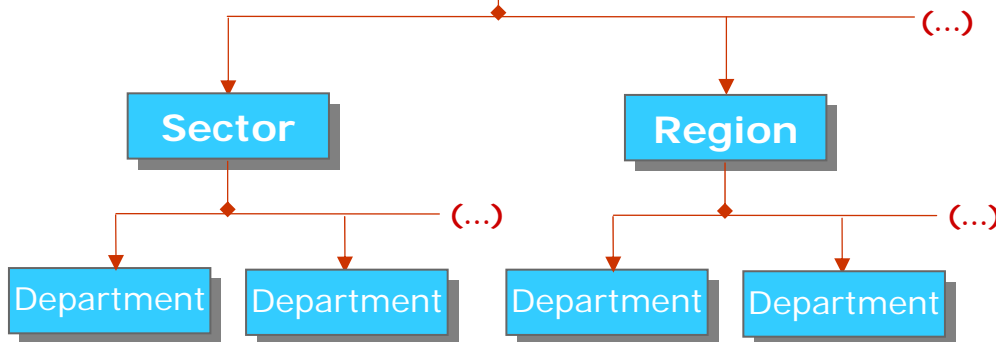
## Global level



## Creation of the Global level

- A new “Communication front-end” common to all ILO units
- Relevant and institutional contents selected from ILO units
- Owner: Department of Communication

## Departmental level



## Standardization at Global and Departmental level

- Content: structure and classification
- Navigation: new ways to access the content
- Presentation: new layout and visual identity
- Implementation technology



# The result

## Global Level

Creation of the communication front-end with best content hand picked from ILO units.



# International Labour Organization

Promoting decent work for all

- About the ILO
- Departments and Offices
- Regions
- Themes
- What we do

The International Labour Organization (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. [more >](#)

### What's new



#### ILO and Gates foundation join forces to develop range of insurance products in developing countries

The International Labour Organization announced a partnership with the Bill and Melinda Gates Foundation that aims to develop new kinds of insurance and improve existing products to promote decent work for tens of millions of low-income people in the developing world.



#### International Day of Disabled Persons: Message from Juan Somavia, Director-General of the

International Labour Organization - 



#### Activists, including an academy-award winning actress, call for decent work and more rights for people with disabilities

- ILO calls for new efforts to support people with disabilities in the world of work
- Fully Fit at Work: disabled workers in Poland
- Resource Guide on Disability in the world of work
- Message by Mr. Juan Somavia, Director-General of the International Labour Office, On the occasion of World AIDS Day - 1 December 2007 -
- ILO Decent Work Research Prize 2008: Call for nominations

### Main aims of ILO's work

The International Labour Organization (ILO) is devoted to **reducing poverty**, achieving **fair globalization** and advancing opportunities for women and men to obtain **decent and productive work** in conditions of freedom, equity, security and human dignity. As a tripartite organization the ILO works with governments, employers and workers' organizations to promote the following interlinked aims:

- Employment creation**  
Create greater opportunities for women and men to secure decent employment and income.
- Rights at work**  
Working extensively throughout the world to promote a solid legal framework for workers' rights.
- Social protection**  
Enhance the coverage and effectiveness of social protection for all.
- Social dialogue**  
Bringing together representatives of governments, employers and workers to promote social dialogue and build trust.

### What we do

- Labour standards
- Official meetings
  - International Labour Conference
  - Governing Body
  - Regional meetings
- Events and campaigns
- Projects
- Publications and research
- Statistics and databases
- Training

### Resources for

- Journalists and media



#### International Day of Disabled Persons - 3 December 2007

# ILOAIDS

#### ILO Programme on HIV-AIDS and the World of Work



#### DECENT WORK

# The result

## Multiple ways to “explore” the ILO at Global level

### Navigation dimensions to access the Products

Institutional

Organizational

Regional

Thematic

The screenshot shows the ILO website homepage. At the top, there are language options for Spanish and French, and links for 'Contact us' and 'Site map'. The main header features the ILO logo and the text 'International Labour Organization Promoting decent work for all'. Below this is a search bar and a navigation menu with items: 'About the ILO', 'Departments and Offices', 'Regions', 'Themes', and 'What we do'. A dashed box highlights the 'Organizational', 'Regional', and 'Thematic' navigation items. A red box labeled 'Institutional' points to the ILO logo. Another red box labeled 'Products and outputs' points to the 'What we do' menu item.

Spanish | Français Contact us | Site map |

**International Labour Organization** Promoting decent work for all

Search

About the ILO | Departments and Offices | Regions | Themes | What we do

The International Labour Organization (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote work throughout the world. [more >](#)

**Products and outputs**

**What's new**

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**What we do**

- **Labour standards**
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  - Regional meetings
- **Events and campaigns**
- **Projects**
- **Publications and research**
- **Statistics and databases**
- **Training**

**International Day of Disabled Persons: Message from Juan Somavia, Director-General of the ILO**

Activists, including an academy-award winning actress, call for decent work and more rights for people

[> ILO Home](#)

## What we do

### International Labour Standards

### Official meetings

### Events and campaigns

### Projects

### Publications and research

### Statistics and databases

### Training

#### Search in:

What we do



### International Labour Standards

Since 1919, the International Labour Organization has maintained and developed a system of international labour standards aimed at promoting opportunities for women and men to productive work, in conditions of freedom, equi



### Official meetings

The ILO regularly holds meetings at the international and sectoral level to examine social a interest to governments, employers' and work

- [International Labour Conference](#) • [The ILO C](#)
- [Regional meetings](#) • [more..](#)



### Events and campaigns

The ILO plans for events and campaigns to dr raise public awareness for labour and social is



### Projects

To make the Decent Work agenda a reality at technical cooperation projects are implemente cooperation between recipient countries, dono maintains a network of offices worldwide.



### Publications

The International Labour Office publishes the r related to the changing nature of work and em importance to policy makers and others conce nature of work.

- [ILO bookstore](#) • [The International Labour Re publications database](#) • [more..](#)



### Statistics and databases

Within the UN system, the ILO Bureau of Statis labour statistics. These statistics are needed for evaluation of policies and for assessing progr They are also an important tool for information to increase understanding of common problem mobilize interest.

- [LABORSTA - ILO's statistical database](#) • [Labe more..](#)

### Training

[> ILO Home](#) [> About the ILO](#)

## Media and public information

### Mission and objectives

### Origins and history

### Fields of action

### How the ILO works

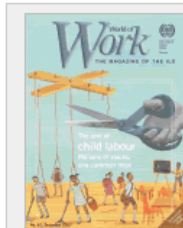
### Media and public information

- [Press releases](#)
- [Feature articles](#)
- [Fact sheets](#)
- [ILO in the media](#)
- [Video](#)
- [I-news](#)
- [Photo Gallery](#)

### Employment opportunities

#### Search in:

Media and public information



### Press releases



[ILO launches process aimed at adopting new international labour standard on HIV/AIDS in the world of work](#)

**14 May 2008** - Noting that 169 of its 181 Member States have adopted a national policy or strategy concerning HIV/AIDS, the International Labour Office (ILO) is launching a process to adopt a new

international labour standard aimed at bolstering the role of the workplace in the global response to the pandemic. (*ILO/08/13*)

**28 April 2008: World Day for Safety and Health at Work – Worldwide events to mobilize workers, employers and governments on managing risks at work**

**23 April 2008** - The world of work is to mark the World Day for Safety and Health at Work this year on 28 April, amid a new call by the International Labour Office (ILO) for managing risks in the work environment to reduce both the human and the economic burdens of work-related accidents and ill health. (*ILO/08/12*)

• [Labour is not a commodity and markets must serve people: Message to the Director-General of the ILO on the occasion of World Day for Safety and Health at Work](#)

[list all >](#)

### Feature articles



[Promoting better work in global supply chains: Cambodian garment workers show talent](#)

**02 May 2008** - Better Factories Cambodia, a joint initiative of the ILO and the International Finance Corporation (IFC), the private sector arm of the World Bank Group, is often cited as an example of how closer links between the two organizations can improve labour practices and competitiveness in global supply chains. ...

### ILO NEWS service

Send us your email to receive news, features, background and other information products.



For further information, please contact the Department of Communication and Public Information (DCOMM) at Tel: +41.22.799.79 12, Fax: +41.22.799.8577 or [E-mail](#)

### See also

- [ILO Photo Gallery](#)
- [Events and campaigns](#)




Search

# GENDER

## Bureau for Gender Equality

Contact us | Site map |

- About us
- Events
- Information resources
- Projects
- Links

**Search in:**

Bureau for Gender Equality: Home page

»



*'We take another step towards globalizing social progress when we champion gender equality as a matter of rights and social justice, as well as efficiency and good business sense.'* Juan Somavia, ILO Director-General

While all staff in the ILO are responsible for promoting gender equality in their work, the Bureau for Gender Equality supports and advises constituents and Office staff at headquarters and in the field on matters concerned with promoting and advocating for gender equality in the world of work. It also manages an extensive knowledge base on gender issues. This includes a [genderhelpdesk@ilo.org](mailto:genderhelpdesk@ilo.org) target="\_top">Gender Helpdesk which responds to queries to help to strengthen the capacity of staff and constituents to address questions of equality in their work.

The Bureau for Gender Equality coordinates the global ILO Gender Network, which brings together gender specialists and gender focal points at headquarters and in the field offices.

**Highlights**

**17 January 2008**, ILO headquarters, Geneva, Switzerland  
[Planning Meeting on the Joint Immediate Outcome on Gender Equality](#)

Participants at a meeting held 17 January at ILO headquarters in Geneva discussed entry points in the ILO Programme and Budget (P&B) for 2008-09 for advancing gender equality in the world of work. The meeting, which brought together some 35 representatives of ILO work units, was organized by the Bureau for Gender Equality.

International Labour Organization (ILO): [Contact us](#) | [Site map](#) |

**Quick links**

- » [Team at Headquarters](#)
- » [Team in field offices](#)




Search

# SAP-FL

## Special Action Programme to combat Forced Labour

DECLARATION - Programme on Promoting the Declaration

Contact us | Site map |

- About SAP-FL
- Information resources
- Events
- Projects
- Links

**Search in:**

SAP-FL: Home

»



### A Global Alliance against Forced Labour

Forced labour is a global problem, affecting almost all countries of the world. There are at least 12.3 million persons in forced labour today. Most victims are poverty-stricken people in Africa, Asia and Latin America, whose vulnerability is exploited by others for a profit. Yet over 350,000 women and men are also in forced labour in industrialized countries, trafficked for either labour or sexual exploitation.

With political will, forced labour can be eradicated. The ILO is promoting a Global Alliance to achieve this, with partner agencies pooling their efforts to wipe out all forced labour worldwide by 2015. This site promotes networking and information exchange, both on the disturbing facts and features of modern forced labour, and of innovative action by a range of partners to wipe it out once and for all.

**News**

» [Slavery In Our Times](#)  
**17 March 2008** - Human trafficking is not just a problem for other communities or other people. It exists on our own doorsteps, and our lack of action shames us all. It's hard to put an accurate figure on the full scale of this misery. But the International Labor Organization estimates that there are at least 2.5 million forced laborers who are victims of human trafficking at any one time. Their

Español | Français

**SAP-FL is part of**

- » [Programme to promote the Declaration on Fundamental Principles and Rights at work](#)

**See also**

- » [International Labour Standards](#)



[SAP-FL team \(HQ and field\)](#)

May 2005, Geneva



A Global Alliance

# Coordination of Departments

Common content structure  
 Common layout system and visual identity

# How we came to the result

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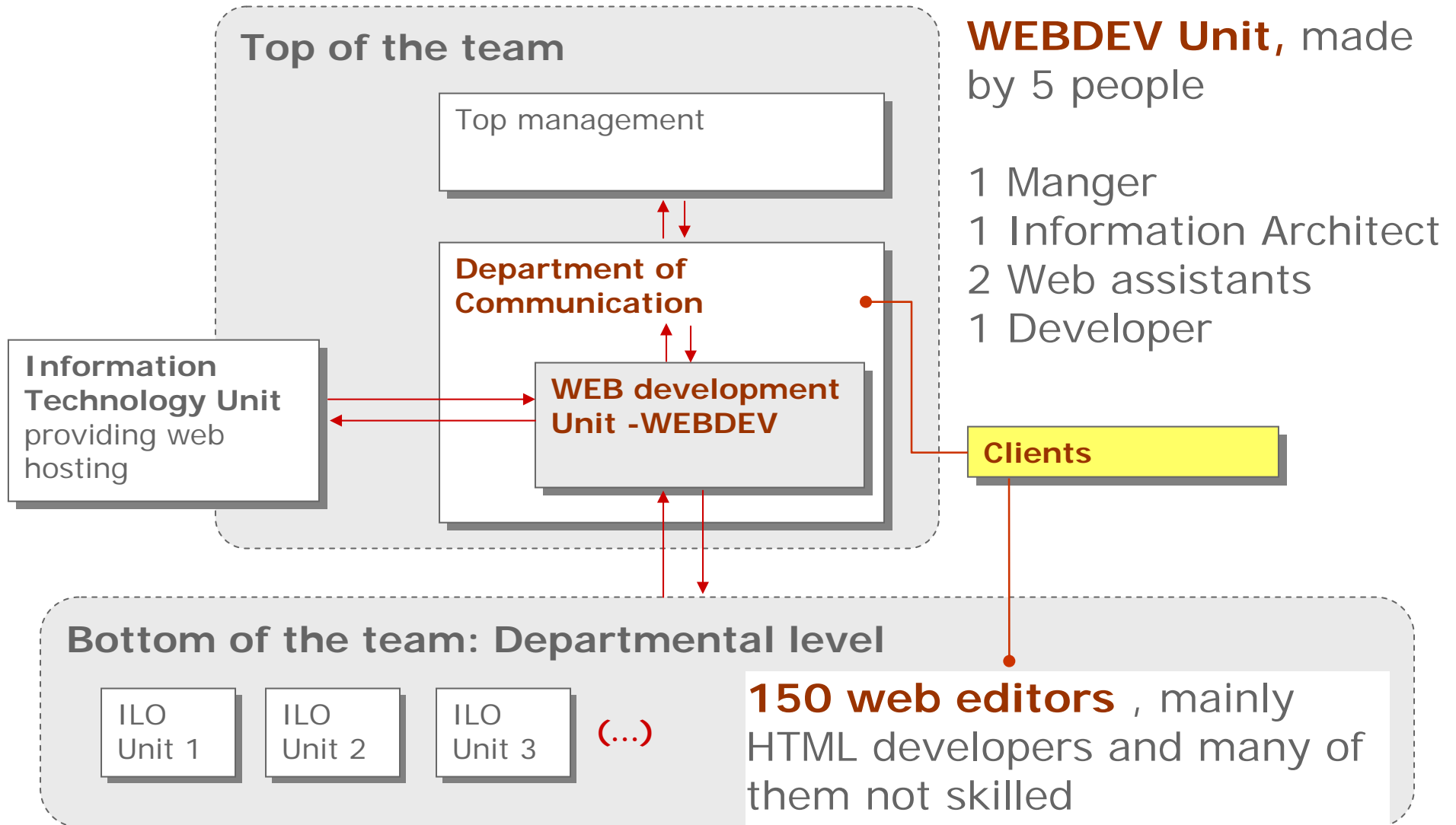
Many compromises

Working in close contact and learning from the ILO Units

Adapting the goals and strategies to ILO Units needs

Setting sustainable solutions:  
simplicity

# The project team



# Issues and limitations

## → Top of the Team

- Lack of understanding of web issues at any management level
- No editorial board and content managers
- WEBDEV: undersized, lack of personnel

## → Departmental level

- “Anarchy” concerning the content publishing and the implementation technology
- Resistance to changes from web editors

# Strategies adopted

## → No imposition of rules from the top

→ The challenge was to convince Departments to adopt the new rules and not to impose them

## → Bottom up-approach

→ For example analysing the existing published content. What is there corresponds to a necessity of communication

## → Centralization of the process

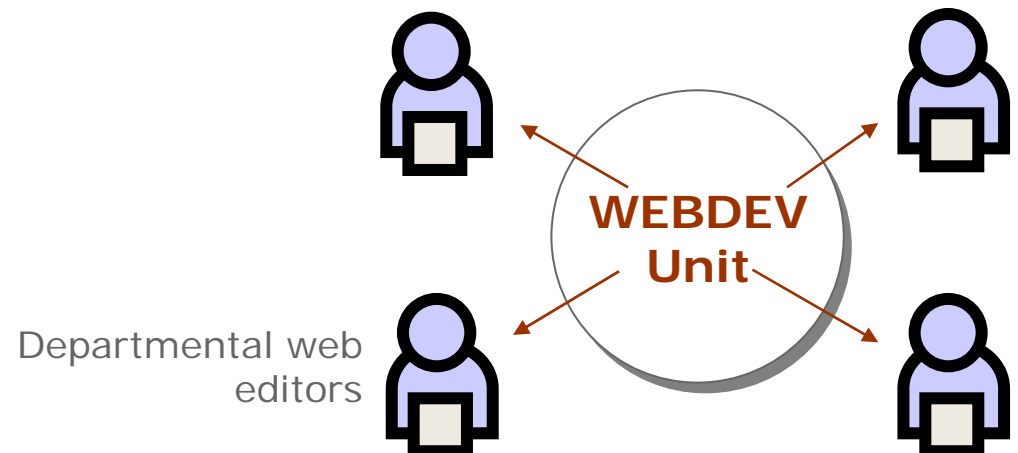
→ Creation of a centralized Web Agency to drive the process and guarantee quality control over the final product



# WEBDEV became a Web agency

- **It develops tools and methodologies**
- **It drives and controls** the redesign process providing to Departmental web editors:
  - Information architecture services
  - Templates production
  - Training
  - Quality control and support during the web site implementation

WEBDEV people develop new skills and roles



# Approach and workflow

2004

2005

2006

2007

2008

## Departmental sites

**Soft** standardization - *Static HTML – The laboratory*

Presentation  
Flexible site index and navigation  
Flexible editorial rules

**Hard** standardization- *CMS*

Presentation:  
Normalized site index and navigation  
**Normalized contents**

### A fundamental decision:

Dept. site: HTML  
and CMS  
Global site: CMS

## Global site

**Hard** standardization - *CMS*

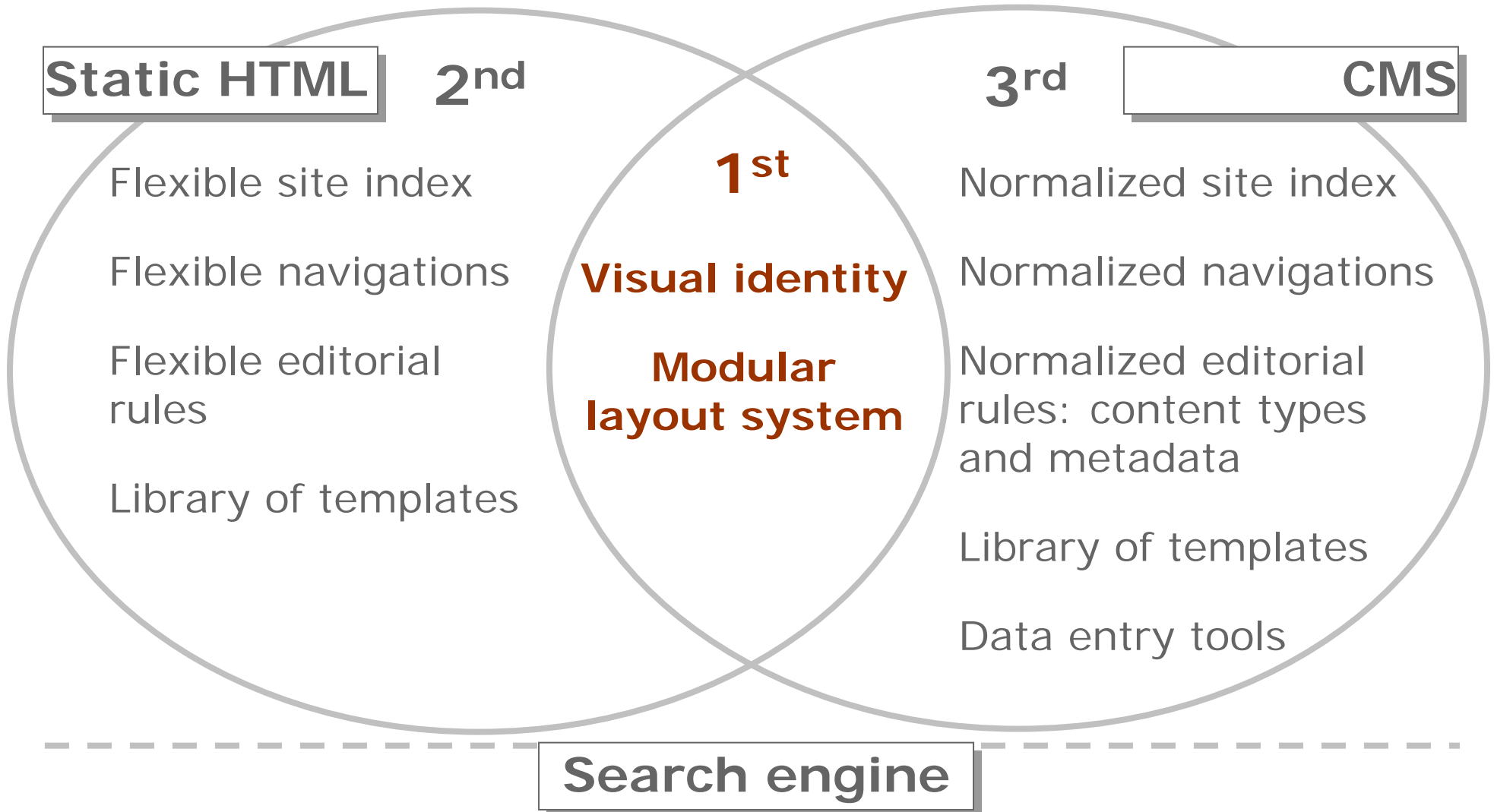
Presentation  
Normalized navigation  
**Normalized contents**

28 April 2007  
The Global site go live  
in CMS

**Search engine**

# Tools developed

Key principles: Simplicity, Flexibility, Sustainability



# Methodology to work with the ILO units

## Soft standardization: Static HTML

### Concept and design phases

#### Phase 1

Discovery and  
define

#### Phase 2

Information  
Architecture (IA)

### Implementation phases

#### Phase 3

Templates  
production

#### Phase 4

Production of the  
web site and  
publishing

**WEBDEV**  
addresses the  
job

**WEBDEV** designs  
Site index  
Wireframes

**WEBDEV** provides  
Some HTML  
Templates  
+  
Training

**Dept. Web editor**  
implements all the  
web site pages in  
HTML using the  
Templates

# Methodology to work with the ILO units

## Hard standardization: CMS

### Concept and design phases

#### Phase 1

Content discovery and Define

#### Phase 2

Information Architecture (IA)

### Implementation phases

#### Phase 3

SiteStudio and Content Server implementation

#### Phase 4

Migration of content

#### Phase 5

Finalization of the site

**WEBDEV** addresses the job

**WEBDEV** provides Standard Site index and Wireframes

**WEBDEV** provides the site ready for the contribution  
+ Training

Simple migration:  
**Dept. Web editor**

Complex migration:  
**WEBDEV**

**Dept. Web editor** uses data entry tools to provide contents

# Lessons learnt and conclusions

- In case of complex unstructured environments
  - Be ready to change the initial goals and strategies
  - Mouth-to-Ear strategy: the solution “sells itself”, it is requested by the client, never imposed
  - Slow diffusion of the solution till to reach the critical mass
  - Never rely to a unique solution, but study different approaches

Thanks for your attention

From me and all the WEBDEV team