

Engaging Business Units About their Public Websites through an Annual Web Review

Web4Dev Conference
Vamsee Kanchi
Europe and Central Asia Division
The World Bank

Summary

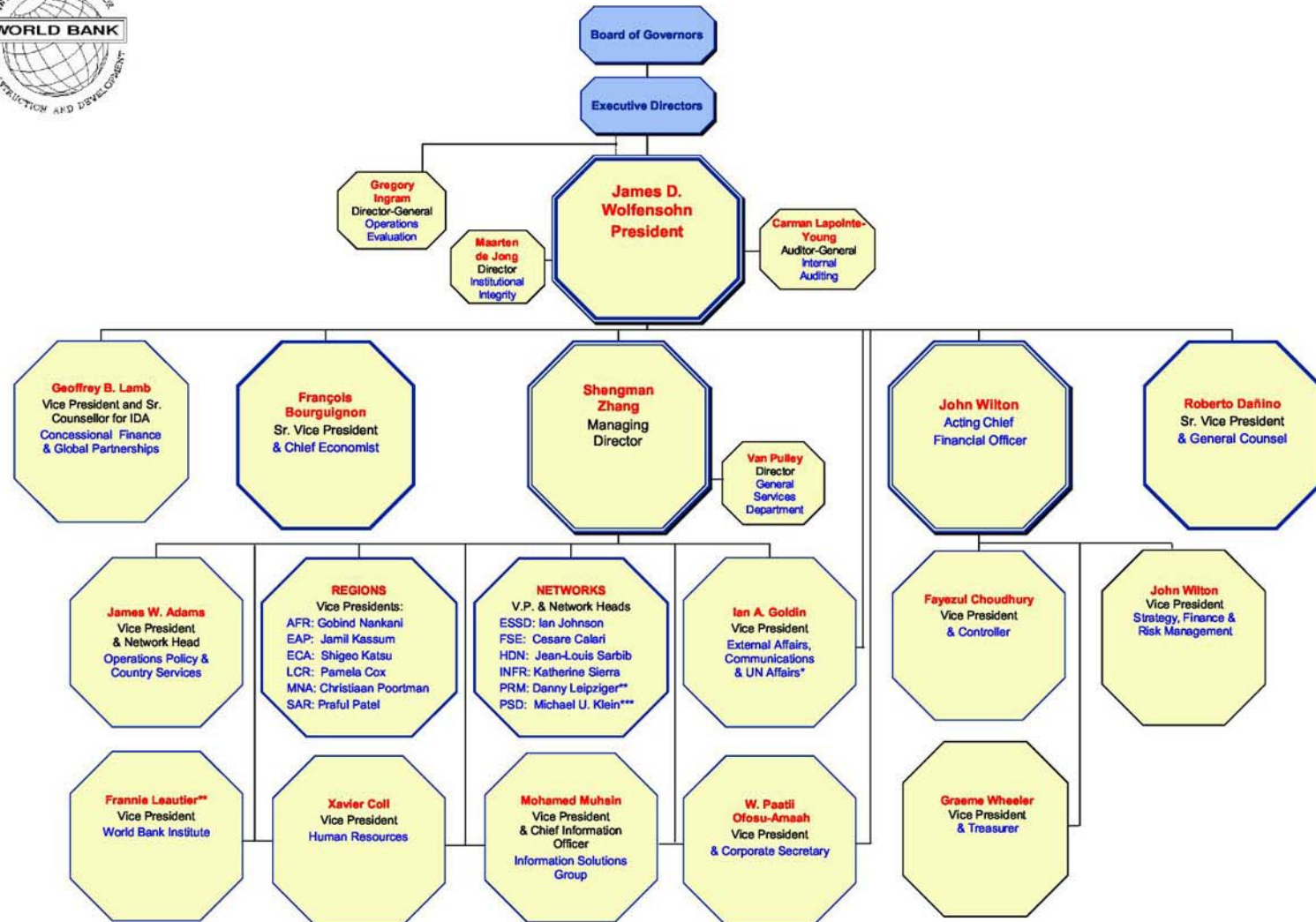
- Key Idea: While central business units provide IT infrastructure and communications outputs, operations units need to stay focused on their key business priorities
- Presentation Overview
 - Setting the Stage & Key Issues
 - Annual Review
 - Results
 - Lessons Learned
 - Looking Forward

The World Bank Website: The Way You See It

The screenshot shows the World Bank website homepage with a blue header and navigation menu. The main content area is divided into several sections:

- FEATURE:** A large banner for "UNITE AGAINST MALARIA AFRICA MALARIA DAY 2005" featuring a photo of children and a text box titled "GLOBAL PLAN TO COMBAT MALARIA" with a "More" link.
- COUNTRY IN FOCUS:** A world map highlighting East Asia and the Pacific, with a list of links: "Growth and Challenges for East Asia", "Press Release: East Asia set to grow by 6 percent in 2005", and "Report: East Asia Update".
- RESOURCES FOR...:** A list of target groups: "Businesses", "Civil Society", "Client Governments", "Investors", "Job Seekers", "Journalists", "Parliamentarians", and "Youth & Schools".
- MORE FEATURES:** A "VIEW AFRICA GALLERY" button and a list of links: "Global Monitoring Report 2005: Momentum Proves Elusive", "Global Development Finance 2005: Managing Vulnerability", "Young and at Risk: Living with HIV", and "The World Bank in Africa View the pop-up gallery".
- EVENTS:** A "DISCUSSIONS" section with links like "Attracting Investment in Post-Conflict Countries: The Importance of Telecommunications" and "Poverty Reduction Strategy Paper (PRSP) 2005 Review". A "CONFERENCES" section lists events like "The Effectiveness of Budget Support - May 5-6, 2005" and "Legal Protection of Orphans and Children Made Vulnerable by HIV/AIDS - May 9, 2005". A "SPEAK OUT" section features "Daniel Lederman on Latin America and the Caribbean" and "Robert Holzmann on Pension Reform". A "VIDEO" section includes "Environmentally and Socially Sustainable Development Week: Human Security in an Increasingly Fragile World".
- NEWS & BROADCAST:** A section titled "Caribbean Countries Must Improve Productivity & Competitiveness" with links to "James Wolfensohn Appointed Special Envoy For Gaza Disengagement", "World Development Indicators 2005", "Oil Revenues Flow to Chad", "Vacancy: World Bank Sanctions Board", and "President-Elect Wolfowitz".
- NEWSLETTERS:** A "Subscribe to Bank Update" form with a "GO" button and a link to "All Newsletters".
- HOT TOPICS:** A list of links: "IDA14 Replenishment", "Tsunami Recovery", "Millennium Dev't Goals", "Anticorruption", "Iraq", "Extractive Industries", and "Chad-Cameroon Pipeline".
- OPERATIONS EVALUATION:** A list of links: "Global Programs", "World Bank Capacity Building in Africa", and "Country Evaluations: A Retrospective".

ORGANIZATION CHART OF THE WORLD BANK - February 1, 2005



* Jean-François Riabard - Vice President, External Affairs Europe
 Yabito Yoshimura - Vice President & Special Representative, External Affairs Japan
 ** Dotted line to Sr. Vice President & Chief Economist
 *** Reports to IFC Executive Vice Presidents on IFC Business

EUROPE AND CENTRAL ASIA REGION
As of April 1, 2005

HRS92
Femi Badaki
Manager, ECA HRS Team
39568
H6-473
Olympia Kerkiras
fax: 522-3450

ECAVP
Shigeo Katsu
Regional Vice President
89154
H12-211
S. Chokechatanon (Penn)
89594 fax: 522-2758

LEGE
Hans Juergen Gruss
Chief Counsel
81516
MCS-443
Emile Santos
81861 fax: 522-1591

Ext Fax Room	ECAVP Annette Dixon Director, Regional Operations 37089 522-2758 H62-217	ECAVP Pradeep Mitra Chief Economist 80419 522-2758 H12-167	ECACA Kathleen McCollom Chief Administrative Officer 81309 522-2757 H6-109	ECAVP Marsha M. Olive Regional Learning Coordinator 38148 522-2758 H12-225	ECAVP Modibo K. Camara Sr. Strategy & Operations Officer 36927 522-2758 H12-221	ECAVP M. Nicholas van Praag Edemal/Albans Advisor 89262 522-3362 H62-231	ECAVP Franz Kaps Partnerships & Ad Coordination Advisor 5786-680 32 2 504 0999 in Brussels	EA Ext	Maria Buni-Gir 85769	Rhodens Pymor 35175	Manuel Santiago 84787	bn Gnauchy (off. 45/65) 33669	Vacant	Brigitte Harrison-Dowd 32 2 504 0990
	COUNTRY UNITS (Cus)													

Country	Russia	Belarus Moldova Ukraine	South Caucasus CU: Armenia Azerbaijan Georgia	South East Europe CU: Albania Bosnia & Herz. Kosovo Rep. Of Macedonia Serbia & Montenegro	South Central Europe CU: Bulgaria Croatia Romania	Turkey	Central Europe & Baltic CU: Czech Rep Estonia Hungary Latvia	Central Asia CU: Kazakhstan Kyrgyz Rep Turkmenistan Tajikistan Uzbekistan
CD	ECOU1 Kristalina Georgieva 5762-2001/0001 5762-2042 Moscow HQ - H6-136 ext. 30397	ECOU2 Paul Birmingham 5256-265 5256-228 Ryiv HQ H6-257 ext. 33985	ECOU3 Donna Dowsett-Coirolo 30121 522-3667 H6-211	ECOU4 Orsalia Kalantzopoulos 82636 477-1004 and 522-7411 H6-163	ECOU5 Anand Seth 5240-7211 5240-7200 Zagreb HQ H6-145 ext. 33880	ECOU6 Andrew Vorkink 5242-8365 5242-8500 Ankara HQ H6-142 ext. 81678	ECOU7 Daniela Gressani 5243-8035 5243-8001 Warsaw HQ H6-127 ext. 37305	ECOU8 Dennis de Tray 5775-222 6775-269 Almaty HQ H6-132 ext. 33544
PA	Maria Parafizovskaya 5762-2001	Larisa Rasikina 5256-242	Lee D-Almeida-Sousa 32305	Jasmina Hedzic 36916	Dulavska Jermas (Actg) 5240-7247	Ayca Ronay 5242-8361	Katarzyna Popielarska 5243-8046	Anara Tokusheva 5775-293
CPC	Agneszka Grodzinska 31427 H6-133	Sergiy Kulyk 84068 H6-251			Mya Williams 36957 H6-147	Andras Horvai 33846 H6-141	Suman Mehta 32247 H6-135	Lilla Bencovic 38865 H6-123
CPA	Prudence Lehaney 37433 522-2752	Donata Kowalska 477-3288			Toni Koleva 37423 477-8772	Yvonne Hendley 31085 522-2657	Ruth Zogelene 37040 522-2566	Calby Summers 81231 477-3372
RMA	Elena Nestorova 82898		Judith de Costa 32476	Tam Thanh-Nguyen 33870	Bena Nestorova 82890		Emma Svec 34394	Alexa Hajovic 34109
				ECCEK EC-WB Special Office for S.E.E. - Brussels Franz Kaps EC Special Advisor 5786 680 Fax: 32 2 504 0999 Brigitte Harrison-Dowd 32 2 504 0999				

SECTOR UNITS (SUs)

SD	ECSHD Charles Griffin 38500 70574 H7-263	ECESIE Hossein Razaf 85300 477-7977 H11-211	ECESPE Cheryl Gray 29168/89277 522-2753/814-7778 (C. Grays) H6-157	ECSPF Fernando Montes-Negret 89524 522-2687 H12-263	ECSPS Alejo Colkou 34196 522-2759 H6-269	ECSSD Leura Tuck 32823 614 0698 / 0108 H6-317
PA	Cynthia de la Cuesta 37878	Maria Lyulakova 85564	Grinda Iglic 37113	Barbara Mendicino 35788	Aida Kuka 89578	Maria Gabbán 81213
Sector Mgmt.	Armin Filler -Health 38162 Maureen Mc Laughlin -Educ 35860 Hermann von Gersdorf -Soc Prot 38611 Anup Banerji -HD Econ 36072	Henk Busz -Energy 32686 Peter Thomson -Energy 34261 Mitsuo Konishi -Transport 34278 S. Lee Travers -Urban & Water Dev. 84076	Asad Alam - Gender & Pov/Macroec3 87300 Bernard Funck -Macroec2 38874 Samuel Obo -Macroec1 87256 Deborah Wetzel -PDR 31638	Gerardo Cornichano -Fin. Sector 33568 Khaled Sherif -Priv. Sector 34461 Tunc Uysuk -Fin. Sector 32643	Debbie Knight -Mr. II Team 32084 John Hegarty -Mr. Fin. Mgt. 32488 Sally Zeijon -Oper Adv 33984 S. Bhattacharya -Mr. Proc. 34385	Masander Gil -Social Dev. 81296 Joseph Goldberg -Sust. Dev I 84854 M. Anne Bromhead -Sust. Dev II 32278 Benoit Eluel -Sust. Dev III 34427 Juergen Voegelé -Sust. Dev IV 35684
CMs	Glizlene Spezzano 34785	Evelyn Tanden 37129	Usha Khanna 88869	Luz Hovsepian 37297		Heidi Sher 81314
Adm Of. RMA	Anne Bohon-Floragan 34837 Shirley Rajan 82317 Margaret Carter 82577	Maria E. Ramirez 32651 Meaza Wegayehu 32890 Grissa Foster 33006 Meriam Tanchoco 32683	Alican Tregas 32350 Nabila Karagulina 34800 Tulia Beltran 38880	Regina Vaso 31166 Bonnie Pacheco 37833 Graziela Innscher 33869 Valery Gancio (FP) 81736	Lucy Tan-Cohen 36782 Mizan Halimianim 37416	Pascale Hengst-Tali 37126 Olga Villa 36917 Sandra Cardoso 33859 Wjaya Sukarnas 34831

- EXT
- ISG
- WBI
- DEC
- LCR
- ECA
- EAP

The World Bank Website: The Way We See It

The screenshot shows the World Bank website homepage with the following layout:

- Header:** Multilingual navigation (Español, Français, Русский, العربية, 中文), Site Map, Index, FAQs, Contact Us.
- Main Navigation:** About, Countries, Data & Research, Learning, News, Projects & Operations, Publications, Topics.
- Search:** Search All [GO] More Options
- FEATURE:**
 - GLOBAL PLAN TO COMBAT MALARIA:** New strategy backed by booster program aims for impact on a large scale. Includes links for Case Study, World Bank Malaria Website, and language options.
 - UNITE AGAINST MALARIA AFRICA MALARIA DAY 2005:** Promotional banner with a photo of children.
- NEWS & BROADCAST:**
 - Caribbean Countries Must Improve Productivity & Competitiveness
 - James Wolfensohn Appointed Special Envoy For Gaza Disengagement
 - World Development Indicators 2005
 - Oil Revenues Flow to Chad
 - Vacancy: World Bank Sanctions Board
 - President-Elect Wolfowitz
- NEWSLETTERS:** Subscribe to Bank Update (your e-mail here [GO]) All Newsletters >
- HOT TOPICS:**
 - IDA14 Replenishment
 - Tsunami Recovery
 - Millennium Dev't Goals
 - Anticorruption
 - Iraq
 - Extractive Industries
 - Chad-Cameroon Pipeline
- OPERATIONS EVALUATION:**
 - Global Programs
 - World Bank Capacity Building in Africa
 - Country Evaluations: A Retrospective
- RESOURCES FOR...:**
 - Businesses
 - Civil Society
 - Client Governments
 - Investors
 - Job Seekers
 - Journalists
 - Parliamentarians
 - Youth & Schools
- COUNTRY IN FOCUS:** East Asia and the Pacific
 - Growth and Challenges for East Asia
 - Press Release: East Asia set to grow by 6 percent in 2005
 - Report: East Asia Update
- MORE FEATURES:**
 - Global Monitoring Report 2005: Momentum Proves Elusive
 - Global Development Finance 2005: Managing Vulnerability
 - Young and at Risk: Living with HIV
 - The World Bank in Africa (View the pop-up gallery)
- EVENTS:**
 - DISCUSSIONS:** Attracting Investment in Post-Conflict Countries: The Importance of Telecommunications; Poverty Reduction Strategy Paper (PRSP) 2005 Review; Using E-discussions for Knowledge Exchange in the Middle East & North Africa.
 - CONFERENCES:** The Effectiveness of Budget Support - May 5-6, 2005; Legal Protection of Orphans and Children Made Vulnerable by HIV/AIDS - May 9, 2005; Carbon Expo 2005: Global Carbon Market Fair and Conference - May 11, 2005.
 - SPEAK OUT:** Daniel Lederman on Latin America and the Caribbean; Robert Holzmann on Pension Reform.
 - VIDEO:** Environmentally and Socially Sustainable Development Week: Human Security in an Increasingly Fragile World

Key Point: Focus on Business Priorities

- Central groups do a good job
- However, more resources need to be put into strengthening the Web at the business unit level
 - Business units themselves need to take the Web more seriously
- Generic Web guidelines are not very useful
- Our solution: Annual Web Review

Annual Web Review

- Reviewed ECA Websites in July 2004
 - Conducted review of 35 public Websites
 - Countries (29), Sectors (5), Region
- Review Objectives, Scope and Format
 - Objectives and Outputs
 - Method
 - Sample (Turkey)
 - Findings
 - Next Steps
 - Results
- Logistics (Budget, Labor, etc.)

Objective and Outputs

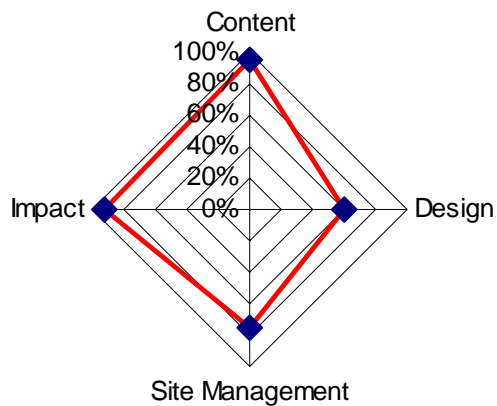
- To develop a **comprehensive quantitative metric** that facilitates a fair assessment of the performance and effectiveness of ECA Websites

Method

- **General**
 - 4 Categories, 34 Criteria
 - %age score assigned for individual categories
 - Average score from each of the categories resulted in the aggregate score
- **Categories**
 - **Content:** “How well does content presented on a Website reflect the activities of the WB as they relate to the region, a country or a sector?”
 - **Design:** “How well do individual Websites match-up to standard design criteria?”
 - **Site Management:** “How well are individual Website owners managing and promoting their Websites?”
 - **Impact:** “How useful do clients find these Websites?”

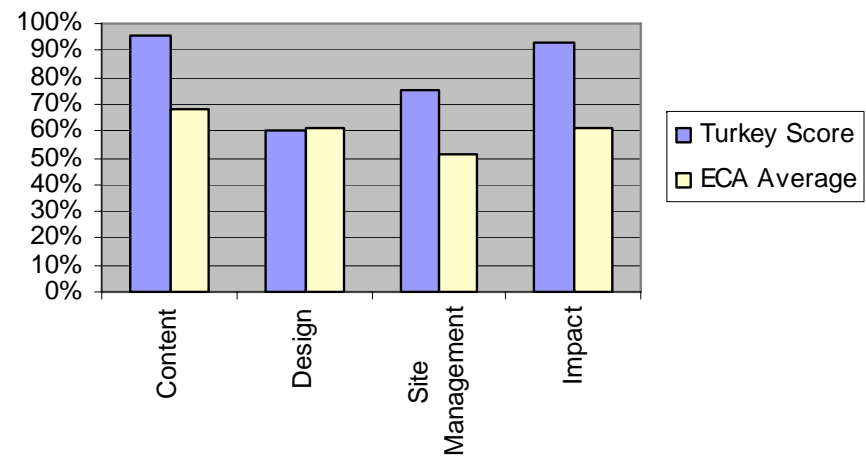
Sample: Turkey (Overview)

Performance of Turkey Website



Section	Turkey Score	ECA Average
Content	95.6%	68.1%
Design	60.0%	60.9%
Site Management	75.0%	51.6%
Impact	92.5%	61.5%
Total	80.8%	60.5%

Turkey vs. ECA



Sample: Turkey (Content)

CONTENT REVIEW RESULTS			
TYPE OF ACTIVITY	SPECIFIC OUTPUT FOR THE UNIT IN FY04	Available on Website? Fully Available = '1'; Partially Available = '0.5'; Not Available = '0'	RESPONSIBILITY
Operations			
Generating Strategy Documents	PRSP	n/a	Website owner + DEC +
	CAS - Country Assistance Strategy (Released - 11/06/2003)	1	ECA Operations Staff
	MDG	1	
Developing Projects			
<i>Pipeline (Projects to be approved in FY05)</i>	SEISMIC RISK MITIGATION-TR	1	ECA Operations staff +
	RAILWAYS RESTRUCTURING	1	ISG + Infoshop
	Municipal Services Project	1	
	Knowledge Economy and Innovation Project	1	
	SEC EDUC	1	
<i>Active (Projects approved in FY04 Only)</i>	Second Export Finance (Approved - 01/13/2004)	1	ECA Operations staff +
	Project brief	1	ISG + Infoshop + Central
	News & Press release with in one day of project approval	1	EXT + ECAEX + Website
	Renewable Energy Project (Approved - 03/25/2004)	1	owner
	Project brief	1	
	News & Press release with in one day of project approval	1	
	Health Transition Project (Approved - 05/20/2004)	1	
	Project brief	1	
	News & Press release with in one day of project approval	1	
	Anatolia Watershed Rehabilitation (Black Sea) (Approved - 06/01/2004)	1	
	Project brief	0	
	News & Press release with in one day of project approval	1	
	ANATOLIA WATERSHED REHABILITATION PROJECT (Approved - 06/01/2004)	1	
	Project brief	1	
	News & Press release with in one day of project approval	1	
	Third Programmatic Financial and Public Sector Adjustment Loan (PFPSAL 3) (Approved - 06/17/2004)	1	
	Project brief	1	
	News & Press release with in one day of project approval	1	

Sample: Turkey (Content Cont'd.)

Producing AAA	Turkey - Poverty and coping after crises (Released - 7/28/2003)	1	ECA Operations staff + ISG + Infoshop
	Turkey - Country economic memorandum : towards macroeconomic stability and sustained growth (Released - 7/28/2003)	1	
	Turkey - Greater prosperity with social justice policy notes (Released - 11/21/2003)	1	
	Turkey : energy and environment review - synthesis report (Released - 12/30/2003)	1	
Outreach			
Issuing Press Releases	News & Press releases issued in June 2004	1	Website owner + ECAEX
Coordinate Activities with Civil Society			
Running Small Grants Program	Application forms and guidelines for 2004	1	Website owner
	Small grants winners for 2003	1	
Generate Macro-Data & Statistics			
	Country At A Glance	1	Website owner + DEC + country economists
Translate Content			
Providing Local Language Content	Turkish Content	0.5	Website owner
TOTAL SCORE		32.5	
SCORE		95.6% (32.5/34)	

Sample: Turkey (Design)

DESIGN REVIEW RESULTS			
Criteria	Comments	Score	Responsibility
Site downloading time			
1. How much time is required to download the home page using a 56.6kbps (standard dial-up) connection? Scoring: > 30 sec = '0'; > 15 sec and < 30 sec = '0.5'; < 15 sec = '1'	Time to Download: 36.2 seconds	0	ISG + Website owner
Navigation & Structure			
2. Is the Website's localized navigation available and consistent across all pages?	Yes, except: "Publications & Research" "Analytic & Advisory Work"	0.5	ISG
3. Does the Website feature a localized Table of Contents, Site Map, or equivalent?	No.	0	ISG
4. Can visitors reach the home page from any page within the Website?	Yes, except: "Publications & Research" "AAA" "Search result" "10 Things You May Not Know About the World Bank in Turkey"	0.5	ISG & ECAEX
5. Can visitors move from one section to another without returning to the home page?	Yes, except: "Publications & Research" "AAA" "10 Things You May Not Know About the World Bank in Turkey"	0.5	ISG & ECAEX
Transparency & Help			
6. Are World Bank specific jargon and acronyms explained or avoided?	Yes	1	Website owner
7. Is localized contact information for site owners easy to find?	Yes	1	Website owner
8. Does the website feature a localized Feedback Form?	No	0	ISG

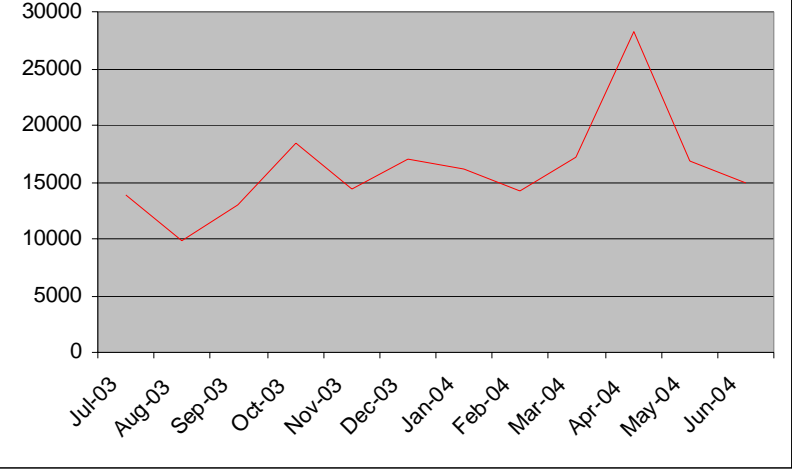
Sample: Turkey (Design – Cont'd.)

Link Quality			
9. Are menu & link labels specific and descriptive?	Yes	1	Website owner
10. Are menu & labels clearly mutually exclusive?	Yes, except: 2 'Contact' links - in the header and left navigation - are present, and both link to different pages.	0.5	Website owner + ISG
Landmarking			
11. Do menus and/or a breadcrumb trail indicate the user's current location in the site hierarchy correctly?	Yes, except: News items listed in the "News" block of the home page - the breadcrumb doesn't allow the visitor to go to the main 'News and Events' section.	0.5	ISG
12. Do pages have clear headings?	Yes	1	Website owner
Site tools			
13. Does the site have a localized Search engine and does it work effectively?	No - Queries for individual projects listed in the 'Projects and Programs' page return no results.	0.5	ISG
14. Does the site have a 'Printer-Friendly' function and does it work effectively?	Yes	1	ISG
15. Does the site have an "Email this Page" function and does it work effectively?	Yes	1	ISG
TOTAL SCORE		9	
PERCENTAGE SCORE		60% (9/15)	

Sample: Turkey (Site Management)

SITE MANAGEMENT REVIEW RESULTS			
Criteria	Comments	Score	Responsibility
1. If there is duplicated information/data, is it consistent? (Observed macro data and lending figures)	No WB Lending(Commitments 2002) Country Brief - 5890 million Country at a glance - 1650 million WB Lending(Disbursements 2002) Country Brief - 1679 million Country at a glance - 1031 million	0	ECAEX + Website owner
2. Does the Website provide sufficient supporting information about attached files, e.g. size and type (pdf, doc, jpg, etc.)	Yes	1	Website owner + ISG
3. Are images of a High Quality?	Yes, except: - Pie chart for WB lending to Turkey on "Country Brief" page - Image (Small Grants Program - 2004) on "News & Events" page.	0.5	Website owner
4. Do hyperlinks work correctly (without any broken or misleading links)?	Yes	1	Website owner
5. Does the home page have any spelling mistakes?	No	1	Website owner
6. Do all pages have content?	Yes	1	Website owner
7. Is the date of Page Creation or Last Update provided for each Web page? Scoring: < 50% of all pages on Website = '0'; > 50% = '0.5'; 100% = '1'	No except - "Bizim Hakkımızda Bilgi"	0.5	Website owner
8. Is the Website registered with the Open Directory Project? (The Open Directory Project is a key "editor maintained" search directory. Website registered with the ODP end up showing in searches conducted in Google, Yahoo! and many other major services.	Yes, This site is found under following categories - Regional: Middle East: Turkey: Business and Economy	1	Website owner
TOTAL SCORE		6	
PERCENTAGE SCORE		75% (6/8)	

Sample: Turkey (Impact)

IMPACT REVIEW RESULTS		
Criteria	Comments	Score
<p>1. Page requests (07/01/03 - 06/30/04). Scoring: < 50% of ECA Average (+1.87%) = '0'; > 50% of ECA Average = '0.5'; > than ECA Average = '1'</p>	 <p>% of Avg. monthly change: +5.18% (ECA Avg.: +3.74%) July 2003: 13,911 June 2004: 14,846 Total pages requested in FY04: 193,903</p>	1
<p>2. Number of Web pages linking to this site. Scoring: < 50% of ECA Average (12.8 links) = '0'; > 50% of ECA Average = '0.5'; > than ECA Average (25.5 links) = '1'</p>	Number of Websites linking to the Turkey Website: 33 (ECA Avg: 25.5)	1
<p>3. Number of subscribers for Email Updates Scoring: < 50% of ECA Average (150.2 subscriptions) = '0'; > 50% of ECA Average = '0.5'; > than ECA Average (300.4 subscriptions) = '1'</p>	Number of Subscribers: 981 (ECA Avg.: 353).	1
<p>4. Responses to 4 Key Survey Questions (number of responses: 35)</p>	Were you able to find information you are interested in? - 84% Are you satisfied with that information? - 88% Is that information presented well? - 86% Does that information give you a good idea of WB activities? - 82%	85% (average of responses to the 4 questions)
TOTAL (Percentage)		92.50%

Annual Review Logistics

- Worked with a firm
- Timeframe
- Staffing Needs
- Knowledge of key business outputs
- Corporate information systems
- Budget
- Management support
- Basic content outputs have already been identified

Results

- Established a common evaluation framework
 - Useful for:
 - Developing raison d'etre
 - Evaluating progress
- Established a year-long work program at the business unit level
- Opened Lines of Communications between central group and business units
 - Developed a systematic method for providing requirements to central groups
- Accommodated for all key business priorities

Lessons Learned

- Business unit staff are generally happy with the review
- Developing Actionable Items as a result of the review can be difficult
 - Eg. Systems improvements
- Following-Up with business unit staff is important
- This exercise is time-consuming
 - How much is too much?

Looking Forward

- Update criteria
 - Expand coverage of outputs (eg. OED evaluations)
 - Link different Categories
- Analytics-based Website design
- Standardized measurement across the Bank