ITAD

Final Report

Consulting Services for the Evaluation of PreventionWeb and Related UNISDR Information Services for Disaster Risk Reduction

May 2012

Project no. 00072659

I T A D

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Disclaimer

Full responsibility for the text of this report rests with the authors. The views expressed in this report do not necessarily represent those of UNISDR or the individuals consulted.

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Abbreviations and Acronyms

ADRRN	Asian Disaster Reduction and Response Network
CBO	Community Based Organisation
CSO	Civil Society Organisation
DRR	Disaster Risk Reduction
ECHO	European Commission's Humanitarian Aid Office
EFDRR	European Forum for Disaster Risk Reduction
ESPA	Ecosystem Services for Poverty Alleviation programme
GA	Google Analytics
GAR	Global Assessment Report on Disaster Risk Reduction
GFDRR	Global Facility for Disaster Risk Reduction
GNDR	Global Network for Disaster Reduction
HFA	Hyogo Framework for Action
HQ	Headquarters
ICT	Information and Communication Technology
IFRC	International Federation of Red Cross and Red Crescent Societies
IMU	Information Management Unit
MCR	Making Cities Resilient Campaign
MK4D	Mobilising Knowledge for Development
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
OS	Output Summary
PW	PreventionWeb
SEO	Search Engine Optimisation
SRSG	Special Representative of the Secretary-General
TOC	Theory of Change
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNISDR	United Nations International Strategy for Disaster Reduction
UNOPS	United Nations Office for Project Services
WCAG	Web Content Accessibility Guidelines
W3C	World Wide Web Consortium

Evaluation Recommendations

Over-arching recommendation - *Take first steps as a 'knowledge broker'*

Develop a clear and simple 5-year knowledge brokering strategy, based on an explicit theory of change, and taking into account PW's niche and goal within the DRR domain, as outlined in the working assumptions. The strategy should set out what PW will broker and who for. We suggest that an outcome-oriented strategic objective / goal for PW for the next 5 years could be formulated as follows:

PW's strategic objective - The DRR outcome that PW will contribute to:

'Local, contextualised solutions, policies and strategies to improve disaster reduction and resilience in developing countries are strengthened by international knowledge exchange and networking amongst DRR actors, actively documenting and sharing learning from implementation experience and innovations in local communities, provincial and national policymaking, and international policy coordination.'

PW's contribution:

'By 2017, PW actively supports DRR stakeholders to apply and learn from the implementation of DRR approaches in strategies, policies and measures to enhance DRR by:

- *facilitating knowledge exchange, collaboration and coordination amongst networks that link global, policy-level DRR stakeholders and the local communities affected by DRR*
- *actively curating, synthesising and combining information from a range of sources on DRR policy analysis, research evidence and lessons, drawing from implementation experience and innovations in community, province, country, regional and international settings*
- *creating tailored knowledge products for different stakeholder groups in different languages*
- *maintaining a relevant and focussed knowledge base on DRR.'*

Specific Recommendations

Recommendation 1: Develop a PW theory of change

This would involve 4 steps:

- **Step 1: Domain and context analysis** - Conduct an in-depth analysis of the DRR domain, the new opportunities and challenges the domain faces over the next 5 years. Identify the range of 'know-how' demanded and the specific actors who are expressing demand. Map other DRR initiatives active in the space between local and international levels, particularly those operating under the remit of an information provision or knowledge brokering role.
- **Step 2: PW's niche** - Understand and explicitly define PW's niche. The evaluation findings suggest that it is expected to focus on maximising the opportunities offered by its

international vantage point by linking networks, actively curating and synthesising lessons from DRR experience for 'higher level' DRR stakeholders, and helping them to establish knowledge exchange with regional and local levels. Based on the evidence generated by the evaluation team, this niche is currently required and not being filled. PW is uniquely placed to occupy it and should explicitly announce its planned transition from information repository to knowledge broker for the DRR domain.

- **Step 3: Articulate PW's purpose for the next 5 years** - What does PW wish to achieve for the sector in the next phase – see PW's strategic objective statement in Section 8.3.1. This should include a statement of PW's strategic objective as well as an elaboration of how PW fits with UNISDR's results framework and contributes towards UNISDR's purpose and outcomes as defined by the 5 HFA priority areas.

- **Step 4: Identify specific target groups** – Given the reach, scope and resource constraints presented in the report, it is expected that PW's specific target audience groups will be more explicitly defined as national government policy makers and their advisors, bi-lateral donors, multi-lateral agencies, international NGOs, and global and regional inter-governmental organisations. PW should conduct a stakeholder needs assessment with a report as the main deliverable which explicitly defines PW's specific target audience groups, their key characteristics and knowledge needs / demands, as well as appropriate products and communications channel to meet these needs.

Recommendation 2 – Develop PW results framework and M&E system – Building on recommendation 1, develop a PW results framework with SMART indicators at output, outcome and impact level in order to monitor and evaluate PW's contribution to the DRR domain. This results framework should tie in with the UNISDR results framework which it is recommended should explicitly refer to the five HFA priority areas as UNISDR's higher order outcomes.

Recommendation 3 – Rationalise and reduce PW services based on the prioritisation of services that 'add value' – Relax PW's primary focus on 'information aggregation and passive dissemination' of all information across an ever expanding DRR domain. Explicitly rationalise the services PW provides based on the prioritisation of a small number of value added services where PW has comparative advantage:

- PW should not suddenly and entirely cease information aggregation but rather should progressively introduce an increased emphasis on 'quality' rather than 'total quantity' in its aggregation efforts by actively curating, synthesising and combining information from a range of sources on DRR policy analysis, research evidence and lessons, drawing from implementation experience and innovations in community, national, and international settings.
- Review and potentially scale back low value information 'push' services such as daily email updates.
- Research the strategy and services provided by a number of similar knowledge brokers operating in other development domains, for example:
    - MK4D (www.ids.ac.uk/go/knowledge-services/mk4d) was much more coherent when it admitted that it couldn't reach right down to the community level but could collaborate with people who do. It also found opportunities to do this much more

      effectively combining off-line and on-line approaches. e.g. CBAX http://community.eldis.org/cbax/ (IIED and ELDIS)

- o Eldis - http://www.eldis.org/
- o Evidence and lessons from Latin America (ELLA) - http://ella.practicalaction.org/
- o GDNet - http://cloud2.gdnet.org/cms.php?id=gdnet

Recommendation 4 – PW website re-design – This should not focus on re-programming the CMS but rather on interface changes to improve the user experience. Changes might involve: redefining the information architecture model to focus on 'persona' and / or 'action' related navigation; trialling Google custom search in place of the current DRR-filtered search system; making it easier to log in, contribute, collaborate and share (this should be a more rewarding, intuitive experience); incorporating WCAG guidelines, W3C standards, and design considerations for low-bandwidth users and mobile platforms.

Recommendation 5 - Review IMU skills requirements and develop or recruit relevant skills and capacity in knowledge brokering– In line with the recommendations of the Functional Review and the findings of this evaluation relating to PW's future role as a knowledge broker, review IMU's existing skills base in line with expected future requirements with a particular focus on facilitation / curation / editorial skills needs. A dedicated Knowledge Brokering position could have split responsibilities between PW and supporting a wider KB role within UNISDR. In addition, existing UNISDR could build capacity through actively engaging in and contributing to one or more KB forums or communities of practice:

- The Knowledge Brokers Forum - http://www.knowledgebrokersforum.org/
- Research to Action - http://www.researchtoaction.org/
- The Evidence-Based Policy for Development Network - http://www.ebpdn.org/
- ODI Research and Policy in Development - http://www.odi.org.uk/work/programmes/rapid/default.asp

Recommendation 6 - Intensify PW's relationship with UNISDR Regional Offices - Establish a closer relationship based on collaborative working and mutuality. PW would draw on Regional Offices' DRR expertise, knowledge of user needs, and access to regionally-focused information resources and tools. In return PW would provide better value to Regional Offices through its knowledge brokerage. PW will need to convince the Regional Offices that its new role as UNISDR's knowledge brokerage arm offers them more than they have come to expect from PW as information repository and relatively passive platform. This may need a more formalised partnership with improved clarity about roles and responsibilities. It will also imply an enhanced travel budget for PW staff. Ultimately PW should aim for significant cost recovery from Regional Offices for providing proven KB services which enhance knowledge and impact.

Recommendation 7 – Assess knowledge brokering funding resources - Assess options within IMU for freeing up resources or generating additional resources to fund for key knowledge brokering functions. Options to be assessed may include:

- Relocating the IMU team to a UNISDR Regional Office in order reduce salary costs and free resources for IMU 'activities'. The Bangkok or Nairobi offices are considered suitable

candidates. This would be a very significant change and is unlikely to be compatible with PW establishing a wider remit as a knowledge broker, supporting the secretariat with this function.

- Outsourcing non-essential IMU skills particularly technical programming, ICT skills which can be purchased from the market more cheaply.
- Innovatively engaging and contracting DRR editorial skills through establishing a small global network of outsourced DRR editorial experts. For example, IISD Reporting Services has established a network of part-time, home-based experts who are engaged on a 'piece rate' to minimise costs[1].
- Developing for identified donors a 3 minute promotional video that highlights innovation in line with Evaluation recommendations.

Recommendation 8 – Enhance PW's expertise and reputation as a knowledge broker for the DRR domain. As well as strengthening IMU's in-house knowledge broking skills, this recommendation broadly relates to PW gaining a reputation as a DRR 'thought leader' known for the quality and relevance of the content it produces. First steps might include:

- Creating and sustainably leading a vibrant and active 'community of practice' / global coalition on how to span global, regional and local DRR issues – local informing the global, and global informing the local.
- Establishing a basis for a programmatic approach to building networking and knowledge exchange around particular DRR issues. This would involve picking a small number of priority themes and facilitating detailed, content rich online learning initiatives through a 6-month rolling programme of webinars and guest expert facilitated online debates which would produce a small number of synthesis products from each initiative.

Recommendation 9 - Enhance PW's language coverage - Produce a small number of targeted, key synthesis documents in French and Spanish as well as English (perhaps starting with the summaries of the 6-month rolling online learning programme mentioned above) and continually monitor update in order to establish uptake and value for money.

Recommendation 10 - Establish strong working relationships with key DRR network partners - Create a small and manageable group of close institutional partners who provide similar DRR networking, collaboration and knowledge brokering functions, with whom PW can establish a global DRR knowledge brokering strategy and programme of activities:

- 3 or 4 at global level which might include:
  - Global Facility for Disaster Reduction and Recovery (GFDRR) - www.gfdrr.org/gfdrr/
  - Global Network of CSOs for Disaster Reduction (GNDR) - www.globalnetwork-dr.org
- 7 to 10 at Regional level which might include:
  - Asian Disaster Reduction and Response Network - (ADRRN) - www.adrrn.net
  - Asian Disaster Preparedness Centre (ADPC) - www.adpc.net
  - European Forum for Disaster Risk Reduction (EFDRR)
  - Disasterriskreduction.net – a forum for East and Central Africa

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[1] http://www.iisd.ca/about/team/

o   Desaprender.org – an online portal for Latin America - www.desaprender.org/
o   Arab Network for Environment and Development (RAED) – www.aoye.org/Raed/raed1.html

1. Executive Summary

1.1. Introduction, approach and method

ITAD has been contracted by UNOPS and UNISDR to conduct an evaluation of PreventionWeb (PW) (www.preventionweb.net). The **purpose** is to evaluate the effectiveness and impact of PreventionWeb and other UNISDR information services and their ability to meet current and evolving information needs of existing and new DRR stakeholders.

A **'theory of change' (TOC) approach** was adopted for the evaluation. The approach is referred to throughout the report and is thought useful and appropriate for PW as it situates PW (as an information provider and potentially a knowledge broker) within an explicit elaboration of:

- The long-term change sought.
- What needs to change and why
- The context for change and others active in it
- How and why a set of activities and outputs will help to stimulate outcomes that contribute to long-term change

In terms of **context**, the evaluation team have adapted some of the concepts and strategies associated with **'knowledge brokering'** in order to better understand the types of changes PW might seek to bring about and how these may relate to PW's outcomes and objectives over time.

In terms of **method**, the evaluation objectives are arranged and organised into a set of key evaluation questions planned and managed with an **evaluation matrix** which was discussed and approved by UNISDR staff during the inception visit held at UNISDR's offices in Geneva on Wednesday 25 and Thursday 26 January 2012. An Inception Report was delivered on 14 February 2012. The 'knowledge-broker theory of change' approach was supported by mixed-methods of data collection, utilising a broad range of primarily qualitative data collection methods in order to ensure a robust, triangulated evidence-base. The evidence base upon which the evaluation team have based the findings and recommendations is summarised in the box below:

PW Evaluation Evidence Base
The data collection tools and methods employed by the evaluation team include: • Document review and analysis   • UNISDR HQ inception visit and key stakeholder interviews - Geneva   • IMU group 'scene-setting' meeting and interview   • IMU financial statement analysis   • IMU HR statement analysis   • UNISDR Regional Office visits – Bangkok, Brussels, Cairo, Nairobi, and Panama

PW Evaluation Evidence Base

o   UNISDR Regional Office staff interviews and focus groups
       o   PW stakeholder and wider DRR stakeholder interviews and focus groups
• UNISDR contacts web survey
       o   Separate PW users and non-users surveys
• Key informant telephone and face to face interviews
• PW (and related information services) web statistics
• Usability and accessibility website testing

1.2.   Structure of the Report

The report is structured according to the logical sequence of headline evaluation questions as set out in the evaluation matrix:

Chapter 3   **Is PW reaching the right people?**

Chapter 4   **Is PW meeting their needs?**

Chapter 5   **Is PW providing the optimum user experience?**

Chapter 6   **What impact is PW having?**

Chapter 7   **How effective and efficient is the management of PW?**

1.3.   Summary of Findings

PW progress to date – PW has mapped the early evolution and contributed to the gradual maturing of the DRR domain from what was an emerging, unorganised, poorly-defined landscape to what is now a major global priority issue. Over the four years PW has been operating, it has played a unique and key role supporting and informing this evolution. PW has led the 'mapping' of the DRR domain, defined the key themes and concepts, and to a large extent framed the key priorities for domain stakeholders to address. As our web survey and interviews indicate, PW has established itself as the pre-eminent global generalist, content aggregation site for DRR. There is no direct analogue or comparator to PW in its scope and niche – the provision of a comprehensive set of DRR resources and facilities to a very wide range of users.

Is PW reaching the right people? - Current users represent a broad and varied spectrum of actors which raises the question of whether it is possible for PW to meet the knowledge needs of such a diverse range of actors. The current approach of reaching as broad an audience as possible risks PW being derogatorily characterised as 'jack of all trades and master of none' without really meeting any particular groups' knowledge needs. Future DRR audiences are likely to increase in heterogeneity as the domain expands, and this emphasises the need for PW to avoid trying to provide a 'catch all' information repository which fails to serve the knowledge needs of such a wide and varied audience.

Whilst PW has a niche in providing a comprehensive set of DRR resources and facilities to a very wide range of users, it does not have a targeted niche, one that strategically reaches the key stakeholder groups as defined in the UNISDR strategic framework.

Is PW meeting their needs? – PW is most used and, according to the web survey, also valued as a repository of information, particularly documents and publications. Both usage, and perceived utility, of the more interactive tools – for sharing documents, saving and tagging and on-line collaboration for example – are much lower. The second part of PW's objective – to provide a set of tools for exchange and collaboration – does not appear to be fulfilling its potential.

In terms of future utility, most PW users in the survey want its information repository and news aggregating services to continue. However, even among regular users, there is a groundswell of interest in PW providing more tailored knowledge products for specific groups. This would be a considerable – even transformational –change for PW; and was strongly supported by most key informants. This knowledge broker role would imply the curation of information with particular user groups in mind, assuring its quality and packaging/presenting it, in many cases with added commentary.

Is PW providing the optimum user experience? – In relation to the specific information services provided by PW, the evaluation team discovered a number of usability issues related to the key functions of finding information, user registration and sharing content. The implication is that IMU should consider redesigning the PW interface. The current information architecture of PW does not lead users to discover functionality easily and could be redesigned to focus on 'persona' and / or 'action' related navigation – moving away from long dropdown lists which are organised like a domain 'library'.

Similarly, the experience of emailed updates from PW is not optimal. The findings suggest that frequency, the number of emails sent and the amount of items in each email are reduced as users would prefer a more focussed information service, tailored to their needs through greater editorial input from PW.

Relatively few users meaningfully interact with PW or with each other through PW beyond accessing information. PW should consider ways in which it can increase participation and interaction in community-style online activities. This might include greater integration with existing social networking tools, and most importantly: clearer calls, incentives and guidance for interaction; and simpler, more intuitive functionality for logging in, commenting and contributing.

What impact is PW having? – At the level of outputs and lower order outcomes, there is significant appreciative, anecdotal evidence that PW has established itself as the 'go-to' information repository for the DRR domain. The following quotes are illustrative of this:

"In the last 5 years PW's main achievements are mapping the domain, establishing or defining the terminology and becoming seen as the go to information repository."

"PW does 'fly the flag' for DRR domain, especially since the ProVention site has gone down. It is the main DRR site that I recommend to my students as the central DRR information repository as well as the platform for a number of UNISDR campaigns."

These are powerful effects – the type of leverage UNISDR's knowledge services is looking for in terms of its mission *"to produce evidence for disaster risk reduction; to mobilise decision and opinion makers"*. This is a major achievement which should be credited to PW.

Beyond this, at the level of impact, there is some evidence that PW has contributed to UNISDR's mission through the promotion of shared concepts and a common language for the DRR domain as it has evolved from its infancy. At the level of a higher order impact in terms of "The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries", there is less direct and therefore measureable evidence. However, when measured against of the Hyogo Framework for Action (HFA) progress as a result of successive advocacy and information initiatives via Prevention Web is evident in relation to priorities 1, 2 and 5 and increasingly 3.

In the future, UNISDR information services would clearly benefit from a TOC and results framework which explicitly illustrates expected outputs, outcomes (short-term, intermediate, and long-term) and impact, as well as the opportunities, risks and assumptions associated with them.

How effective and efficient is the management of PW? - PW can be considered relevant to its current users in the broadest terms – it is perceived, valued and used as the DRR information repository. However, there is little evidence that PW has attempted to refine or update its relevance as the DRR domain and its stakeholders have evolved. In fact, there is considerable evidence that the audience PW targets has increased in scope (to include more recently cities and local government stakeholders) as the IMU have increased their emphasis and the resources allocated to information aggregation and mass dissemination as their primary activity and focus.

IMU staffing resources, structure and functions have evolved to match PW's primary activity as an information aggregation website, with an in-house focus on 'technical' IT skills at the expense of the 'softer' skills required to facilitate collaboration and knowledge exchange. A simple assessment of IMU's budget indicates that, beyond salaries, there are very limited resources for supporting PW activities, particularly the types of activities necessary for PW to act more as a knowledge broker – IMU staff are unlikely even to be able to fund short visits to Regional Offices.

Taken together, these findings suggest IMU urgently needs to initiate a period of reflection and re-focussing. The principle of this period should be to consider where PW can contribute most 'added value' given its scare resources.

1.4. Conclusions

Three broad conclusions emerge from the evaluation:

1   **PW has established itself as the 'go-to' information repository for the DRR domain.** This is something PW should be proud of as it meets a major aspect of its key objective *'to provide a platform to find and share current information on topics related to DRR'*. At the level of impact, there is some anecdotal evidence that PW has contributed to UNISDR's mission through the promotion of shared concepts and a common language for the DRR domain as it has evolved from its infancy. However, there is no evidence of a contribution towards higher order impact in terms of *"The substantial reduction of disaster losses, in lives and in the social, economic and environmental*

assets of communities and countries". It is important to recognise that direct attribution, or even credible contribution, is much harder to identify and claim at this level, particularly given UNISDR's mandate to coordinate, campaign, advocate, and inform, but not to implement..

2   **PW has been less successful providing *'tools for exchange and collaboration.'*** PW's focus on information aggregation and passive dissemination, focussing scarce resources on keeping pace with an ever expanding DRR domain, has been at the expense of services supporting genuine knowledge exchange and collaboration. Facilitating exchange, interaction, and collaboration are key knowledge brokering functions which are vital for the creation of a vibrant, active and sustainable DRR community associated with PW. This is something PW should aspire to.

3   **In the future, PW needs to better define its niche, purpose and target audience as a *'value adding knowledge broker for the DRR domain'*.** The DRR domain has evolved over the four and a half years PW has been operating, and with it so have the knowledge needs of key stakeholders. The DRR domain has been mapped and the issues defined largely thanks to the contribution of PW. But the future rests on providing answers – getting relevant knowledge to the right actors. In order to survive, PW needs to clearly define its role and the value it can bring to the DRR domain over the next five years. Credibly claiming contribution to higher order UNISDR outcomes and impact will be a critical component in demonstrating PW's added value as a knowledge broker rather than a passive information repository. This requires PW to define a TOC supported by an effective results-based M&E system.

1.5.   Recommendations and Future Directions

The approach of the evaluation team is to produce a relatively small number of strategic yet practical and implementable recommendations. Hence, recommendations and future directions are divided into one overarching recommendation and a series of ten specific recommendations. The recommendations should be interpreted positively by UNISDR stakeholders, particularly senior management and IMU staff. The recommendations and future directions are located at the front of the report and presented in more detail in Chapter 8.

2. Introduction and method

2.1. Evaluation purpose and objectives

ITAD has been contracted by UNOPS and UNISDR to conduct an evaluation of PreventionWeb (PW) (www.preventionweb.net), working under the overall guidance of the Special Representative of the Secretary-General for Disaster Risk Reduction (SRSG). The purpose is to evaluate the effectiveness and impact of PreventionWeb and other UNISDR information services and their ability to meet current and evolving information needs of existing and new DRR stakeholders.

Through conversations with key UNISDR staff during the inception visit, including the UNISDR SRSG, UNISDR Director, and the Information Management Unit (IMU) Senior Coordinator, the objectives of the evaluation focused on three issue areas:

- Impressions and attitudes towards the website in terms of its use and the nature of its users – PW's usability and functionality.
- The extent to which PW has been effective at meeting DRR information management needs and demands –PW's effectiveness and impact since it was launched in November 2007.
- How best PreventionWeb evolves to engage future target audiences and their knowledge needs – PW's role going forward within the broader evolution of the DRR field.

2.2. Evaluation Scope

As defined in the Inception Report, the TORs state that the evaluation should 'evaluate PreventionWeb and related UNISDR information services.'[2] Given time and resource constraints, and in order to ensure a sufficient level of detail and focus, the evaluation team interpreted this as UNISDR's information services as they relate to PW, specifically looking at UNISDR's website and its regional sub-sites, as well as the key functions and services provided through PW as they relate to each other. In the interest of simplicity and throughout the report unless specifically stated, PW is used to refer to PreventionWeb and related information services.

The team is aware of the change/re-engineering currently (and since 2008/9) on-going within UNISDR, and in particular that the Evaluation of PW is one of three on-going or recently completed evaluations / reviews that UNISDR has commissioned. The other two being:

1. A Functional Review led by Akiko Kojima with an explicit HR focus – reviewing UNISDR's staffing structure, locations, knowledge and skills, and strategy.
2. A Finance and Administration Review led by E.S. Tunis & Associates.

The evaluation team attempted to contact the leads of each of the other reviews so as to ensure minimal overlap and duplication, as well as to ensure that, as far as possible, the initial findings and conclusions from each review inform and support each other. A detailed interview was Akiko Kojima who explained the initial findings of the Functional Review, particularly informing areas of relevance

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[2] Evaluation of PreventionWeb Terms of Reference, p.8.

and overlap to IMU management efficiency and effectiveness covered in Chapter 7. The lead of the Functional Review did not respond to the request for an interview.

2.3. Structure of the evaluation

The evaluation objectives are broadly assessed in turn within the report through a set of key evaluation questions. During the inception period the evaluation team held a 'kick-off' meeting at ITAD's offices during which we worked the objectives areas, as set out in the TOR, into an Evaluation Matrix (presented in Annex 2), defining headline questions, more detailed evaluation sub-questions, and data sources / instruments. The report is structured according to the logical sequence of headline evaluation questions:

Chapter 3   **Is PW reaching the right people?**

Chapter 4   **Is PW meeting their needs?**

Chapter 5   **Is PW providing the optimum user experience?**

Chapter 6   **What impact is PW having?**

Chapter 7   **How effective and efficient is the management of PW?**

Chapter 8   **PreventionWeb in the Future - Findings, Conclusions and Recommendations**

2.4. Evaluation approach and method

2.4.1   Approach

A **'theory of change'** (TOC) approach was adopted for the evaluation. The approach is referred to throughout the report and is thought useful and appropriate for PW as it situates PW (as an information provider and potentially a knowledge broker) within an explicit elaboration of:

- The long-term change sought – a goal, typically a higher order DRR outcome such as reduced mortality and economic losses from disasters worldwide – by asking how does PreventionWeb contribute to achieving UNISDR's strategic outcomes and objectives. What is PW's niche and strategy for contributing to this goal?
- What needs to change and why – what are the mechanisms and processes involved in delivering these objectives and outcomes and how do they fit together?
- The context for change and others active in it – how is the DRR domain evolving and who are the key stakeholders and audience groups involved? How do they complement, constraint or duplicate what PW is doing?
- How and why a set of activities and outputs will help to stimulate outcomes that contribute to long-term change – What are the activities and interventions that PW provides and how do they add value? Beyond UNISDR and PW, what are the opportunities, gaps, risks and assumptions that need to be addressed in order to bring about change?

In terms of context, we have adapted some of the concepts and strategies associated with **'knowledge brokering'** in order to better understand the types of changes PW might seek to bring

about and how these may relate to PW's outcomes and objectives over time. ITAD and our close associates, including Isabel Vogel and Robbie Gregorowski on the evaluation team, are very familiar with TOC approaches applied to the field of information and knowledge services. We have successfully applied a TOC approach to a number of similar knowledge services assignments including currently facilitating the development of a TOC for DFID's Ecosystem Services for Poverty Alleviation programme (ESPA) as well as recommending the development of a TOC as a key recommendation of ITAD's recent evaluation of DFID's Mobilising Knowledge for Development (MK4D) programme (www.ids.ac.uk/go/knowledge-services/mk4d), part of the Eldis suite of programmes at the Institute of Development Studies (www.eldis.org).

The aim of this approach is to situate PW as a knowledge broker, both as it is presently as well as PW's potential role in the future. We anticipate that approach has the potential to add considerable value when it comes to PW defining its role within the DRR domain over the next five years. Developing a TOC that defines PW as an effective, 'value adding' knowledge broker within the DRR domain is a theme that is returned to throughout the report.

2.4.2   Method

As indicted above, the evaluation objectives are organised into a set of key evaluation questions planned and managed with an evaluation matrix. The evaluation matrix is a tool we use regularly in our evaluations. It clearly links the evaluation objectives to broad areas of enquiry, then to detailed questions, and finally to methods and sources of information. The evaluation matrix was discussed and approved by UNISDR staff during the inception visit held at UNISDR's offices in Geneva on Wednesday 25 and Thursday 26 January 2012. A copy is provided in Annex 2.

The 'knowledge-broker theory of change' approach was supported by mixed-methods of data collection, utilising a broad range of primarily qualitative data collection methods in order to ensure a robust, triangulated evidence-base. The evidence base upon which the evaluation team have based the findings and recommendations is summarised in Box 1 below:

Box 1– Evaluation Evidence Base

The data collection tools and methods employed by the evaluation team include:
- Document review and analysis
- UNISDR Secretariat HQ inception visit and key stakeholder interviews - Geneva
- IMU group 'scene-setting' meeting and interview
- IMU financial statement analysis
- IMU HR statement analysis
- UNISDR Regional Office visits – Bangkok, Brussels, Cairo, Nairobi, and Panama
    - UNISDR Regional Office staff interviews and focus groups
    - PW stakeholder and wider DRR stakeholder interviews and focus groups
- UNISDR contacts web survey
    - Separate PW users and non-users surveys
- Key informant telephone and face to face interviews
- PW (and related information services) web statistics
- Usability and accessibility website testing

Further details on each of these methods and how they were tailored to the evaluation is set out below:

Expert analysis / panel of DRR 'champions' – as part of the inception scoping, we engaged and interviewed a small number of leading figures and key informants in the DRR field as well as a small number of knowledge services / information and communications technology (ICT) specialists in order to rapidly 'scope' the major evaluation issues that we need to engage with and address. A number of these key informants were re-engaged later in the evaluation in order to review and triangulate our initial findings and conclusions. A small number of key informants that the team would have liked to engage proved to be either unable or unwilling to take part, although the number was small and felt to be insignificant to the outcome of the evaluation. The key informants engaged include:

- Margareta Wahlstrom – UN SRSG for Disaster Risk Reduction, UNISDR
- Helena Molin Valdes – Director, UNISDR
- Craig Duncan – Head, IMU, UNISDR
- Sarah Wade-Apicella – Managing Editor, PreventionWeb.net, UNISDR
- Sharon Rusu – Independent UNISDR consultant
- Akiko Kojima – Team Leader of UNISDR Functional Review
- Ben Wisner – Independent DRR expert
- Gabrielle Iglesias- Asian Disaster Preparedness Centre
- Prof. David Sanderson - Centre for Emergency and Development Practice (CENDEP)
- Langston James "Kimo" Goree VI – Director, IISD Reporting Services
- Marcus Oxley – Director, Global Network of Civil Society Organisations for Disaster Reduction (GNDR)
- Terry Gibson – Project Manager, GNDR
- Professor Ailsa Holloway – DRR academic and Founder, PeriPeri U programme

UNISDR Regional Office visits– Relatively brief visits were managed by the evaluation team to the UNISDR Regional Offices in Bangkok, Brussels, Cairo, Nairobi, and Panama. The country visits provided an essential opportunity to gain a regional perspective on the DRR domain as well as an opportunity to engage Regional Office staff on their attitudes and usage of UNISDR information services, particularly PW. The country visits also provided an opportunity to engage with a wider range of DRR actors at the regional and local level. The aim of the evaluation team was to engage as broader sample of these actors as possible in a face-to-face interview or focus group setting. UNISDR Regional Offices were kindly requested to support the visits through the preparation and facilitation of a structured itinerary of interviews and focus groups. Box 2 below provides an extract from the email guidance provided to Regional Office staff on the stakeholder groups the evaluation team hoped to engage:

Box 2– Regional office visit outline

To give you some idea of the nature of the visits and in advance of us formalising our approach in the inception report, I have summarised the key components which we want to achieve in each country:

- *3-day visit – given the time constraints our preference is to hold as many meetings as possible in your UN offices rather than managing multiple movements around the city.*

- *We envisage a combination of face to face interviews and small focus groups. We anticipate that each interview will last approximately 1.5 hours and each focus group approximately 2 hours.*

- *Interviews to be held in English (other than the Panama visit) and we cannot pay for travel I'm afraid. We can arrange a small number of skype / telephone interview with key regional stakeholders when the team is back in the UK.*

- *Including half a day initial meetings with the UNISDR team, we anticipate a maximum of 4 interviews / focus groups per day totalling around 10 altogether.*

- *A more detailed description of the PreventionWeb audience groups we would like to meet is as follows. Your support in setting up and organising a meeting schedule with appropriate stakeholders would be most appreciated.*

  - *Meet first with key <u>UNISDR regional office staff</u> who are familiar with PW – in particular Heads of Office, PW focal points, those who pitch PW to stakeholders – half a day in a group setting / separate interview with Head of Office.*

  - *<u>HFA stakeholders</u> – one to one interviews with local staff / telephone interview with one or two Focal Points regionally (can be done on return to UK)*

    - *Focal Points for National Platforms*

    - *HFA monitoring and implementation Focal Points*

  - *<u>City planners and managers</u> - e.g. those involved in the Making Cities Resilient Campaign – Focus group.*

  - *<u>NGO / CSO / Community-Based Organisation representatives</u> involved in DRR – focus group – if possible attempt to reach community level. Preferably those involved in urban and rural DRR.*

  - *<u>National Line Ministry Officials</u> - one to one interview with apex agency responsible for DRR policy and coordination– e.g. Ministry of Urban Planning*

  - *<u>Wider UN family and bilateral / multilateral donor agencies</u> – one to one interviews – e.g. lead of regional donor working group on DRR.*

  - *<u>Organisations / groups of actors</u> that have been part of a strategic partnership with UNISDR and involved in DRR through PW e.g. think tanks and academics who provide PW content through local UNISDR PW focal point. Interview or focus group if feasible.*

The value and quality of the visits varied significantly between regions, with the majority providing excellent support. A couple were less supportive. This reflects both limited preparation time for Regional Offices to support the evaluation team visits as well as a perceived disinclination on the parts of both the Regional Office staff and wider DRR domain stakeholders to devote time and participate in the PW evaluation. This issue is revisited later in the report as it is illustrative of wider opinions and attitudes towards PW as a remote and static resource.

Interviews and focus groups with key audience groups - face-to-face, by telephone and Skype. Beyond the Regional Office visits, the evaluation team conducted a number of face-to-face, telephone and Skype interviews from the UK. All interviews and focus groups conducted by the team were directed according to a standardised Interview Checklist proforma, based around a common set of questions. This approach, applied through a semi-structured interview format and written up in a common summary format, enabled the evaluation team to easily and consistently triangulate and analyse responses across a broad sample of interviewees. This approach is particularly useful for ensuring consistency of approach and data generation when the team split up to conduct the Regional Office visits. Blank examples of the Interview Checklist proformas are presented in Annex 6a and b. The entire list and contact details of the people engaged and interviewed throughout the evaluation is presented in Annex 3. The completed Interview Checklist proformas (a major data source) have not been included to protect the anonymity of the people interviewed.

Case Studies – Throughout the evaluation process we developed a number of case studies to illustrate PW's potential target audience groups. The case studies are based on the key informant interviews conducted either face-to-face during the country visits or by telephone. Each case study presents a short description of the audience group, their specific knowledge needs, and the potential implications of these needs for PW. It was felt disruptive to the narrative flow of the report to introduce the case studies within the main body of text so the case studies are presented in Annex 7.

Web survey – The evaluation team designed and conducted a web-based survey questionnaire using the SurveyMonkey tool, emailed to selected participants. The participants were divided according to the following groups:

- UNISDR contact list, known as the 'Big List' (except other sources, below);
- UNISDR's partner organisations – PW's working partner organisation defined by active participation in the Global Platform 2011;
- UNISDR Staff; and
- UNISDR's government counterparts - engaged with PW through the National Platform for Disaster Risk Reduction (NP), Hyogo Framework for Action (HFA) and all governmental attendees of the Global Platform 2011 (GP11)

The web survey used a 'skip logic' function to separate PW 'users' from those who consider themselves 'non-users' and through this function asked appropriate but comparable questions of users and non-users.

Based on the relative success of the approach to direct different questions to users and non-users (non-users acting as the 'counterfactual' to PW's current user base), combined with our initial findings about the nature of PW's present and future target audience, the evaluation team decided that there was likely little additional value in attempting to engage and web survey a wider group of non-users from the DRR community at regional and local levels. Instead, the team followed up with a small number of telephone interviews with the managers of global, regional, and local DRR networks in order to better understand audience needs and demands.

The web survey, with versions in English, French, and Spanish, was sent out to a total of 14,790 recipients, generating a total of 864 usable responses. These were divided 684 as users and 180 as non-users. The respondents were asked a combination of multiple-choice and free text questions in order to generate both quantitative and qualitative data. Based on ITAD's experience conducting a large number of similar web surveys, it is not uncommon to have a response rate at the low end of an acceptable range for a survey of this nature when users and non-users have no particular organisational affiliation to PW. In this case the response rate of 7% has yielded an absolute number of responses which are at a level deemed to be representative of an unknown population, and therefore inferences may be drawn from the survey data about the wider population. It is not feasible to conduct formal tests for statistical significance. However the results of the web survey are deemed to be broadly reliable and representative of behaviours, attitudes, and opinions of PW's users and non-users, although there may be some inevitable bias involved in enquiring about the use of web-based resources via an online survey medium. Positive response bias is always a possibility in surveys where there is a tendency for those with favourable opinions to be more motivated to respond than those who have negative perceptions. However, the considerable proportion of non-users who responded and the variety of qualitative data in open-ended responses indicate that this bias was not overly prevalent. A breakdown of the web survey results is presented in Annex 5a and b. Sample web survey questionnaires for users and non-users are presented in Annex 4a and b.

Website statistics – Google Analytics (GA) has been installed on the PW site. This provides the evaluation team a useful interface with the site's usage data, facilitating analysis of resource access, geographical spread of users etc. GA has also more recently been installed on the UNISDR web site. It was possible to undertake web stats analysis using GA for the calendar year 1 January to 31 December 2011 for the PW site – all stats quoted are for the year 2011 unless otherwise stated. However it seems that the ISDR site only came online (or installed Google Analytics) on 3 May 2011 so web stats analysis was used from that point.

Usability and accessibility testing – As well as web surveying PW's users on the site's accessibility and usability, the team conducted a number of its own tests to assess this (i.e. how easy and satisfying it is to use, how well structured the information is etc.). Task-based user testing was used – asking participants to retrieve information or perform a particular function, recording their progress using screen capture tools and analysing according to 'time taken', 'number of clicks', 'number of wrong-turns' etc. while the user speaks allowed their thoughts and emotions while using the site. PW's accessibility was assessed through: automated validation tools and an analysis of page sizes, image use and download speeds; examination of compliance with WCAG 2.0 guidelines; testing performance on mobile devices; and search engine optimisation analysis. The script for the usability testing is presented in Annex 8.

Document analysis – In terms of secondary data, the evaluation team was able to draw on large repository of background material including UNISDR / PW publications and management documents, as well as a wider sample of key documents and publications relevant to the DRR domain and specifically the work of UNISDR. The documents analysed and consulted are too numerous to formally list but are quoted and referenced in footnotes in the report text where relevant and appropriate.

Data analysis and triangulation of findings and conclusions – Following the Regional Office visits, the evaluation team spent a week conducting further follow-up interviews as well as writing up the notes from the visits to produce a standardised set of Interview Checklists. A further week was allocated to analysis of the web survey results and web statistics. Two day-long, face-to-face team triangulation meetings were held at ITAD's offices in Brighton. The first triangulation meeting held on Wednesday 22 February focused on triangulating initial findings across the team – in particular the data generated from the interviews, visits, web survey, and web statistics. A second meeting, held on Thursday 1 March, focused on the implications of these findings in terms of the evaluation's conclusions and recommendations. This second meeting included the inputs of Isabel Vogel and Julian Barr as knowledge services specialists in order to situate the findings and recommendations within the context of PW's future as a knowledge broker for the DRR domain.

2.5. UNISDR and PreventionWeb background

The following background on UNISDR and PW is taken from the TORs p. 8.

The United Nations International Strategy for Disaster Reduction is the main focal point for disaster risk reductions (DRR) in the UN system, as per its founding mandate as one of the mechanisms of the UNISDR system. Its objective is to facilitate the implementation of the goals of the UNISDR (GA Resolution A/RES/54/219): it is also charged with coordinating the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA). In order to carry out its mandate and coordination functions, UNISDR has endeavoured to become a knowledge-based organisation that offers relevant and actionable information to the key actors to reduce risk.

Over the last four years, UNISDR has developed the PreventionWeb information system with the aim of providing a common platform for the global disaster risk reduction community to find and share information, exchange experience, connect, and collaborate. PreventionWeb was launched in November 2007, and has developed iteratively and progressively to become the largest internet portal dedicated to disaster risk reduction. Information management is a central pillar in UNISDR's coordination role, and this independent evaluation of PreventionWeb and related information management services is aimed at ensuring their relevance to current and future user needs, as well as to assess the knowledge and information management systems that can support UNISDR strategic objectives and mission.

3. Is PW reaching the right people?

In order to establish if PW is reaching the right people, it is necessary first to look at who PW define as their target audience and the rationale behind engaging them. This, in turn, requires the evaluation team to briefly look at the PW's niche and role within UNISDR's overall strategy for the DRR domain. The aim of this analysis is to provide the foundations which underpin the rest of the evaluation in chapters 3 to 8.

3.1. PreventionWeb's niche and target audience

3.1.1 UNISDR's strategy

UNISDR's strategy is set out in the UNISDR Strategic Framework 2025, released in October 2011[3]. The document begins by setting out UNISDR's mandate together with short sections on *'who, what and where'*. Key aspects of each of these are relevant to this evaluation are (*emphasis* of the evaluation team):

- **Who** - UNISDR mobilises and coordinates *a vibrant network* comprising numerous organisations, States, intergovernmental and non-governmental organisations, financial institutions, technical bodies, UN agencies and civil society.
- **What** - UNISDR *coordinates* international efforts on DRR, organises a Global Platform every two years which brings together all parties involved in disaster risk reduction, and campaigns to build global awareness. UNISDR *advocates* for greater investment and the integration of disaster risk reduction into policies and programmes for climate change adaptation. UNISDR *informs and connects* people by providing practical tools and publishing the biennial Global Assessment Report, an authoritative analysis of global disaster risk. UNISDR also supports the HFA Monitor which allows for national reporting on the implementation of the Hyogo Framework for Action (HFA).
- **Where** - UNISDR implements its mandate through *five regional offices* based in Asia (Bangkok), Africa (Nairobi), Europe (Brussels), Arab States (Cairo) and Latin America and the Caribbean (Panama).

There are two major implications of this textual analysis:

The United Nations International Strategy for Disaster Reduction is the main focal point for disaster risk reductions (DRR) in the UN system, as per its founding mandate as one of the mechanisms of the UNISDR system. Its objective is to facilitate the implementation of the goals of the UNISDR (GA Resolution A/RES/54/219): it is also charged with coordinating the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA). In order to carry out its mandate and coordination functions, UNISDR has endeavoured to become a knowledge-based organisation that offers relevant and actionable information to the key actors to reduce risk.

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[3] UNISDR 2011 *Strategic Framework 2025 Work Programme 2012-2025* October 2011, UNISDR: Geneva

The Strategic Framework 2025 sets out a simple results framework based on four Output Summary (OS) areas 2012-2015 which support four Strategic Objectives or Outcomes 2012-15, and ultimately Vision and Mission statements 2025. PW is mentioned under O*utput Summary 4 – Deliver and Communicate Results* stating under Output 15 - *Knowledge management tools enhanced, including PreventionWeb*. This implies that PW's contribution to the UNSIDR strategy is as a knowledge management tool to deliver and communicate results. Beyond this PW is essentially missing from the Strategic Framework. No further mention is made of PW in the narrative and there is no further elaboration of the role PW plays in delivering OS4 or how OS4 supports the other Strategic Objectives or Outcomes (SO). The narrative and more detailed diagrammatic breakdowns of each SO which include indicators for each output and each outcome include no mention of PW.

In summary, PW's role within and contribution towards UNISDR achieving its strategic objectives is unclear. From the outset, this lack of clarity is likely to cause problems when it comes to:

- clearly defining PW's role within UNISDR and, more broadly, PW's niche within the DRR domain;
- defining precisely what is PW's responsibility and, equally importantly, what is not; and
- credibly claiming contribution towards UNISDR achieving its results, in particular, contribution towards higher-order outcomes and impact.

3.1.2 PreventionWeb's niche

PW's role within and contribution to UNISDR outputs and outcomes is unclear. Similarly, the evaluation team was unable to find a specific document or clear elucidation from any of the interviews of PW's 'niche'. A statement of niche would explain PW's position within the global DRR domain / community and how PW's work (its activities and services) fit into and also sets it apart from the work of other networks, websites, and portals involved with DRR, including UNISDR's other information services, particularly the main UNISDR website and Regional sub-sites. In this sense, the definition of a niche is 'a special area of demand for a product or service'. For the evaluation, a clear definition of niche is central to clearly establishing the role and 'value added' PW brings to the DRR domain.

The evaluation team also struggled to find much evidence of activities to better define PW's niche within the domain. For example, although a number of Mental Model exercises have been undertaken and a further five are in the process of being developed[4], these are based on individuals with the nature of the stakeholder group already defined. The evaluation team found little evidence of systematic assessment of the DRR domain and the actors present within it such as a global situation analysis, stakeholder analysis or social network analysis. The Networks and Communities surveys at IDRC Davos 2008 and 2010 were social network analysis and not driven by themes, but became an opportunity to validate answers against existing PW themes whilst identifying new areas of work in DRR and corresponding networks and CoPs. The outcomes of these surveys are

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[4] The evaluation TORs include the development of a further 5 Mental Models through interviews facilitated by the Evaluation Team, recordings of which are sent to UNISDR for transcription and then forwarded to the Mental Models expert, Indi Young for development as Mental Models.

documented in the Themes and Issues in DRR paper as they contributed to this effort. The mapping that has taken place has tended to be thematic or hazard-based.[5][6]

A number of documents point to areas from which PW's niche can be inferred and loosely defined. The UNISDR Press Release[7] to announce the launch of PW on 13 November 2007 describes the site as *"a new website for increasing knowledge sharing on disaster risk reduction (DRR) issues, for both the general public – including media and teachers – and DRR specialists."* The press release goes on to state that *"For the first time, a website will provide a common tool for both specialists and non-specialists interested or working in DRR to connect, exchange experiences and share information at all levels of the International Strategy for Disaster Reduction: local to global, UN, international and nongovernmental organizations to citizens and companies."*

More recently, there is evidence that this original and poorly-defined niche as the *'first common tool'* for the DRR domain has been refined and updated. For example, the 2009 UNISDR Web Strategy[8] defines PW as being a key tool to act as "a *knowledge base for the UNISDR system and clearly highlight system partner activities in support of HFA implementation and the reduction of global disaster risk."* Although not yet a clearly-defined niche, the statement does emphasise that PW should be a knowledge base for the UNISDR system and should clearly highlight system partner activities. The UNISDR web strategy goes on the set out series of five indicators for PW's role within the web strategy. The indicators are presented in Box 3 below:

Box 3 – UNISDR Web Strategy – Outcome and Indicators

Outcome - PreventionWeb should be further developed as a knowledge base for the UNISDR system and clearly highlight system partner activities in support of HFA implementation and the reduction of global disaster risk.

Indicators:

1. All output of main UNISDR system partners is published or summarised in a timely manner on PreventionWeb.

2. UNISDR HQ and regional websites have clear links to "Information from UNISDR system partners on PreventionWeb" in all appropriate locations.

3. PreventionWeb has clear regional focus pages with content that is validated by regular regional consultations with UNISDR system partners

4. Increased participation, content submission and sense of ownership by UNISDR system partner organisations is validated by trend analysis and user feedback.

5. Clear messages on both PreventionWeb and UNISDR websites ensure that users can easily differentiate

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[5] Themes and Issues in Disaster Risk Reduction, UNISDR: Geneva
[6] The DRR HR Survey was aimed primarily at understanding the audience, and at the same time, validating the themes; the Networks and Communities surveys at IDRC Davos 2008 and 2010 were social network analysis and not driven by themes, but became an opportunity to validate answers against existing PW themes whilst identifying new areas of work in DRR and corresponding networks and CoPs.
[7] http://www.preventionweb.net/english/documents/about/pressrelease.pdf
[8] UNISDR Web Strategy ver. 1.0 – 04 Sept 2009, Information Management Unit, UNISDR: Geneva

Box 3 – UNISDR Web Strategy – Outcome and Indicators

between the purpose and content of both products.

The Web Strategy is clearly an attempt by UNISDR to differentiate and define UNISDR's key **information communication channels – headquarters (HQ) website, regional websites, PW, and** intranet. However, beyond setting out outcomes and indicators for each channel, the strategy does not go far enough in defining the role and target audience of each channel and hence their respective niches as part of a comprehensive communications and knowledge management package.

Based on document analysis and supported by interviews, PW's niche has never been explicitly defined. Early documents which point to a niche tend to describe it in the broadest terms as a knowledge sharing tool for the entire DRR domain. There is little evidence of any systematic attempts to refine and update PW's niche as the DRR domain has evolved. And more recent attempts to define PW's niche in relation to other UNISDR information services have focused on: publishing output from UNISDR system partners; clear regional focus pages; increased participation, content submission and sense of ownership by UNISDR system partner organisations; and clear messages on both PreventionWeb and UNISDR websites ensure that users can easily differentiate between the purpose and content of both products. The extent to which this niche differentiation in relation to these indicators has been successful, as well as the relative lack of a clear definition and conception of PW's niche is returned to later in the report.

3.1.3   PreventionWeb's objective

It is difficult to find a standard and up-to-date objective for PW. Several sources provide slightly different objectives.

The TORs (Section III p.8) describe PW's key objective as '*to provide a platform to find and share current information on topics related to DRR, and tools for exchange and collaboration.*'

This suggests that PW has two main objectives:

1. As a repository to find and share information.
2. As a set of tools for exchange and collaboration.

The original PW project description drafted in 2007 and located on the 'About PreventionWeb'[9] section of the site describes PW's aim as '*to provide a common platform for institutions to connect, exchange experiences and share information on DRR. The system will be designed to allow distributed data entry as well as provide options for content syndication to partner sites. The site will be updated daily, and contain news, DRR initiatives, event calendars, online discussions, contact directories, policy documents, reference documents, training events, jobs, terminology, country profiles, factsheets as well as audio and video content.*'

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[9] http://www.preventionweb.net/english/documents/about/PW_project_description_GP.pdf

This tends to suggest a more nuanced objective as an interactive platform built around an engaged community rather than a simpler objective as an information repository.

3.1.4   PreventionWeb's target audience

Under the heading PW's 'development objective' (TORs, Section II p. 8) PW's objective and target audience is defined as '*meeting the evolving information needs and facilitating the decision making processes of target audiences including Governments, national DRR actors, local governments, donors, practitioners, and private sector actors.*' Analysis of this statement suggests that PW's target audience is:

- Very broad – *including Governments, national DRR actors, local governments, donors, practitioners, and private sector actors*
- Focussed more on 'higher level' decision-makers
- Implicitly not focused on stakeholder groups such as local communities and community-based organisations (CBOs) working at the local level.

Whilst still broad, the PW Project Description[10] is more specific, describing PW target audience as follows:

"PW is designed specifically to assist professionals involved in the development of National DRR Platforms, and other professionals involved in the implementation of the HFA at the country level." Other target audiences include: *"practitioners involved in the transfer of DRR knowledge to populations at risk, researchers working on specific disaster reduction issues; international organisations such as the UN and IFIs involved in capacity development and program support for national and regional disaster risk reduction; donor country representatives wanting to understand who is doing what where and analyze the gaps in coverage; non-specialists; general public; journalists; and professional that are new to the subject."*

Most recently, the (draft) PreventionWeb Communication Strategy places more emphasis on UNISDR staff themselves as a key target audience, whilst maintaining references to a very broad and undefined wider target audience. The Goal of the PW Communication Strategy states: *"To better communicate PW and increase participation among UNISDR staff, stakeholders and the public who are interested in DRR."*

Objectives of the PW Communications Strategy are:

1. *To increase the sense of PW's ownership by UNISDR partners, including UNISDR staff*
2. *To increase participation into PreventionWeb and content submission among audiences*
3. *To better communicate with subscribers of PreventionWeb'*

3.1.5   PreventionWeb's niche, objective and target audience – initial findings and assumptions

The analysis above illustrates some important initial findings relating to a lack of clarity about PW's niche, objective(s) and target audience(s). Typically an explicit definition of niche, objective and target audience would inform and underpin the evaluation from the outset. In the absence of clear

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[10] PreventionWeb Project description, Information Management Unit, UNISDR, Geneva

definitions, the evaluation team has derived an understanding of each from inferences across the evidence base (document analysis, stakeholder interviews, and web survey findings).

In summary:

- PW does not have a clear niche within UNISDR or the wider DRR domain, and UNISDR is not clear about the role and contribution played by PW within its strategic framework.
- PW's objective is broad and not formally defined but relates to the provision of two core services:
  - A repository to find and share information.
  - A set of tools for exchange and collaboration.
- PW's target audience is broad and poorly defined, in places defined as specific sets of actors such as UNISDR staff, HFA Focal Points, Cities Campaign stakeholders, and Global Platform participants, and in other places defined much more broadly as including Governments, national DRR actors, local governments, donors, practitioners, the private sector, and the general public.
- There is a general understanding (both within the IMU and amongst a wider set of key informants) that:
  - PW's target audience has grown (to include more recently cities and local government stakeholders) since the website was launched and as the DRR domain has evolved.
  - PW needs to better define and communicate its target audience.
  - The specific knowledge needs of PW future target audience are not yet fully understood.

These initial findings will inform the rest of the report, particularly the remainder of Chapter 3 which assesses if PW is reaching the right people, and Chapter 4 which asks whether PW is meeting their needs.

## 3.2. Who PreventionWeb is currently reaching?

PW has been in operation since 2007 and had in excess of 1,400,000 unique page visits during the past year. To understand more about where PW might best direct its focus for maximum knowledge service effect, it is important to appreciate who its current users are, and factors that affect their levels of engagement and usage. This question can also be informed by comparison with the counterfactual group (non-users), and identifying their reasons for lack of interest or participation in what PW has to offer.

3.2.1 Current users and non-users

While PW's target audience is inconsistently defined, there is a loosely identified and very broad group of users for whom PW aims to provide knowledge management services. Key stakeholders have been reasonably consistently highlighted as; government and agencies working on HFA implementation, UN, other interagency staff and professionals working in the DRR policy sphere through involvement in Global, Regional and National platforms. The current reach of PW can be inferred from the web survey, which sampled across a range of users and non-users. Respondents

identified themselves as working in a number different organisations and interest groups. The highest number of PW user respondents work for international and regional/national NGOs (25%), followed by government departments (national and local) (19%), unilateral and bilateral agencies (18%) and higher education/research institutions (16.5) (see Figure 1). Interestingly, there was a strong response from the NGO community and from higher education and research institutes - groups which have not formally been identified in UNISDR documentation as core audiences, yet who are utilising the website. This indicates a broad appeal and need for DRR web based resources. Interviews carried out with government staff, UN agencies, international donors, and UNISDR staff also indicated reasonably to high levels of use by the majority of individuals spoken to from similar groups.
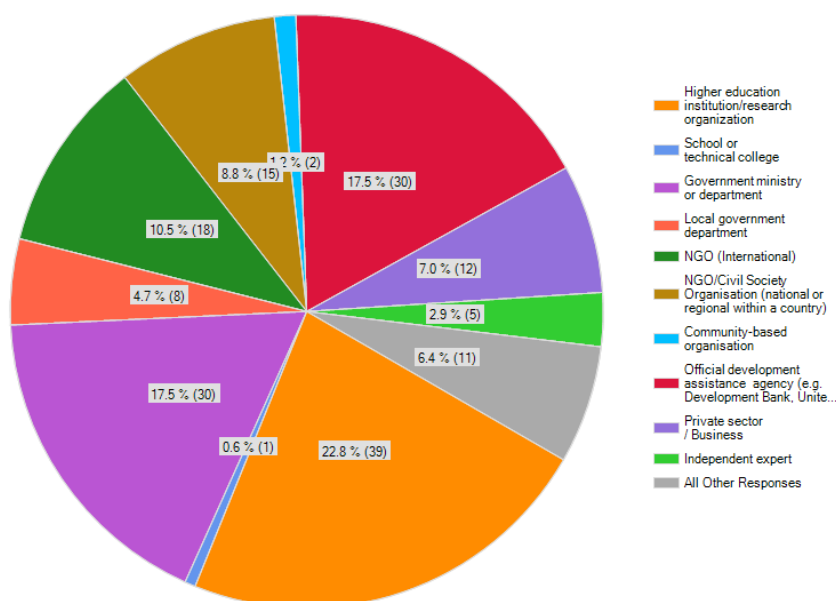
Figure 1 - Affiliation of user survey respondents

b) In what type of organisation do you work?
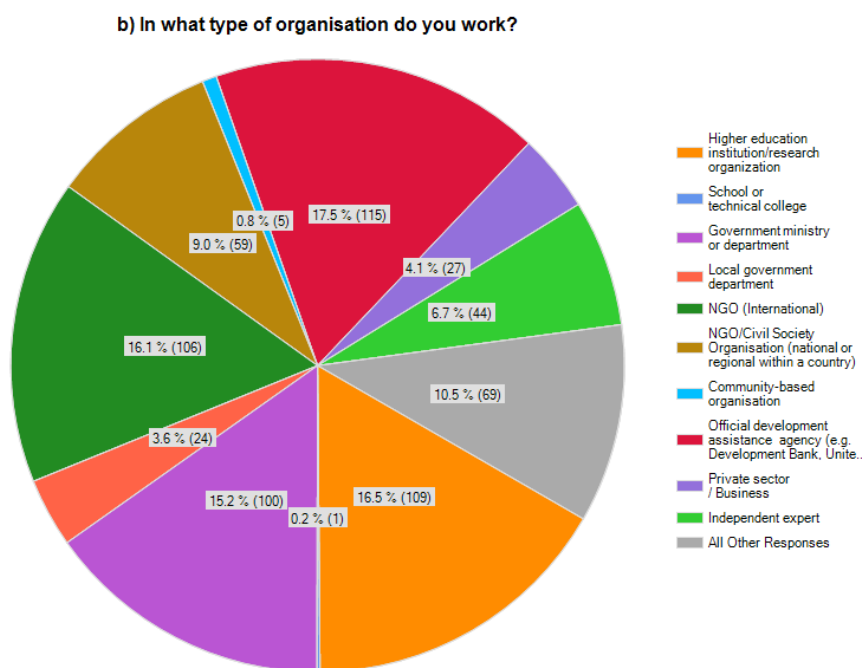
Comparison of these current PW user groups with non-user survey respondents (Figure 2) shows a broadly similar pattern of types of stakeholders. This implies that a considerable proportion of similar groups are not accessing and using PW resources. The reasons for this are explored further in section 3.2.4 below. It was also the case that among interviewees, although the majority were found to be PW users, 23% admitted that they did not actively use PW in their DRR work. This is of particular note as interview contacts might be expected to have existing close links with UNISDR, and thus a knowledge and appreciation of PW services. This implies potential missed opportunities to reach and engage with those who may already be closely associated UNISDR work and DDR activities, yet are currently non-users.

Figure 2 - Affiliation of non-user survey respondents

b) In what type of organisation do you work?

Legend:
- Higher education institution/research organization
- School or technical college
- Government ministry or department
- Local government department
- NGO (International)
- NGO/Civil Society Organisation (national or regional within a country)
- Community-based organisation
- Official development assistance agency (e.g. Development Bank, Unite...
- Private sector / Business
- Independent expert
- All Other Responses

Values shown: 17.5 % (30), 7.0 % (12), 2.9 % (5), 6.4 % (11), 22.8 % (39), 0.6 % (1), 17.5 % (30), 4.7 % (8), 10.5 % (18), 8.8 % (15), 1.2 % (2)

Evidence from the survey and interviews shows that the profile of user and non-user groups appears to be quite similar. This indicates that PW may be in danger of diffusing its impact in seeking to be 'everything to everyone' across such a wide and varied audience, resulting in a wide and shallow reach across the DRR stakeholders. Resources are not being specifically or strategically targeted to groups where engagement might be most effective, or to those who may gain most from the knowledge brokering role that PW could play.

3.2.2 Variation in engagement of current users

While it seems that PW is currently serving a wide audience, the question of the depth of engagement and level at which PW may be meeting the needs of these groups, remains. To interrogate this further it's useful to consider engagement of certain UNISDR key audience groups. The web survey sampling frame was stratified in order to identify the reach of PW to particular audiences by tagging distribution lists according to the following groupings:

- UNISDR staff;
- government contacts[11];
- partner organisation contacts[12] ; and,
- the wider UNISDR contact list (the 'Big List').

This allowed disaggregation of results according to these specific target groups. As UNISDR key audiences, it would be expected that UNISDR staff and other distinct groups of government decision makers and partners would be more engaged as core users of the website than those from the much

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[11] National Platform for Disaster Risk Reduction (NP), Hyogo Framework for Action (HFA) and all governmental attendees of the Global Platform 2011 (GP11)

[12] All participants of the GP11 (excluding government)

larger 'Big List'. Response levels to the survey were indeed higher for staff (27%) and partner organisation contacts (15%) than the overall response rate for the survey as a whole (7%).

It also appears that UNISDR staff use the website more extensively than other three groups, as 79% were moderate or regular users of the PW, compared with government (52%) and partner organisations (51%). However, interestingly, higher numbers of UNISDR staff found it harder to find what they were looking for than other three groups (see Table 1), in contrast to an overall average for all groups of 86%. It is not apparent why this should be the case.

Table 1- How easy is it for you to find what you're looking for on PreventionWeb?				
	% very difficult or fairly difficult	Number	% fairly easy or very easy	Number
UNISDR staff list respondents	37%	10	63%	17
Government list respondents	14%	8	86%	51
Partner organisation list respondents	14%	15	86%	93
'Big List' respondents	10%	43	90%	383

Another interesting perspective is to examine the location of users by region[13] in order to get a sense of outreach and value of PW to different users across the world. Web statistics on the number of PW unique page views from different regions give an insight into the breadth of the user base across different parts of the world (see Figure 3). It is clear that the majority of users are from Europe and Asia followed by the Americas. This may be explained by more developed DRR policies and practitioner networks, as well as the incidence of intensive disasters in certain parts of the world, however it is striking that Africa has very low representation of PW users.

Figure 3 - Number of PW views in 2011 by continent

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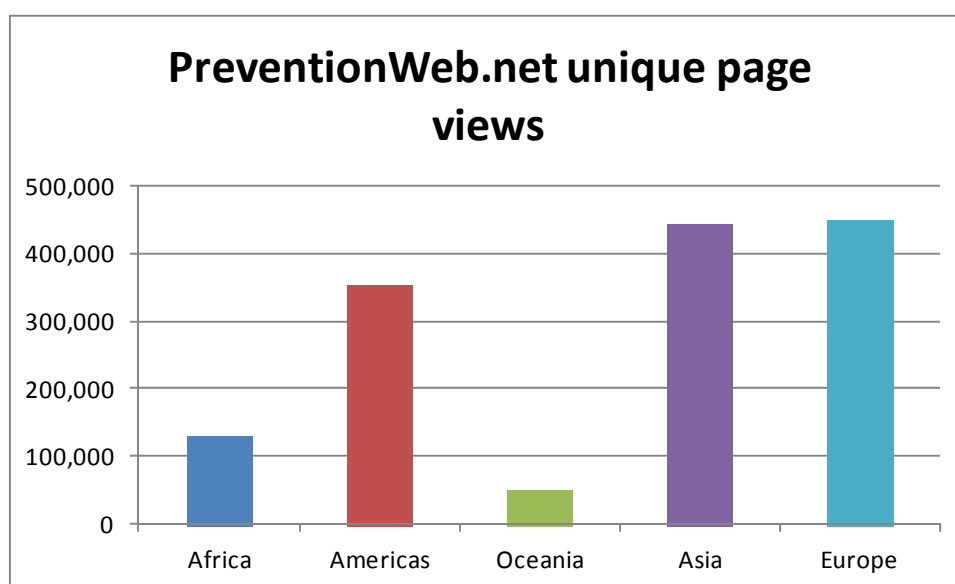
[13] Countries have been classified according to PreventionWeb regional categories.

Disaggregating PW user hits by OECD or non-OECD also shows a strong predominance of users from developed OECD countries (Figure 4). Considering that OECD countries only account for 18% of world population, improving the reach and depth of engagement into non-OECD countries may be something which is considered in the next stages of development for PW.

Figure 4 - Number of PW views in 2011 by OECD/Non-OECD region
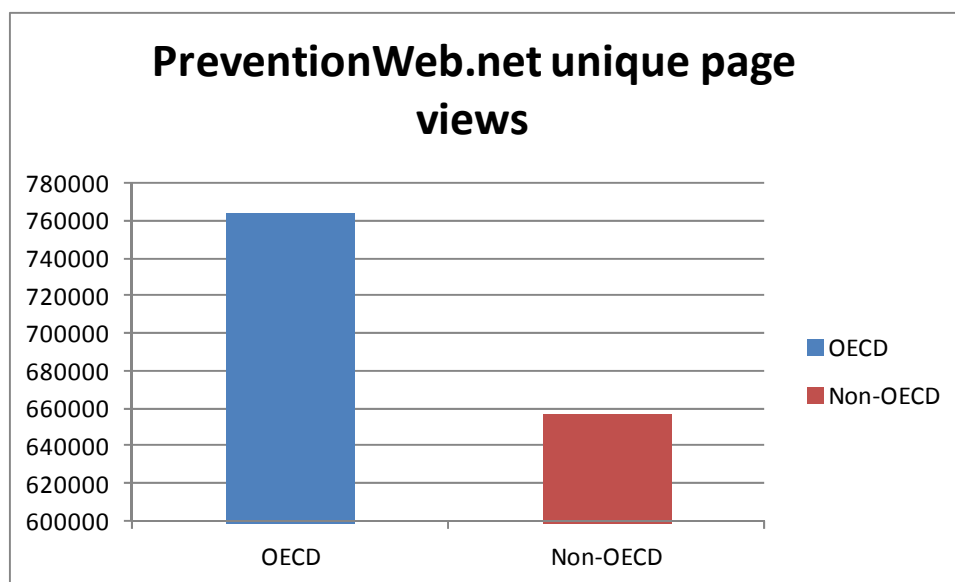
This highlights the differentiation in the needs and circumstances of target audiences according to different types of user, and in different parts of the world. Clearly, current audiences differ between regions, with a predominance of engagement from OECD, as well as European and Asian regions. These aspects need to be considered more explicitly to enhance the global appeal and value of PW resources, and facilitate wider access by key user groups.

It is clear from the discussion above that PW is currently reaching a broad audience, which includes many core groups identified and referred to in UNISDR and PW documents and statements. Current users include government and ministry staff at national and local level, international and national NGOs, research institutes and academics, as well as donors and multilateral agencies, with key audiences such as UNISDR staff and other core partners appearing to be more active than others. However, the non-users identified in the survey also map across the same working environments implying that PW has potential to reach more deeply into these sectors if this is desired, in order to engage greater numbers from these groups, and regional differences in PW usage are also apparent. Deepening the understanding of specific needs for online knowledge products, will be an important part of developing a sound knowledge brokering strategy.

3.3. PreventionWeb's future target audience

It is evident from the previous sections that PW has engaged users from across a range of different groups in its first four and a half years. However, some issues of an overly broad and loose focus have been highlighted above. In addition it is important the PW remains responsive to the DRR context and seeks to target its services where they can be most effective. This section considers likely future actors in the DRR domain and how these relate to potential target audiences for PW. It

also identifies reasons for current non-use of PW and gives pointers to the knowledge needs of these groups. Within this context, it will be a key task for PW to determine which groups it is best placed to target and engage with.

3.3.1 Future Disaster Risk Reduction actors

The DRR domain is evolving, and as awareness rises of the need for preparedness and risk management, new DRR audience groups are emerging, especially at local and regional levels as the field continues to expand and evolve. As urban populations continue to increase in many countries and additional threats and impacts of climate change begin to be better understood, it is increasingly recognised that many levels of society are implicated, not just as victims of disasters but as actors in reduction and prevention. Thus a range of players at grass-roots and community level are likely to become increasingly relevant, active and engaged in DRR, as well as key government, decision and policy level stakeholders. PW needs to have a clear strategic view on how best to respond to an increasingly widened set of DRR players, who will undoubtedly have very diverse knowledge needs, both in terms of content and also presentation of information and services.

The evaluation gathered information on likely future actors in DRR through the web survey and interviews. The actors seen as having the greatest potential to contribute to DRR in the coming years were identified by web survey respondents as national and local government, CSOs and CBOs, and DRR experts and practitioners, as shown in Figure 5 and Figure 6 These groups were perceived to be most important by both PW users and non-users.
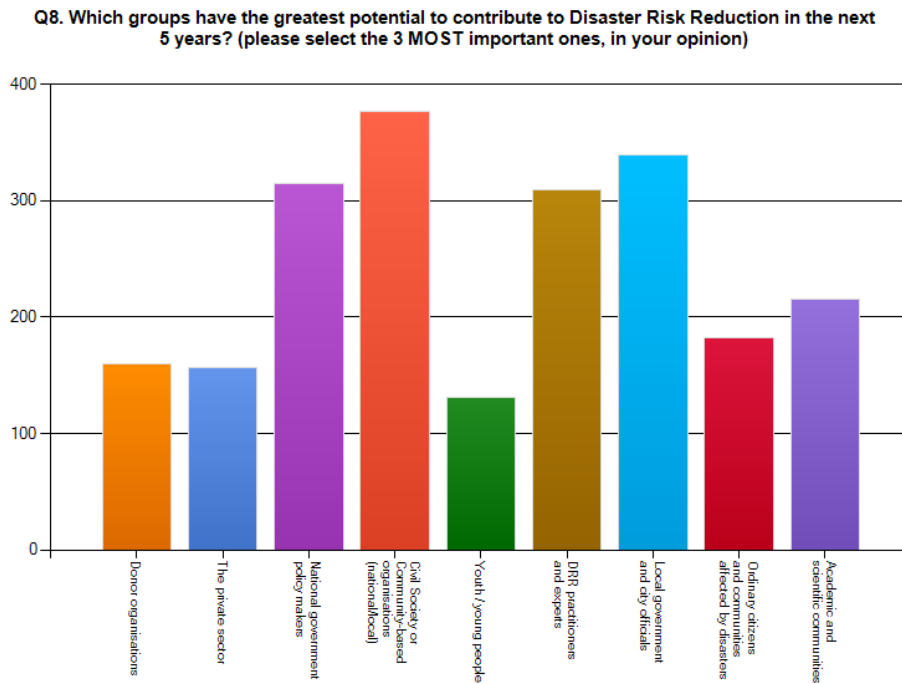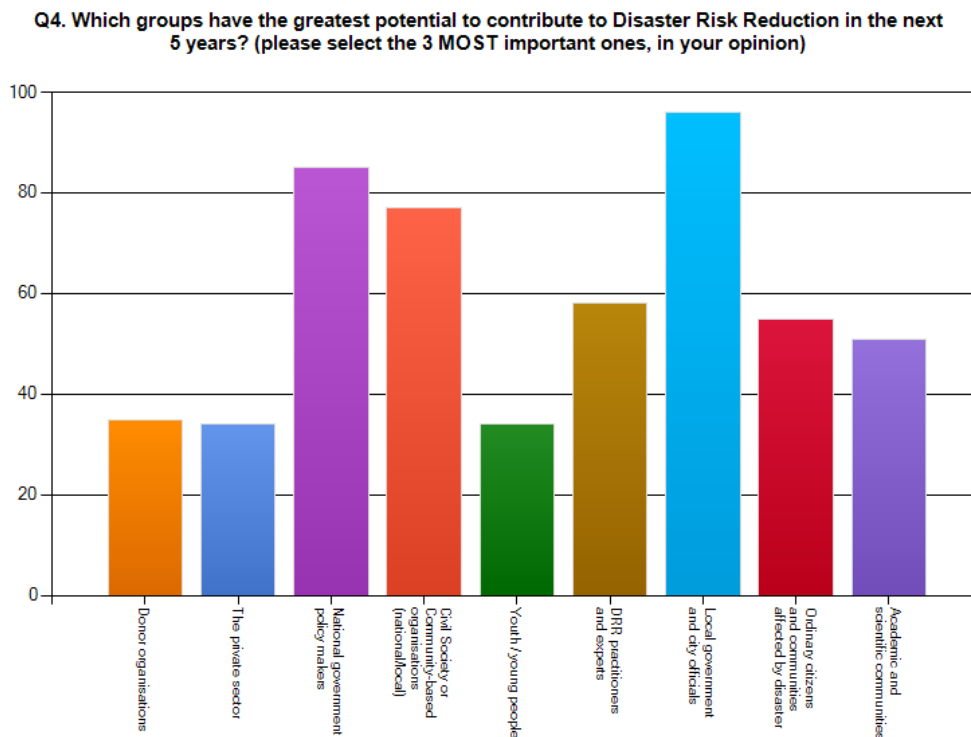
Figure 5 - Future DRR actors identified by PW users

Q8. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

Figure 6 - Future DRR actors identified by non-users

Q4. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

Regional visit interviews revealed a broadly similar pattern of key DRR stakeholders over the next 5 years. National and local government departments were seen as critical players for the future,

followed by international and local NGOs as the second most frequently mentioned groups. Other sectors commonly mentioned included communities at risk, and youth/children/schools. UN and multilaterals, donors, research/academic institutions, media, private sector were also identified, but less often.

This supports the continuing relevance of the current PW focus on various high-level actors such as governments, national-level DRR actors, local governments and donors. However, the general consensus from interviewees was that a very wide range of groups are implicated in DRR, which again stresses the need for a more focused approach going forward. PW may not necessarily be best placed to serve all these groups directly, and may be more effective playing a connecting, facilitative role for other networks and information structures, which might be better suited to reach certain key DRR players. This may be particularly pertinent for community-based and grassroots DRR actors, or those with rather different knowledge needs, such as schools and education-orientated stakeholders.

3.3.2 Obstacles for current users

As well as developing a focused and targeted approach to future audiences, PW strategy needs to better understand the potential for deepening engagement with defined key target audiences. This section looks briefly at barriers to the reach of PW knowledge services for its current and potential users.

The web survey questioned the issue of barriers to using PW directly. Encouragingly, the large majority of respondents felt there were no barriers (72%). Nevertheless, there are a remaining 28% who feel limited in their usage of PW. Of this latter group 34% (83 survey respondents) felt that language was a barrier to full engagement with PW. Disaggregating these results by type of organisation indicates that more than 50% of government department staff, and 66% of development assistance agencies who experienced barriers, indicated this was a language barrier. The language issue was also echoed strongly in many of the regional stakeholder interviews in the Arab States, African and Latin American regions, where a strong desire for materials, documents and website navigation guidance in other languages was expressed. This is likely to become an increasing important factor as more actors become involved in the DRR domain. As well as the need for French and Spanish, Arabic is the official government language for much of North Africa and the Middle East, and Chinese and Portuguese were also cited as other important languages to consider. This is a considerable constraint for uptake of PW information and knowledge services from the demand side, and also has an impact on those working in certain regions on the supply side as advocates and promoters of PW knowledge services to non-English speaking audiences. However, the extent to which PW can accommodate multiple language requirements, given scarce resources, needs to be taken into account and may influence who, and in what way, PW decides to direct its services. Regional analysis of the survey data demonstrates regional differentiation of language barriers. Interestingly in this case, the Americas region and Europe appear to be the most significantly affected, but unfortunately, this information is difficult to correlate against interview data as the regional classification adopted on the PW website differs from the regional remit of the UNISDR regional offices.

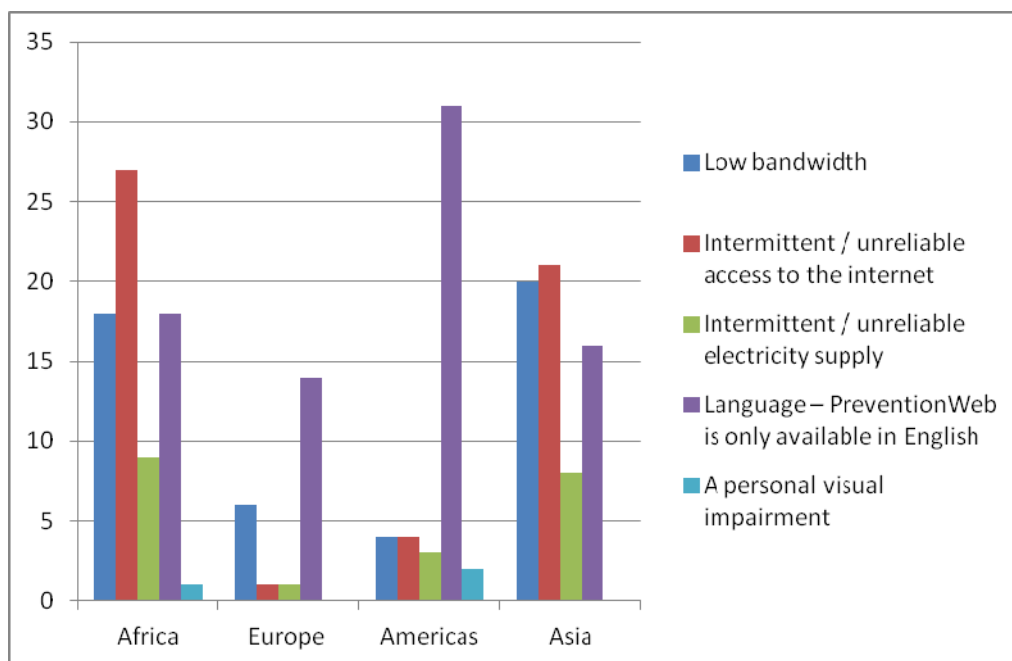**Figure 7 - Number of respondents experiencing a barrier to use of PW, by region**

Figure 7 also demonstrates that there are regional differences with technical barriers, with low bandwidth and intermittent internet access being experienced in African and Asian countries. Additional crosstab analysis was carried out according to organisation type of those who experienced technical difficulties in accessing PW. This showed that around 50% of NGOs cited technical internet difficulties as a problem, and of these, low bandwidth seemed to be more of an issue for international NGOs, while intermittent internet access affected national/regional NGOs.

Differentiation of this kind demonstrates the requirement to address the specific needs of different groups and regions to overcome limiting factors to participation and gaining value from PW. This is relevant to current users, as well as more closely defined future audiences.

3.3.3 Non-users - the 'counterfactual'

Another view on identifying key PW audiences, and better understanding of the specific knowledge needs of current and future PW target audiences can be drawn from the non-user survey respondents. This group constituted 21% of survey responses, and can offer an additional perspective on obstacles and barriers to fuller and wider engagement with PW. As mentioned in section 3.2.1 non-users groups answering the survey mapped quite comparably against users, implying that there is potential for deepening engagement with these audiences. The web survey also questioned what prevented non-users from engaging, and outlines the reasons given.

Figure 8 - Reasons for not using PreventionWeb
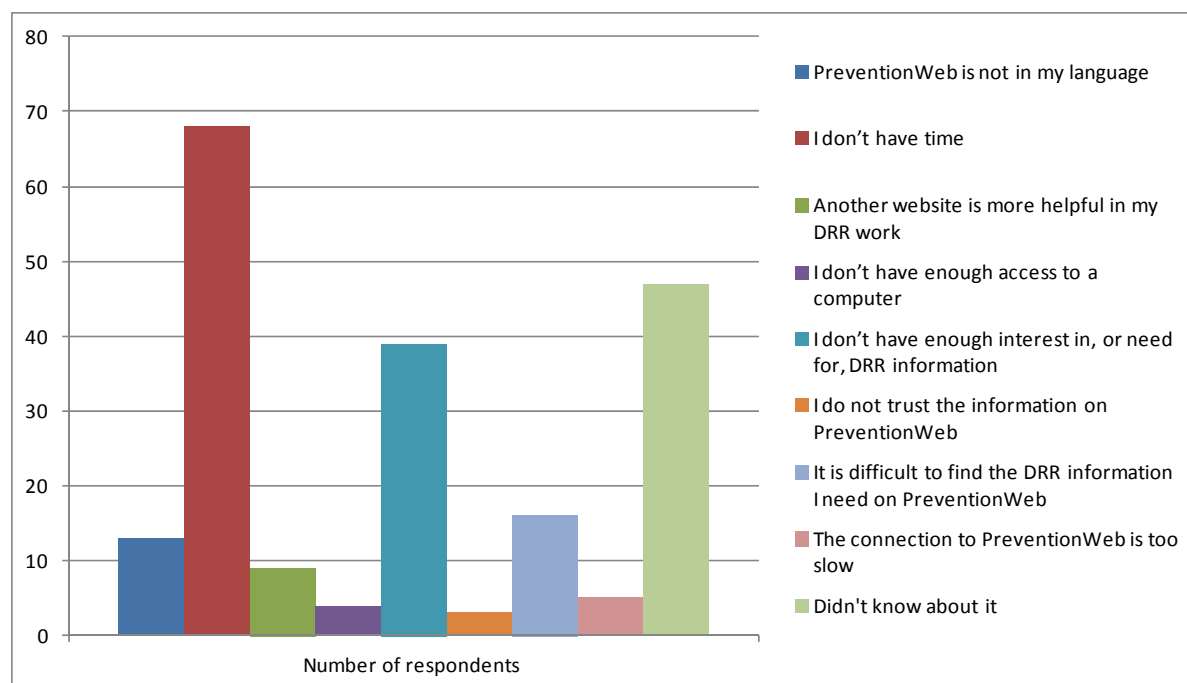
Not having time was the most frequently cited reason for non-use, being mentioned in 33% of cases. Some open text survey responses associated with the 'lack of time' response show that respondents feel overwhelmed by the amount of non-differentiated information presented, and would find a clearer structure in PW helpful for accessing relevant information quickly and efficiently. Interview data also indicated that stakeholders (users and non-users) found the website 'too busy' or 'too confusing' visually, and requested more clearly targeted areas for particular groups or topics. This issue is also echoed in the table above where 8% of non-users said they couldn't find what they were looking for on PW. These issues are discussed in more detail in Chapter 5, but are relevant here in emphasising the importance of visually appealing, clear and easily navigable online resources to improve the breadth and depth of reach, especially to those with limited time to access, assimilate and utilise information.

Figure 8 also indicates that there is a significant proportion (23%) of survey respondents who were not aware of the existence of PW. This is of some concern as the survey circulation list was drawn from the UNISDR contact list, thus one would expect this to be an audience who would have had the most opportunity for exposure to PW services. This implies a strong need for increased promotion and marketing of PW to relevant and existing contacts and networks. Insufficient marketing was also cited in many of the stakeholder interviews as the perceived reason for lack of engagement with PW by more key DRR stakeholders.

Sections 3.3.2 and 3.3.3 highlight that language barriers, technical constraints, website design and marketing are all likely to be crucial factors in deepening provision of PW knowledge services to current users, and more importantly in engaging key future audiences and stakeholders.

3.3.4 Knowledge needs of future audiences

Improved clarity about the information needs of key future audiences will be critical to providing appropriate and relevant knowledge products and services. The previous sections highlighted some

potential issues and key constraints to PW use. In addition to this, data from key the informant interviews carried out on regional evaluation visits throws some light on the different information needs of groups identified as key players.

Analysis of interview data revealed that high-level decision-makers and influencers, local and national government staff and cross-agency practitioners tended to want more practical guidance on implementation of DRR policies and practice, more contextualised information on risk prevention and management, working examples of best practice from other regions, and more sub-national level data. As DRR is a newly emerging field, many new and existing DRR practitioners have a strong desire to learn lessons for elsewhere and to increase awareness of DRR action and activities in other regions and countries against which to benchmark their own work. This could be through case studies, country comparisons, or data and statistics which could be used to promote the importance of developing DRR strategies and action. These needs were also echoed in text comments from non-users in the web survey. Expanding this sort of knowledge would also help build an evidence base on which DRR advocacy initiatives could be founded, which would facilitate efforts to convince and engage other counterparts in decision-making roles.

One of PW's current objectives is to provide tools for exchange and collaboration. Interview data indicated that key stakeholders felt that PW could improve on its existing services in this respect. Enhanced online interaction and other means of collaboration were seen as crucial for sharing information and forming networks for those actively involved in building online communities of practice. This might be either through improvement of PW's own online tools, or by supporting other networks and websites working on network building and engagement.

Knowledge management for future audiences may also involve more innovative channels and mediums for transmitting information and reaching users. At the technological end of the spectrum, making more use of smart phone technologies and social media was suggested by some interviewees. Conversely, at the other end of the spectrum it is important to recognise that not all actors are committed or connected to an online culture. It was indicated that in Africa and the Arab States, there is a tendency for government and public sector workers to be more reliant on traditional communication methods, such as telephone and paper document communications. Web-based culture, or even email communication, in this particular sector is not always particularly well developed. This presents challenges for engaging these groups via online media.

This may also be compounded in some areas by low bandwidth and connectivity problems (as discussed in section 3.3.2). For instance, difficulty with using the HFA monitor online provoked the suggestion that these tools could also be provided as offline version for those working in locations without fast and reliable internet connections. Local level information needs in areas that have limited or no connectivity e.g. rural sub-Saharan Africa, are obviously outside the scope of online knowledge products and services such as PW and may be better reached through connections with intermediary organisations who serve local CBOs and faith-based organisations as these groups play a strong role in some parts of Africa.

From the discussion and evidence above, it is clear that there is considerable variation in the knowledge service needs of current and future DRR and PW audiences. This needs to be taken into account in strategy and planning for PW's next stage of development.

Formulating a clear policy on key PW target audiences, and deepening the understanding of their specific and disaggregated needs for online knowledge products is paramount to developing a sound knowledge brokering strategy going forward. This will assist in maximising PW's comparative advantage, rather than trying to capture and disseminate broad 'low value' information across an ever expanding DRR domain. Clearly defining PW's niche and strengths in adding value to the DRR domain will be a crucial first step in this process.

3.4. Summary

This chapter addressed the question of whether PW is reaching the right people. This has been assessed by examining current users and non-user groups, and their levels of engagement, and identifying future PW audiences.

Although no explicit niche or purpose statement defining PW's target audience could be found, PW documentation indicates a very broad intended audience including governments, national DRR actors, local governments, donors, practitioners, and private sector actors, with a key focus on 'higher level' decision-makers. Evidence from web survey and interviews reveal that current audience is similar. International and regional/national NGOs, government departments (national and local), unilateral and bilateral agencies and higher education/research institutions, and to a lesser degree, private sector and independent DRR practitioners, are among the most frequent users demonstrating considerable overlap between intended and actual PW audiences. Nevertheless, various barriers have been identified which limit the potential engagement of current and future audiences. These relate to language barriers, technical constraints, website design and lack of promotion.

Current users represent a broad and varied spectrum of actors and this raises the question of whether it is possible to fulfil the information and knowledge needs of such diverse groups on the current website. The aim of reaching an extremely wide and varied set of DRR stakeholders represents an 'all things to all people' approach rather than a more directed objective of developing a particular niche for PW within the DRR domain. Tailoring products and information more closely to specific types of users, through website structuring, and adapted presentation and delivery of knowledge could help to overcome obstacles concerning potential future users' lack of time and linguistic barriers. In addition, improved awareness-raising and marketing of the website could help deepen PW's reach with specific target audience groups.

Future DRR audiences are likely to increase in heterogeneity as the domain expands, and this emphasises the need for PW to avoid trying to provide a 'catch all' knowledge service which fails to serve the knowledge needs of such a wide and varied audience. The evaluation has identified the most important future DRR actors as national/local government, civil society and community-based organisations, and DRR experts and practitioners. The specific knowledge needs of these audiences are not yet fully understood, and information and knowledge content and presentation for such varied groups are likely to be very different. PW therefore needs a keener understanding of the knowledge needs of the different groups of actors for whom it is seeking to provide knowledge services. Certain groups (particularly those groups operating at the local / community level with niche or context specific knowledge needs) may be more effectively reached by through partnerships with other networks and institutions rather than PW attempting to reach them directly.

Similarly, PW needs to explicitly rationalise the services it provides, based on the prioritisation of a small number of services where PW has comparative advantage, thus focusing its resources where these can bring greatest added-value.

What follows in Chapter 4 is a more in-depth examination of the knowledge needs of current and future PW users.

4. Is PW meeting their needs?

The principal aims of the evaluation, as defined by the TOR, are to ensure the relevance of PW and related information services "to current and future user needs", and to assess the knowledge and information management systems that can support UNISDR strategic objectives and mission. This chapter addresses these aims by:

- Mapping and assessing current usage
- Identifying the needs of future key actors in DRR and whether PW is equipped to meet them
- Assessing the extent to which and how the services are helping UNISDR to achieve its objectives.

It will report and assess the available evidence of the extent to which users value the two components of its main objective (identified in Chapter 3) - to provide:

1. A repository to find and share information.
2. A set of tools for exchange and collaboration.

4.1. Current usage and utility

Table 2 sets out the most visited resources on PW according to the web statistics generated through GA. Visits to the Making Cities Resilient Campaign (MCR) pages on the UNISDR site are included. The rightmost column includes only visits (or unique page views) of more than 10 seconds. These data give some indications of what people are finding most useful on PW. It is reasonable to take time spent on different parts of a website site as a proxy for usefulness. The choices available on the web ensure that people do not linger on sites unless they perceive they are getting value for their time.

Table 2 –Most visited resources – Web statistics			
Most visited PreventionWeb resources (*plus MCR pages on ISDR site)	**Unique page views**	**% of total unique page views**	**% of total unique page views from visits of more than 10 seconds**
DRR documents and publications	200,951	14.1%	13.5%
DRR Jobs	150,394	10.5%	11.5%
Organisation profiles and contact information	158,602	11.1%	9.3%
News, and announcements	112,090	7.9%	6.0%
Country and Regional profile pages	52,749	3.7%	4.9%
Conferences and Training events	65,915	4.6%	4.7%
Making Cities Resilient campaign information*	44,696	3.1%	4.3%
Disaster data and statistics	85,454	6.0%	4.0%
Geographical information e.g. maps etc	60,387	4.2%	3.9%
Educational and Training materials	55,787	3.9%	3.9%
Filtered DRR search function	29,025	2.0%	2.9%
Academic programmes	35,235	2.5%	2.7%
Country Risk profiles	39,340	2.8%	2.6%
Information organized by hazard types	31,304	2.2%	2.3%

Table 2 –Most visited resources – Web statistics			
PreventionWeb profile – save documents, tags,	19,887	1.4%	1.9%
National policy documents, Plans and Statements	20,506	1.4%	1.5%
Information organized by DRR themes and issues	17,854	1.3%	1.5%
Global Assessment Report web pages	13,964	1.0%	1.0%
Disaster Risk Reduction networks	12,590	0.9%	1.0%
Workspaces for online collaboration	12,590	0.9%	1.0%
Hyogo Framework for Action - Monitor	4,774	0.3%	0.4%
Hyogo Framework for Action - Background information	4,116	0.3%	0.4%
Hyogo Framework for Action - National Progress Reports	3,844	0.3%	0.4%

This presents a picture of considerable diversity of usage. About one third of page views were in the documents/publications, jobs and organisational profiles/contact information sections. But no other resource category accounted for more than 6%. Many users of course visited more than one section.

To validate this picture, and to explore differences between types of users, the web survey asked current users which aspects of PW they find most useful. DRR documents and publications are easily the most cited category by users (76%). This is a very broad category which meets different users' needs in different ways. All the main types of user chose DRR documents and publications more often than any other category. International NGOs chose it most often - 88% felt it was among the most useful aspects of PW. Even these high figures may underestimate the degree to which people find documents and publications, useful compared with other PW resources, as users are also likely to access some documents directly through external search engines.

Table 3 lists the resources which respondents said were "most useful".

Table 3 – Highest categories of usefulness	
DRR documents and publications	76%
News and announcements	50%
Disaster data and statistics	45%
Conferences and training events	44%
Country risk profiles	43%
Educational and training materials	41%
Links to DRR networks	40%
HFA national progress reports	36%

These are all information resources. This is even true of DRR networks, because the networking in most cases does not take place within PW itself. Interestingly, jobs are not among the highest rated

categories for PW – except for International NGO staff. By contrast, key informants suggested that this was the main reason for visiting Relief Web.

The main difference between the two tables is in the higher positions for the more specialised information in Table ("usefulness") from the web survey: disaster data, events and risk profiles.

Looking at these categories by main user type, we find some important variations:

- National government staff are more prone to find news and announcements, country profiles, the HFA Monitor and MCR pages useful;
- National NGO/CSO staff are more likely to find the links to DRR networks, organisational profiles and contact information, and national policy and planning documents useful;
- INGO staff seem to find country risk profiles more useful than other users;
- Staff in higher education and research organisations were more likely to find disaster data and information about academic programmes useful;
- Staff in donor agencies (both international and national) selected fewer categories of resource as useful than any other user type, although they singled out the Global Assessment Report (GAR) pages as useful more often than other types of user.

In line with what the web statistics tell us, few survey respondents singled out any of the interactive resources and facilities as the most useful aspects of PW. Table below sets out the lowest categories of usefulness. According to the survey the users most likely to find any of these aspects useful were staff of national NGOs/CSOs. 20% said they found the submitting and sharing content facility useful; and 10% chose workspaces and saving and tagging. This may point to a greater need among these organisations to engage actively with information and knowledge and with other actors, although it is possible that other people are meeting these needs in other ways.

Table 4 - Lowest categories of usefulness	
RSS feeds	4%
Workspace for on-line collaboration	7%
Saving and tagging documents	9%
Filtered search	10%
Submit and share	11%
Email subscription services	15%

The diversity of information categories cited as useful points to continuing *prima facie* demand for PW as a DRR domain-wide repository. A substantial proportion of users appear to be using several categories of PW resources. No other site offers this one-stop-shop facility.

Key informants were also asked what they used PW and other UNISDR services for. The picture was somewhat different in that a majority of informants – including UNISDR staff - were more intensive users of PW. They were very familiar with PW and UNISDR site and tended to make use of several sections – mainly for reference (country profiles, contacts, etc.), professional updating (e.g.

publications, news, HFA monitoring data), providing material for their own reports[14], presentations, teaching etc., and facilitating other people's engagement with DRR through networks for example. Few however appear to be uploading information or participating in hosted interaction. In this respect, PW is viewed very much as a passive or static information repository that stakeholders within the domain can draw on at will.

Generally the more frequent the user of the website, the more they referred to imperfections – particularly currency and validity of information. This is particularly true of HFA and country profiles. Informants blamed this on a lack of ownership by the people and organisations responsible for updating these sections. Fostering ownership is likely to be a challenge where such broad and diverse communities are involved. Smaller, more tightly-focused, on-line communities generally foster more participation. Creating smaller, clearly differentiated areas within PW for different types of user may be a way round this problem. A fuller account of how people are applying PW resources and the outcomes and impact this is having is found in Chapter 7 – PW's impact.

4.2. Future utility

The above analysis of what people find useful on PW and other UNISDR information services is based on what these services currently offer. The evaluation goes beyond this to explore how the services might meet the needs of users – and in particular the most important actors in DRR - in the medium term future. UNISDR needs to place the needs of the key groups at the centre of its future strategy for PW. The evaluation provides evidence of what these needs are likely to be.

This section draws on the results both of the web survey and key informant interviews. Chapter 3 also set out the evaluation findings on the important actors in DRR in the medium term future. Although this was a mixed picture, there was a degree of consensus that the most important groups were national and local government personnel and national and sub-national NGOs, CSOs and CBOs. However, as the report will go on to elaborate, although these groups are seen as the most important, this doesn't necessarily mean PW is best placed to reach out and engage them directly.

We have already seen that there are important differences between what national government and national NGO/CSO personnel find useful among other PW resources and facilities at the moment. In general NGOs and CSOs are less concerned with news and content about disasters, and more with information about organisations, networks and people – and government policies and plans, which government personnel would already have access to.

4.2.1 PW's Strategy and Functionality over the next five years

In the web survey we asked people to choose two out of a number of strategies which they thought PW should focus on in the next five years. These strategies were not mutually exclusive. From the results (presented in Table 5 below) it appears that a substantial majority – 71% - want its information repository and news aggregating services to continue. National government personnel

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[14] A member of the focus group of UN personnel in Bangkok, for example, said that his organisation found the GAR data particularly useful as it helped make their work more evidence-based.

were the most interested – 78% - in their retention, compared with less than 70% of both national and international NGOs[15].

This result, reflecting the broad picture from the survey of current usage and utility, is not surprising and is a significant finding for PW as it confirms the website's primary function and utility as an information repository for its current users.[16]

Information repository and news aggregating services are both the essence and the bulk of UNISDR's information services at the moment. Non-selection of this strategy by a respondent in the survey probably indicates that they do not find these aspects valuable and/or they feel strongly that PW should transform itself. Either way, the choices of alternatives are probably the more significant results of this section of the survey.

This conclusion is strongly supported by key informants who mostly wanted to see transformational rather than incremental change. Key informants told us that PW has provided a valuable service in covering - and thus defining thematically – the entire domain informationally. However, a majority believe the need for a comprehensive content service like this is now reduced – although it has not entirely disappeared (there are always new users – see below). They believe this should no longer be the exclusive focus. Many organisations have taken up DRR approaches – UNICEF, Practical Action, CARE International etc - and are defining it and contextualising it for their own stakeholders. The attempt to cover the whole domain (based around an 'all encompassing and ever expanding' information aggregation model) as comprehensively as possible is consuming too much of PW's scarce resource for potentially limited added value, which could now and in the future be more effectively used in other ways. See section 5.2 – the extent to which PW's search function is 'better than Google'.

Moreover, some informants believe that PW is challenged to keep up with the evolving and expanding nature of the domain. In particular it is failing to define the relationship between DRR and climate change adaptation/resilience, particularly in relation to drought, a slow onset hazard. A minority of informants even talked about a "turf war" between UNISDR and climate change and drought actors which they say is distracting.

Table 5 – Future strategies	
Continue providing an information repository and news aggregating service	71%
Provide more tailored knowledge products for specific user groups	45%
Concentrate on adding a version in languages other than English (e.g. French, Spanish, Arabic etc.)	28%
Devote more visible space to online discussion about DRR topics	23%
More closely align the website with UNISDR's capacity and leadership in	19%

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[15] A full breakdown of choices of strategy by main user type is at Annex 5a.
[16] That said there is likely to be an element of response bias within these results reflecting the fact that engaged users who are satisfied with the service PW provides and who tend to visit the site most regularly are also those who are most likely to respond to the web survey and respond positively to this question.

Table 5 – Future strategies	
DRR	
Transfer more responsibility for content to users themselves, like Wikipedia for example	15%
Concentrate on improving accessibility for lower-bandwidth users	12%
Transfer hosting away from UNISDR to a non-UN organisation	7%
Close the site down, and allocate the resources elsewhere within the DRR domain	1%

The second most popular future strategy was: Provide more tailored knowledge products for specific groups. This was chosen by 45% of respondents. Responses varied by user type. 48% or more of NGOs (both national and international), and the higher education and research organisation, groups chose this strategy, compared with only 33% of government personnel.

Most key informants told us that PW needed to develop in the direction of more tailored knowledge products. They said this was not only important for themselves as users but also, they thought, for the important actors in the coming five years. PW was too difficult to navigate, particularly for new and occasional users. Its library-type format was not supportive enough of users who were very busy and had specific needs. Documents and publications were not presented in a logical or helpful order – most relevant, influential or recent first. And hence, although users are aware of a vast repository of information within PW, this is not easily accessible as 'knowledge'.

The knowledge broker role would not just be a matter of re-organising information – which could be done electronically. It also implied curating and synthesising information to produce relevant knowledge, purposefully gathering information with particular user groups in mind, assuring its quality and packaging/presenting it, in many cases with added commentary.

PW does not currently process information in this way. Moreover there was a consensus among informants that its format does not encourage and assist people to seek out information themselves in an integrated way. Several informants told us that PW should try to offer packages or at least simpler paths for particular groups. We were advised that many people in DRR - urban managers for example - have little time, inclination or competence to browse complicated web sites or 'dig' through long list of publications.

Most informants mentioned this as a change they felt was necessary. This was the strongest message about the future direction of PW coming from the key informants, particularly UNISDR regional staff and other DRR strategic practitioners.

4.2.2   Which groups should PW focus on and how might their needs be met?

We asked key informants for their views on how PW might meet the needs of the key DRR actors of the next five years or so. Some informants of course were themselves members of these groups.

The weight of opinion strongly points to provision of practical help with their contributions to DRR. For example:

- National government personnel need examples of policies and strategies;
- Teachers need relevant, attractive (particularly for younger students) materials for teaching and learning;
- Local government personnel need examples of effective practice in service delivery, clearly contextualised to avoid inappropriate transfer; and
- CBOs and community-oriented NGOs and CSOs need examples of effective local solutions as well as advocacy tools and success stories.

The greatest unmet need, it seems, is for explicit knowledge on contextualised local, specific solutions. This is particularly relevant to the groups at the last two bullet points although 'higher level' actors also were clear to point out that the DRR knowledge they seek needs to be informed by indigenous knowledge from the grassroots or 'those facing the impacts of disasters on a daily basis'.

'Within the DRR field there is a gulf between the policy level/ academics and the local level. What we need is to cross this divide with experientially-based knowledge to build a shared understanding of the issues together with practical solutions. PW is well placed to lead a Community of Practice or coalition to better understand and address this gulf.' Representative of the Global Network of CSOs for Disaster Reduction

A significant proportion of informants also believe that PW should offer differentiation by geography – by region or sub-region. Regions differ in their experience of addressing DRR and in their priorities. There is also in some cases a strong language dimension. This was clear to the evaluation team during the visits. For example:

- Partnerships for DRR are more mature in parts of Asia than in most other regions. Flood-risk is high in South and South-East Asia. Seismic risk is also relatively high.
- Africa on the whole lacks human resources for DRR compared with some regions. Drought and complex urban risks are relatively high.
- DRR actors Latin America are frustrated by the lack of resources in Spanish and Portuguese and perceive a need to further develop communities of practice.

This issue of geographical differentiation is a significant issue for PW and one that relates directly PW's niche but also the resources PW has at its disposal to implement future strategies. It must be recognised that the respondents to the web survey as well as the key informant interviews made their suggestions without consideration of PW's role and target audience given scare resources. The balancing of what should and what can be done is returned to in Chapter 8 – the efficiency and effectiveness of PW's management model.

A significant minority of key informants said that children, adolescents – as well as their teachers - will grow in importance as active players in DRR. The needs of young people are somewhat specialised in that although themes and issues will be shared with other groups such as NGOs and urban management, the materials need to be comprehensible and attractive to them, if they are to

access them directly. The media through which they are presented also need to be tailored to their interests. PW currently has a section on educational material, but it is not actively curated.

The choice facing UNISDR with regard to young people is not unlike that with other minority special interest groups. Should it attempt to reach out to these groups with special sections of PW, tailored to their needs in both content, design and media types? Or support – and where necessary nurture - other sites solely dedicated to these groups?

What is clear is that the present "mature market" of DRR expert practitioners should not be an exclusive focus. There are always new actors coming into the domain– students for example (see Case study 2) NGO's and other organisations, adapting their programmes to include explicit DRR activity. These new actors will still need support in navigating the complexity of the domain and orientating within it. This however can probably be done in a more focused and tailored way, perhaps through a more 'action-orientated' rather than library orientated navigation of the website. For example, *"If you are a student, new to DRR, you may find these resources helpful…" "If you are an NGO reshaping your activity to address DRR….."* Responding effectively to all these needs and opportunities would be a tall order for PW. Given scarce resources, choices will need to be made and priorities set based on 'adding value' according to PW's niche and target audience. Chapters 7 and 8 will expand on the implications of this key area of findings.

4.2.3   Language

The third most frequently chosen strategy – by 28% - was diversification of language. The percentages were highest among ODA agencies and higher education/research institutions and lowest among government personnel. Many respondents were probably thinking about this strategy intrinsically, and not just reflecting their personal needs, because this figure was much higher than the % of respondents who said that language personally restricted their use. That figure – 13% - was almost certainly an underestimate of the proportion of people who found language a barrier, because the large majority of respondents were from English-speaking countries. Although the web survey was circulated in English, French and Spanish versions, this inevitably included an element of survey bias in favour of English speakers due to PW being an English-language site and this being reflected in its user base.

The utility of PW and its content is inseparable from the issue of language. This emerged as one of the top issues from key informant interviews and focus groups in all regions, but especially Latin America - where it was said to be the most important barrier to utility - and the Middle East/North Africa. The interviews in Africa were conducted mainly in Anglophone countries, but informants who had worked in francophone Africa said that it was an important inhibitor in those countries.

4.2.4   Interactivity

The fourth most popular strategy – chosen by 23% of respondents - was devoting more visible space to online discussion of DRR topics. This figure rose to 31% among national NGOs/CSOs. ODA agencies were the least inclined – only 18% - to choose this strategy.

A number of key informants – particularly those from Latin America - felt strongly that PW should offer more interactivity. Some were enthusiastic about social media – pointing for example to the

desaprender.org site for Latin America. Social media needs moderation but not active facilitation and is therefore less resource-intensive than other forms of on-line network tools.

Other informants wanted actively-facilitated forums – collaboration and knowledge exchange. A majority of these thought that short-term single issue forums – including real-time webinars - would be preferable to long-term open forums which tend to become amorphous especially with a wide community.

Several informants in Asia suggested there was a need to focus on interactive and customisable social media for mobile devices to reach general public. This suggestion was not explicitly presented anywhere else, but would probably resonate in other regions – like sub-Saharan Africa - where access to the internet through mobile phones is growing much faster than through other means. However PW should approach this comment with caution as social media for mobile devices, if developed, should be developed for a specific audience group rather than for the mass of the general public which should not become a key audience group.

What is clear from the broad range of options around improved interactivity is that it is not simply a question of functionality.   Whether it is less input intensive moderation or more continual facilitation, interactivity is resource intensive and is likely to require both shift in 'mind-set' and skill-set within PW in order to create a 'vibrant and engaged knowledge community' associated with the site. The implications of this finding are revisited in chapters 7, 8 and 9.

4.2.5   Different paths?

Among the less frequently chosen strategies, more respondents from NGOs and CSOs than from other groups favoured:

- On-line discussion;
- User ownership;
- Transfer of PW to a non-UN organisation.

Government respondents, by contrast, were more satisfied with the status quo than other groups; although 23% - second to NGO/CSO group - favoured more on-line discussion.

Several key informants thought PW should pursue agendas in a forthright manner – and adopt a more active editorial policy. This is partly to address the over-inclusiveness and undifferentiated nature of the site which many people find confusing and unhelpful; and partly because people feel that some key DRR issues should have higher priority or visibility. Some informants explained that as PW is an instrument of the UN System it has a policy 'not expressing an opinion'. These informants felt this policy was frustrating and were quick to point out that:

- If PW did take an evidence-based position on key issues, this doesn't mean that the position is set in stone and cannot evolve with the DRR domain, but rather is a benefit as PW would become engaged in supporting the DRR decision-making processes.
- Secondly, it is possible to play a more active role in terms of the editorial oversight, synthesis and quality assurance of the content of the site without taking a strongly opinionated position on key DRR issues. Examples of other sites which do this explicitly and well include:

o Eldis – http://www.eldis.org/
o Practical Action's Evidence and Learning from Latin America (ELLA) - http://ella.practicalaction.org/

4.3. Current alternatives to PW

PW is not – and does not want to be - a monopoly supplier in the "market" for on-line resources for DRR. One of the key contributions this evaluation aims to make is a clear picture of where PW and related UNISDR information services can add value in this market. This implies an awareness of alternatives that are currently available.

From the web survey and the key informant interviews, it is clear there is no direct analogue or comparator to PW in its scope – its provision of a comprehensive set of DRR resources and facilities to a very wide range of users.

The web survey presents this proposition in stark relief. The survey asked both users and non-users what other websites they used for DRR information, resources and community networks. They were asked to name up to three sites.

1225 responses were received. They were overwhelmingly characterised by their diversity. Only the UNISDR website was mentioned more than 100 times – 136 times to be precise. After that the most frequently mentioned was Relief Web (62 times). The IFRC, World Bank and UNDP sites were mentioned 30-40 times. Hundreds of other sites were mentioned, but each one mostly by no more than a few respondents.

This is a picture of a diverse range of organisations providing web resources for DRR, but usually in the context of a particular area of risk – seismic for example - geographical focus, or other specialised perspective. Many sites belonged to organisations or networks whose missions were not primarily, exclusively or explicitly DRR – humanitarian action or climate resilience for example, or development in general – but which had a stake in DRR.

What these results strongly support is the proposition that PW – and to a much lesser extent www.unisdr.org – currently are the pre-eminent global, generalist, content aggregation sites for DRR.

Key informants largely reinforced this picture. There was agreement that there are no serious contenders for this global domain-wide market. There was also no clear consensus about which sites would be the main contenders to occupy a disaggregated market place if PW were to withdraw. Key informants, like the web survey respondents, mentioned a number of sites that they used for more specific DRR resources or activity.

Some were mentioned for their effective functionality – possibly offering lessons for PW in the future - the Norwegian Geotechnical Institute site[17], for example, because it provides navigation routes for different audiences.

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[17] http://www.ngi.no/en/

Several respondents referred to the importance of a local focus for sites that seek to encourage interactivity around practical DRR solutions. Communities respond, they believe, more to geography than common interest – knowing one's neighbours is vital. www.getthru.govt.nz was offered as good example of community preparedness site.

Three sites which featured in key informant interviews and focus groups merit special mention:

- Proventionconsortium.org
- Desaprender.org
- Disasterriskreduction.net

The ProVention Consortium was established by the World Bank in 2000 to provide a forum for dialogue and a framework for collective action around DRR. With its website as a key medium, ProVention offered a forum where actors could dialogue on risk issues, address critical problems and form collaborative initiatives. ProVention and its website no longer exist. But several informants believed that it was good model for an improved PW. It offered an inclusive vision of DRR, practical opportunities for on-line participation, but did not drown users and impede navigation with too information.

Several key informants in Latin America advocated Desaprender.org. Not only does it provide access to DRR resources through the Spanish language, but it also seems to be successfully harnessing social media for on-line interaction if not yet collaboration.

Disasterriskreduction.net (DRR.net) serves as a platform to promote the DRR agenda in East and central Africa. It is supported by the European Commission through its Humanitarian Office (ECHO). It seeks to provide insights and linkages to national and supra-national "frameworks and actions on Disaster Risk Reduction….technical and policy guidance, standards and information in order to enhance coordination and learning for better programming and increased community resilience in the region".

As such it aims to provide similar services to PW, but with a specifically regional focus. This region is currently concerned with drought and climate change adaptation, more than any other aspect of DRR, and Disasterriskreduction.net reflects that. Although more than one informant criticised PW for not learning from Disasterriskreduction.net, UNISDR in the region cooperates with the site and its actors. This may provide a model for the future. However, IMU were keen to point out a number of fundamental differences that reflect advantages of PW over DDR.net:

- Disasterriskreduction.net collection contains a large majority (75-80%) of situation reports, food security, emergency updates, market, and livestock trade documents, which fall out of the DRR scope according to PW editorial policy;
- Disasterriskreduction.net hosts documents with no relationship to DRR, drought, food security or even any regional coverage; and,
- A non-negligible number of documents on Disasterriskreduction.net don't provide the source or author.

4.4. PW in the service of UNISDR's needs

As was mentioned at the beginning of this chapter, one of the aims of the evaluation is to assess the knowledge and information management systems that can support UNISDR strategic objectives and mission.

To help with this, we looked at how PW and other information services are currently serving UNISDR's needs. This can be looked at two ways. One is the direct use UNISDR make of the services. The other is in what ways, and to what extent, is PW contributing to UNISDR's objectives through the use made of it by DRR actors.

UNISDR staff – both at HQ and regionally – are regular and often intensive users of PW and the UNISDR site. This includes out-posted DRR advisors who in Africa see PW a life-line, particularly as they lack the face-to-face exchange of news and other information enjoyed by staff in IDSR offices.

For most UNISDR staff, usage is similar to that of regular users in other organisations: reference, materials for presentations and briefings, contacts and professional updating for example. Others have specialised roles – with regard to the MCR or HFA Monitor in particular – that give them a more hands-on relationship with particular areas of the sites.

Most UNISDR staff are critical of aspects of PW and the UNISDR site, but there is a consensus that, even without improvement, it would continue to be a valuable tool for them in their day to day jobs. More strategically, some UNISDR staff said they use PW as a source of data for planning and for monitoring outcomes.

However, in our interviews with UNISDR staff there was no sense of PW as a strategic partner in contributing to outcomes as defined by the Strategic Framework 2025. In Africa for example, we had to explain what we meant by this aspect of PW's potential. This attitude to PW is no doubt partly explained by the absence of a strategic programme model – a TOC - for UNISDR in which PW's contribution to outcomes is clearly articulated. This has denied PW and the other information services the opportunity to monitor and credibly claim the value they create at the outcome level – so critical for decisions about whether they are doing "the right things". Although outcome monitoring always has significant resource implications, there is a consensus that it is essential for effective strategic decision-making in development. It should be set in the context of a results framework which is informed by a TOC. UNISDR has been developing a TOC. It is step in the right direction, but there is as yet no explicit monitoring and evaluation dimension. We will elaborate more on this in Chapter 8.

Although there is a lack of systematic evidence of PW's contribution to UNISDR objectives, a few indications of its potential emerged from interviews and discussions. For example, staff said that prior to meetings and other events, participants are encouraged to access key information and documents to better prepare themselves. The National Platform was a good example of this, with its own dedicated space on PW.

In a more general context, there was a consensus that PW in particular had helped in its first years to define the domain of DRR, promote understanding of concepts and clarity about language. The

general belief was that there was a reduced need for this now. A selection of illustrative quotes from key informant interviews and web survey responses outline this point:

"PW has gone through a period of successfully creating momentum and demand – now needs to take a step back and focus on meeting that demand more effectively."

"PW has mapped the domain, defined the terminology and become the 'go to' information repository. It has defined the questions. Now it needs to start answering them."

"PW is a library sitting on a hugely valuable repository of information – a key resource for the DRR domain. But it is passive and requires end user to actively engage rather than attracting and engaging them."

This and other outcomes from PW and related services will be explored further in Chapter 7.

4.5.   Summary

Current usage and utility - PW is most used and, according to our survey, also valued as a repository of information, particularly documents and publications. This is particularly the case with INGO and ODA agency respondents who currently make up a high proportion of PW's users. Although these are resources that should be easily accessible through search engines, PW seems to be providing added value as a repository.

Although not used so often, more specialised data – on disasters, events and risk profiles – are identified as most useful by substantial numbers of respondents.

Both usage, and perceived utility, of the more interactive tools – for sharing documents, saving and tagging and on-line collaboration for example – are much lower. The second part of PW's objective – to provide a set of tools for exchange and collaboration – does not appear to be fulfilling its potential. The user group that shows most interest in these tools is the national NGOs and CSOs.

Future utility - Most PW users in the survey want its information repository and news aggregating services to continue. This is particularly true of national government representatives who are defined as PW's primary target audience and hence are well represented in the web survey and interviews. However it is likely that this overstates the demand as non-users representing important groups of DRR stakeholders as yet engaged by PW under their current model expressed a different agenda and needs. As the interviews and web survey findings indicate, potentially significant users groups include local, national and international NGOs and CSOs engaged in DRR. Representatives of these groups can play a pivotal role informing DRR policy and planning spheres by bringing in experientially-based knowledge from the local level. PW is well (even uniquely) placed to facilitate the interaction and sharing of knowledge between its traditional target audience (governments) these new potential user groups (representatives of CSOs and NGOs) to build a shared understanding of the priority DRR issues together with practical solutions. How PW best fills this niche and role requires more investigation by PW staff. However, what is clear from the findings is a strong latent demand from potential PW users / target audience groups for a mechanism that informs DRR policy, planning and programming based on the synthesis of practical, experience-based knowledge – linking the global to the local, and the local to the global.

Even among regular users, there is a groundswell of interest in PW providing more tailored knowledge products for specific groups. This would be a considerable – even transformational – change for PW; and was strongly supported by most key informants. This knowledge broker role would imply the curation of information with particular user groups in mind, assuring its quality and packaging/presenting it, in many cases with added commentary.

Different user groups – and different regions and sub-regions - require different packages. UNISDR would have to make strategic choices about which groups to prioritise.

Two other changes that were called for by substantial minorities were access in other languages, and more interactivity.

Despite the clamour for these changes, there is still a demand for PW to offer a broad informational role. This is underlined by the fact that there are no real alternatives to this role among on-line resources. PW would need however to offer a simpler interface for this role, with clearer signposting.

PW in the service of UNISDR - UNISDR staff – including outposted advisers – are not intrinsically different from other intensive users of PW and the UNISDR website. They regard them as valuable tools and are able to navigate PW's complexity because of their familiarity. However, UNISDR staff want PW to be more pro-active in serving their clients' knowledge needs.

In our interviews with UNISDR staff there was no sense of PW as a strategic partner in contributing to DRR. This attitude to PW is no doubt partly explained by the absence of a strategic programme model – a "theory of change" - for UNISDR in which PW's contribution to outcomes is clearly articulated.

5. Is PW providing the optimum user experience?

In order to answer the question 'is PW providing the optimum user experience?' our research focussed on evaluating the usability, accessibility and technology of UNISDR's information services and providing practical recommendations for improvement. As outlined in the evaluation matrix, we asked seven key evaluation questions in relation to user experience, each of which is discussed in a sub-section of this chapter:

1. How easy and satisfying is the experience of using PW?
   Section 5.1 discusses the results of the task-based usability testing in relation to registering as a PW user, finding and contributing information. The utility of the PW email newsletter service is also analysed.
2. How easy is it to find PW materials?
   Section 5.2 outlines the results of our analysis of the PW information architecture, how good the search engine optimisation of the site is and whether or not the filtered DRR search is 'better than Google'.
3. How well does PW facilitate engagement beyond access to information?
   Section 5.3 focuses on the tools provided by UNISDR for users to interact and collaborate in online communities.
4. Is the PW website accessible to users with low-bandwidth?
   Section 5.4 covers our analysis of how easy it is for users with low-bandwidth to access PW and describes some of the guidelines that UNISDR might wish to incorporate into their development process.
5. Are PW resources accessible to users of mobiles devices?
   Section 5.5 describes the potential there is for mobile usage of UNISDR information services as well as some of the issues with the PW site in this regard.
6. Are PW resources compliant with Web Content Accessibility Guidelines (WCAG)?
   Section 5.6 illustrates the legal and moral imperatives for WCAG compliance and analyses how well PW performs.
7. Are PW resources developed to the relevant W3C coding standards?
   Section 5.7 includes a summary of how well PW performs against W3C coding standards, and describes some of the benefits of compliance.

In this particular area of the evaluation, our data collection tools included the web survey, interviews and focus groups, web stats analysis, task-based usability tests, expert reviews and automated validation tools. Wherever possible we have triangulated data from quantitative and qualitative sources, providing a strong evidence base for our findings and recommendations, which are summarised in sections 5.8 and 5.9

5.1. How easy and satisfying is the experience of using PW?

Looking at the headline figures from the data provides a positive answer to this question. The vast majority of informants who took part in interviews and focus groups seemed broadly satisfied with

the experience of using PW. This is further supported by evidence from the web survey where 72% of respondents said they found it 'fairly easy' to 'find what you're looking for' on PW.

However, a different message can be taken from the usability testing, where a number of usability issues came to light. As described in section 2.4.2, the method for the usability tests involved asking participants who had never visited PW before to perform a number basic tasks on the PW site: finding a piece of information, registering as a user and sharing some content. Looking at each of these tasks in turn, we will discuss some of the issues encountered and cross reference with evidence from other data collection tools.

5.1.1   Finding information

The participants in the usability test were asked to imagine that they were a government official in a small African country, newly responsible for national DRR planning issues. They were then asked to use PW to find a distance learning programme on disaster risk management.

Each of the three participants approached the task in a different way: one searched on Google rather than PW and found a link to a relevant course, on the PW site; another used the Professional Resources dropdown to explore the Training & Events section; and the third participant went straight for the PW built in site search.

The first participant was quickest to complete the task, using a Google search, perhaps adding weight to the assessment in section 5.2.3 regarding PW search vs. Google.

The participant who used the site navigation encountered several difficulties. The participant chose Training & Events and used the dropdown menus on the Events Calendar page to choose a relevant theme and a timeframe of the next three months. When the results were presented the participant complained that many courses were already on-going and, as they would not want to join a programme half way through, they suggested that only courses yet to begin should be presented. Also, the participant found it frustrating that, with the events listed on a week by week basis, there was a lot of repetition – courses lasting more than one week appeared again and again.

The third participant, who chose to use the PW site search, noted firstly that the vertical space taken up by each search result was perhaps too large, meaning that only a few results are visible initially. Despite including the term 'distance learning' in the search criteria, the participant was frustrated by the number of non-distance learning search results. When a promising link was spotted in the results, the participant was annoyed when it turned out to be a dead link; and more so with another, when the course turned out to be obsolete.

Therefore, the implications are: firstly, that Google is the most efficient way of finding material on PW (see section 5.2.3 for more on this); secondly, UNISDR should reconsider the PW navigation system, using simpler wording and reducing the scope for overlaps and misinterpretations (see the recommendations in section 5.2.1); and thirdly, that on-going events are not necessarily useful to a user searching for a training course as they will most likely be unable to join it – UNISDR should consider revising the presentation of search results here.

5.1.2. Registering as a PW user

All participants in the usability test easily found the Login or Register link in the top right of the screen, with one commenting that it was 'in the right place'. However, when presented with the apparent Login/Register screen, two participants typed their email addresses and passwords straight into the blank fields, only noticing when they went to click on the form submit button (marked Login) that this was not how the registration process worked.

All participants commented that there were too many email subscription options, with one asking 'where can I just say no to all?' One participant chose to read the terms of use at the foot of the registration form and, upon clicking the link, was disappointed to receive a warning that in doing so they would lose what they had entered into the registration form. The participant suggested that they would rather have the terms of use appear in another window or tab.

When accessing their email to confirm the registration, one participant was not pleased to see their password repeated in the email, commenting that 'this is not very secure'.

In order to increase the ease with which users can register, submit, share and comment on content, it may be worth considering integration with Google and/or Facebook accounts.

The implications are as follows: combining the login and register functions on the same page confused some participants and UNISDR should consider separating them more clearly and /or integrating the function with Google and/or Facebook accounts; UNISDR should also review the amount of subscription tick boxes and see if there is scope for rationalisation; lastly, the passwords they enter should not be emailed to new users.

5.1.3. Sharing content

The final task in the usability test was 'imagine you have now finished your distance learning course and you wish to share some ideas with other users of the [PW] website'. The means by which they should do this was not specified, with the intention being that the evaluators would learn how intuitive the tools for sharing and deeper interaction were. It should be noted that PW does not presently offer the ability to 'share ideas with other users' so in the strictest sense this was a task that was impossible for the testers to pass. However, it was felt valid by the Evaluation team as an aspect of PW usability to explore as several interview and web survey responses indicated a user demand to share and comment on content.

Once the participants had confirmed their registration, they found themselves on the My Profile page. From here, all participants struggled to find any links that would allow them to share content. One participant methodically explored all the dropdown menus without finding a place to perform the task and at this point halted the test. Another participant found the Contribute Content link on the site map and the other eventually spotted the same link on the home page.

Upon arriving at the submit content page, one participant stated that the large amount of text was discouraging and it was some time before the participants realised that the headings (e.g. Documents or publications) were in fact links – both commented that they were not displayed as

they would expect them to be. This issue should be rectified by styling the different content types more clearly as clickable links.

Two of the three participants successfully upload a test document, both of whom stated that it was not clear where the document ended up, asking 'where do I find it now?' It was observed that the content approval process was not explained.

The task-based usability tests provided evidence that the user experience of PW is less than optimal in regard to finding information, registering as a user and sharing content. We recommend that a (possibly rephrased) Contribute Content link is placed on every page in a very prominent way that invites users to click on it by increasing the *perceived affordance*[18] - e.g. make a big red button. Furthermore, the process of contributing should be a more rewarding and intuitive process, designed in such a way that does not necessitate long instructions.

5.1.4. Email updates from PW

Data from interviews suggests that some PW users find the amount of emails received and the content of the email newsletters themselves to be excessive - in one focus group in particular, this point was forcefully made. We have already discussed the fact that participants found the list of email subscription options too long.

While it must be acknowledged that users have the ability to edit their PW email subscriptions, Figure 9 (below) demonstrates the amount of emails a subscriber can receive in one day; furthermore, a total of 108 'new items' (links to content on PW) are included in these emails. This issue is worth further examination as 15% of survey respondents selected the email subscription service as one of the most useful provided by UNISDR – which might be considered a relatively low figure considering the population of the survey and the emphasis and resources PW currently places these passive 'push' services (see section 2.4.2).

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[18] Norman, Donald A. "Affordance, Conventions, and Design." *Interactions* 6.3 (1999): 38-43. Print.

Figure 9 - Screenshot of PW email updates
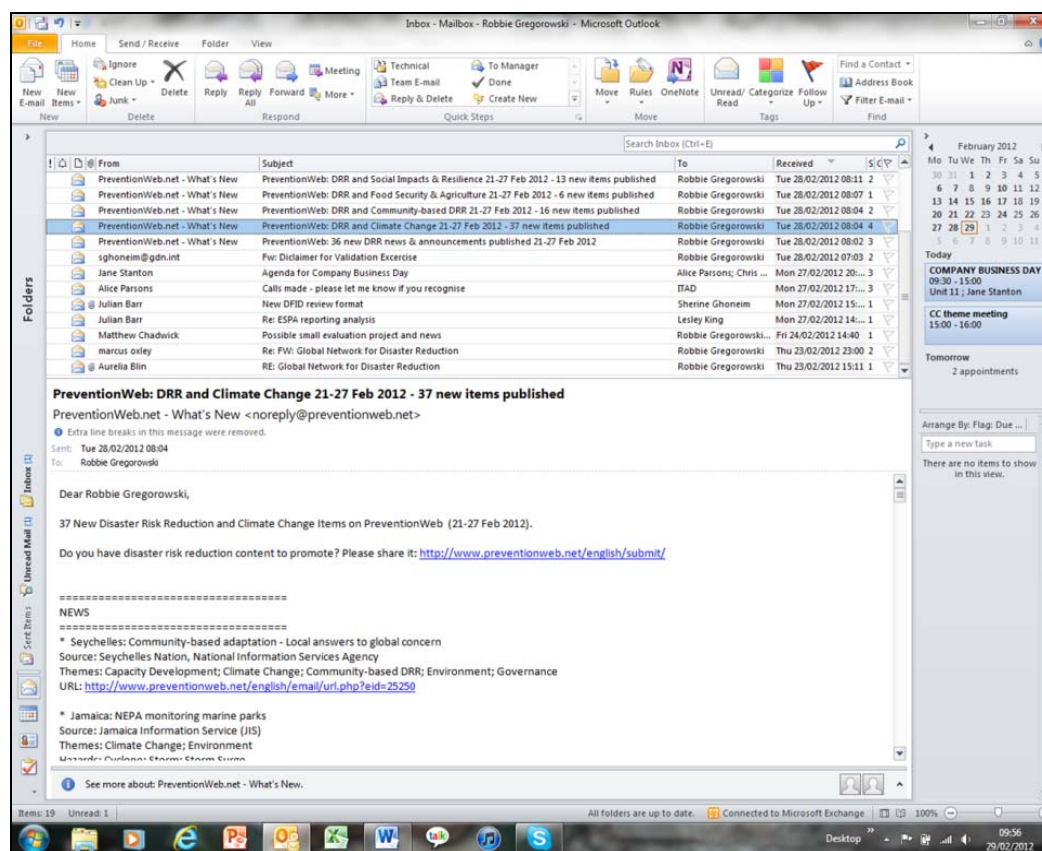
There are currently around 3,000 subscribers to PW email updates and there were 89,000 unique pageviews on the PW website generated through users clicking on emailed links in the year 2011 (6% of the total). Therefore, subscribers clicked on an average of 29 links each over the year – approximately one every two weeks, on average. We might therefore assume that, when one focus group informant said that he 'picks and chooses the most appealing three or four articles to click on [each week]', he was either more engaged than the average user or optimistic in his estimation.

As with most of the UNISDR services analysed according to web stats, the proportion of unique pageviews generated from email links in most regions was more or less consistent with the overall percentage – between 4% and 7%. However, Oceania registered 11% of its 49,000 unique pageviews from email links; the distinctive characteristics of this region are its diffuse geography and its small population. Whether or not there is any correlation between these qualities and a greater appetite for email links would require further research.

We recommend that UNISDR experiment with the way they manage the PW email subscriptions. Firstly, is there any streamlining to be done regarding the number of subscription tick box options? Secondly, less regular, more tailored mail outs could be tried, with less content in each email. Finally, minimising the amount of emails received by individual users might increase engagement; can the multiple emails be conflated into one, containing all selected themes, regions etc.?

The effectiveness of these changes could be tracked in Google Analytics by incorporating variable suffixes in the URL links contained in an email. Currently the suffix is 'a=email', so a trial with a selected group of users might use 'a=trialEmail'.

This section focussed on the question 'How easy and satisfying is the experience of using PW?' We have found a mixed picture. While many survey respondents seemed broadly satisfied, further investigation revealed that accomplishing common tasks on PW is not as easy as it could be. Therefore, UNISDR should consider revising the process and interfaces involved – as described above.

5.2. How easy is it to find PW materials?

5.2.1. PW site navigation

One might describe the current navigation system of PW as using a 'library' approach – the DRR domain is represented in the dropdown menus at the top of the screen: Hyogo Framework; Countries and Regions; Themes and Issues; Hazards etc.

15% of respondents to the web survey said that they found it 'very easy' to 'find what it is you're looking for' on PW; 72% said it was 'fairly easy' and 13% found it 'very' or 'fairly difficult'. Many informants told us that they found the PW homepage 'too cluttered' or 'overwhelming' due to the large amount of content presented and the small font size. Furthermore, the usability tests illustrated that the dropdown menus are perhaps too long and the words used are not clear enough, especially the widespread use of compound terms e.g. 'Networks *&* Communities', 'Documents *&* Publications'. UNISDR should consider reducing the amount of options on each dropdown menu, removing any compound phrases and reducing the overlap between menu options such as 'Training and Events' and 'Academic Programmes'.

Figure 10 - How easy is it for you to find what you're looking for on PreventionWeb?

Q2. How easy is it for you to find what you're looking for on PreventionWeb?

- ☐ Very difficult
- ☐ Fairly difficult
- ☐ Fairly easy
- ☐ Very easy
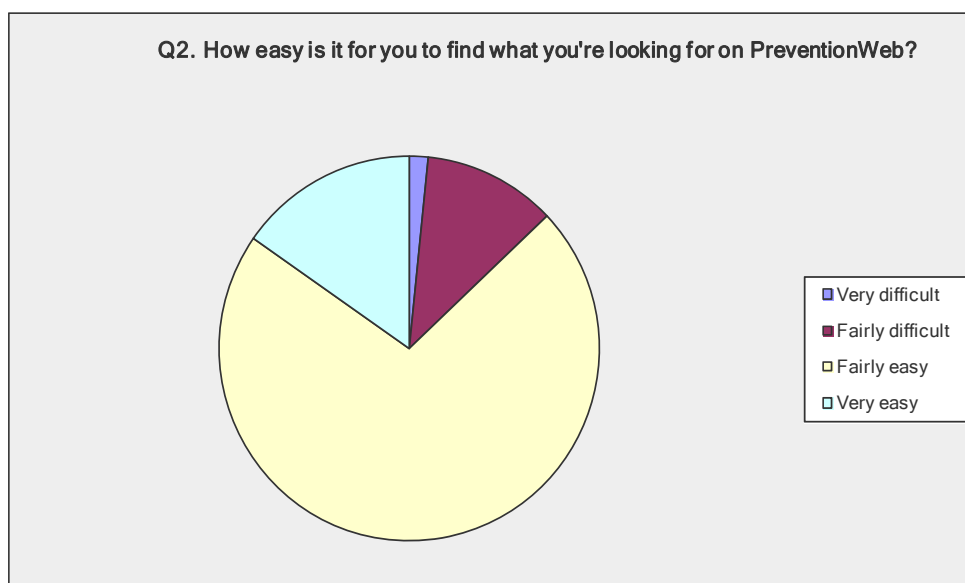
While many interviewees said they liked the 'library' approach to navigation used by PW, one interviewee said 'it is fine as long as you already know where you are going'. This indicates a possible

lack of *discoverability* in the navigation system which was further evinced by the fact that other informants, prior to an interview or focus group, had a fresh look at PW and realised there was much more content and functionality than they had previously thought.

It is therefore worth considering alternatives that might improve the discoverability:

- Firstly, 'action' oriented navigation where users are invited to click on links that use more verbs, making more prominent existing links such as '*Share* your content' and '*Get involved* in the campaign' and extending this approach e.g. '*Learn* about DRR'. The PW Site Design Manual specifies that '"call to action" panels should be easily identified'. While colourful imagery such as MCR campaign panel (currently in the right-hand column of the homepage) are eye catching, the actual call to action, 'Get involved in the campaign', is in small, low contrast text making it harder to recognise as a call to action. Likewise the usability tests illustrated that the 'Share your content' call to action on the homepage is insufficiently prominent.

- Secondly, 'persona' focussed navigation, which seeks to tailor pages, pathways and/or packages of content to particular user groups (this fits with the idea of improving the applicability of knowledge, discussed in section 8.3.1); one informant expressed a preference for this approach, and gave the example of the Norwegian Geotechnical Institute website[19] where the navigation system offers 'NGI for... Clients... Scientists... Students...' etc. The case studies presented in Annex 7 might make a good starting point in creating personas, along with the results of the mental modelling exercise. In the most basic examples of this type of approach, users are effectively funnelled into one of two interaction pathways (e.g. 'I need a room' or 'I have a room to rent'[20]); with the example of university websites, users are often guided to resources for staff, students, prospective students etc.[21] PW might offer navigation pathways to (for example) policy makers, DRR professionals, local government officials and community leaders - this does not necessarily mean putting these words on hyperlinks, rather that the interaction pathways of each persona should be considered when designing the navigation system. Evidence from interviews strongly suggests that the current navigation model does not adequately cater to PW's wide range of users and it is important that each group of users (as exemplified by a potential persona) can easily identify where they can find information relevant to them. For more on using personas as part of a web design project see Pruitt, J. and Grudin, J.[22]

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[19] "Norwegian Geotechnical Institute." *NGI*. Web. 16 Mar. 2012. <http://www.ngi.no/en/#quicknav>.

[20] "Zone2Stay." Zone 2 Stay. Web. 13 June 2012. <http://www.zone2stay.co.uk/>.

[21] "University of Brighton." Web. 13 June 2012. <http://www.brighton.ac.uk/>.

[22] Pruitt, J. and Grudin, J. (2003). Personas: practice and theory. In: Proceedings of DUX 2003, ACM Press

5.2.2. Search engine optimisation (SEO)

PageRank is 'Google's view of the importance of [a] page' and PW has a relatively high rating of 7/10. Interestingly, the UNISDR.org website has a higher PageRank of 8/10 (the same as Wikipedia.org and CNN.com), despite the fact that it gets less visitors. A search for links to each website (e.g. 'link:http://www.preventionweb.net/') reveals a possible reason for this: PW has 199 links (or votes for its importance from other sites) whereas UNISDR.org has 766. This means that if the same content were available on both sites, that on UNISDR.org would rank higher in Google search results.

For example, a Google search for 'disaster risk reduction' puts UNISDR.org as the second and third results (behind Wikipedia in first) and PW as the ninth, low enough to require users to scroll down to view on a 1280 x 1024 screen. This standing could be improved by ensuring the h1 (heading one) tag of the PW homepage includes the words 'disaster risk reduction' – e.g. by replacing the strapline, which is currently part of the logo image, with h1 tagged text: 'Serving the information needs of the disaster *risk* reduction community.'

This would not only improve search engine optimisation, but also increase accessibility (see section 5.6). Parsing the PW homepage through the University of Illinois at Urbana-Champaign's Functional Accessibility Evaluator 1.1 results in the following recommendation: *The text content of each h1 element should match all or part of the title content.*[23] The title tag currently reads:

> *<title>PreventionWeb.net Homepage - Serving the information needs of the disaster reduction community</title>*

Whereas the only h1 tag on the homepage relates to the current headline for the most prominent news item.

The h1 / title tag SEO strategy is implemented on most other PW pages. This and the relatively high PageRank of PW result in good search placings. For example, a Google search for 'Hyogo Framework for Action' results in UNISDR.org links first and second and PW third.

5.2.3. Better than Google?

One of the services that PW aims to provide is a DRR-specific search engine that includes in its index all PW content as well as that from other selected DRR websites. According to the *In-depth description of the PreventionWeb project - Jun07*, the advantage of such a tool over the likes of Google is its functionality for 'filtering out irrelevant results.'[24]

One example given during the inception visit was that a Google search for 'safer schools' would give results related to knife crime and metal detectors etc. Whereas a PW search would provide links related to safer construction of school buildings – i.e. content more useful for DRR practitioners. Whilst this has the potential to be a useful value-adding feature of PW's search, it is clear that this functionality does not always work as intended. As is discussed below, when searching for a specific

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[23] "Functional Accessibility Evaluator 1.1." *University of Illinois at Urbana-Champaign*. Web. 16 Mar. 2012. <http://fae.cita.uiuc.edu/>.

[24] "About PreventionWeb." *About*. Web. 14 Mar. 2012. <http://www.preventionweb.net/english/about/>.

document rather than a thematic group of literature the search results tend to be less well-structured than Google.

Not only is this service a key part of PW's 'Value Added' statement[25] but it was alluded to by one key informant that the technology underpinning this endeavour is somewhat costly; therefore it was considered a useful part of the evaluation to test the hypothesis that PW's DRR-specific search is 'better than Google'. Data from multiple sources (interviews, focus groups, the web survey, the usability testing and the web stats) were used in our analysis.

Firstly, looking at the web stats, they show that only 2% of visits to PW involve using the site's built-in search – and this is fairly consistent across all regions of the globe; whereas more than 66% of PW traffic comes from search engines such as Google.

This is congruent with data from interviews and focus groups: apart from a small minority who said they found the DRR-specific search useful, most interviewees who discussed search stated that they preferred to use Google. An informant gave the following example: 'searching for the *HFA India report 2009* [using the PW engine] won't give you the actual report.'

The interviewee's assertion was tested, with the result that the built-in PW search function provided a long list of almost identical links with difficult to understand headings and descriptions – see Figure 11. Clicking on the first link opened a PDF with a compilation of information from National Progress Reports (2009-2011) on *HFA Priority 2, core indicator 2.2*, i.e. not the desired document.

Figure 11 - Search results using the PW engine

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[25] ibid
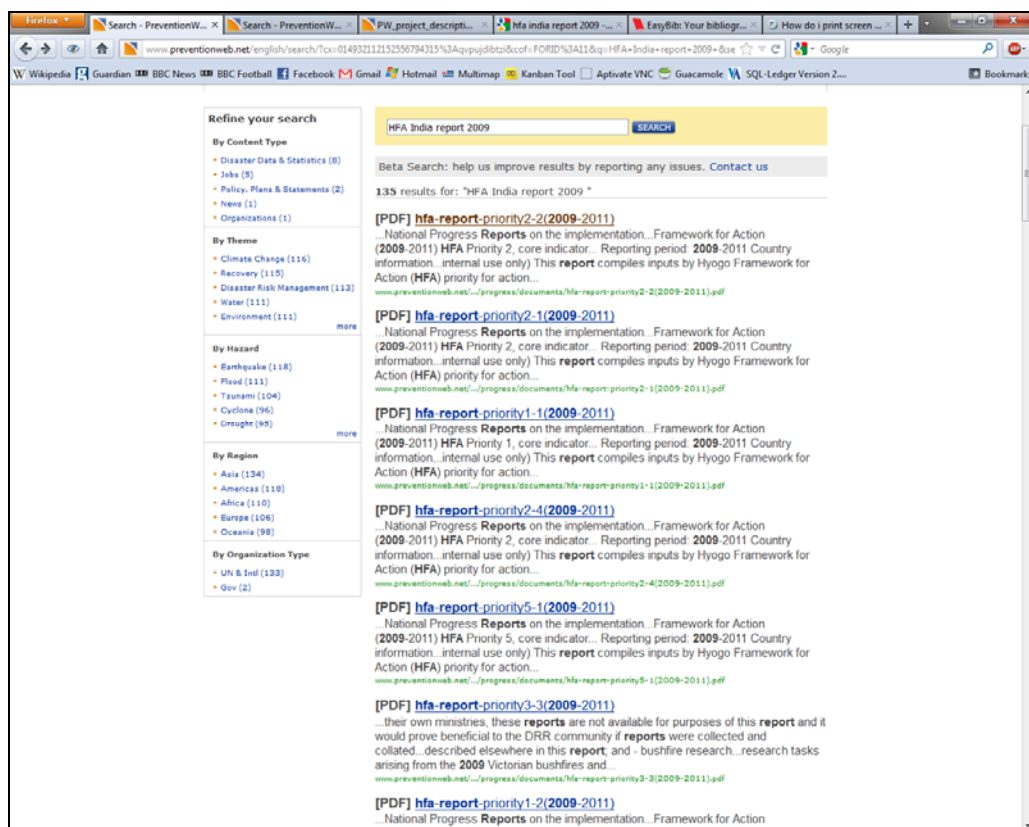
A Google search using the same term (*HFA India report 2009*) provided the desired document from the correct year as the third result – see Figure 12. The first two Google results linked to PW's HFA National Progress Reports page where one can select time frame and country using dropdown menus.

Figure 12 - Search results using Google
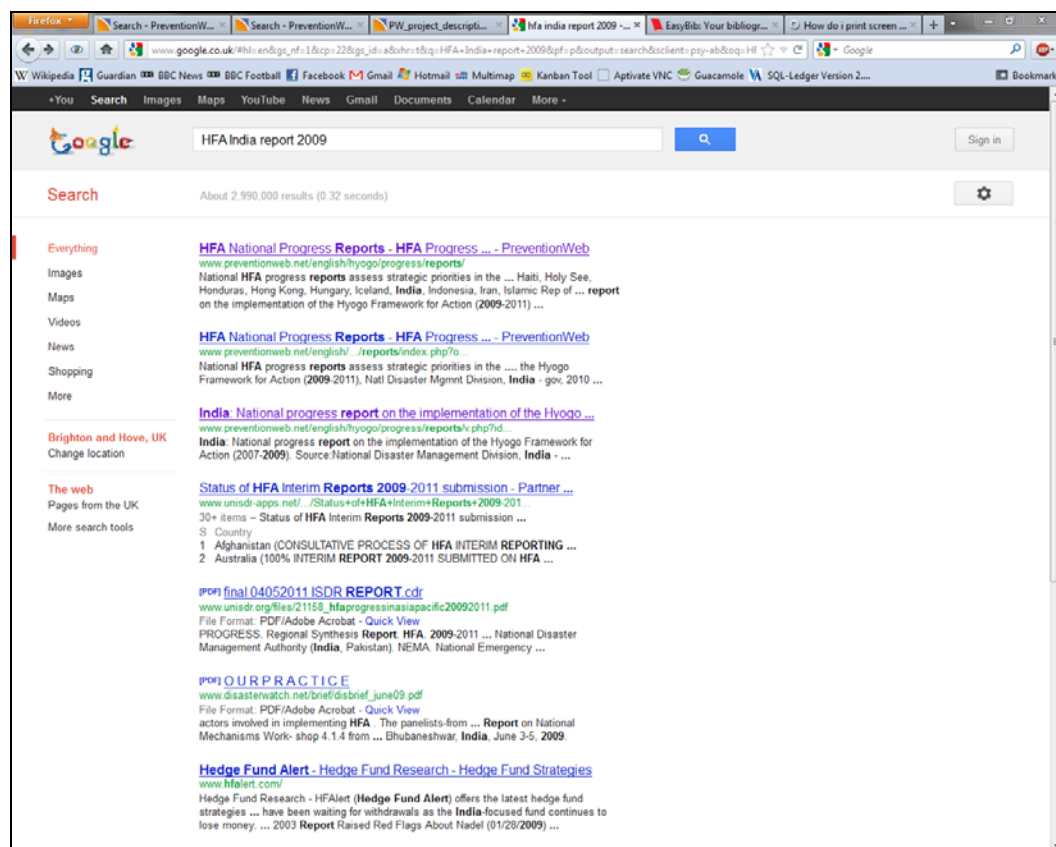
In another similar example, as part of the usability testing scenario (see Annex 8) users were required to find (by whatever means they chose) specific information on distance learning courses for DRR. One participant used PW's DRR-specific search function but did not find the results they were looking for and commented that, but for the focus on PW in the test, they 'would have gone straight to Google'... and when another participant did so, it quickly yielded the relevant information, on PW.

As discussed in section 4.1, the web survey results indicate that the filtered search is considered one of the least useful services; this perception is likely to be closely linked to the limitations outlined above.

In summary, based on quantitative usage data and qualitative data from interviews, usability testing and the web survey, we have found little evidence to support the claim that PW's DRR-specific search is 'better than Google'. Indeed, most users seem to prefer using Google search. UNISDR may wish to conduct further testing on this but from what we have seen it is difficult to view the filtered search as a service through which PW really adds value.

When one considers that Google has such a dominant position in the global search market (87%[26]), and devotes significant resources to constantly improving its indexing and search algorithms, it is perhaps unreasonable to expect PW to do better. Therefore, UNISDR might wish to consider a split

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[26] "Search Engine Market Share (March 2012)." *March 2012 Search Engine Market Share (Latest).* Web. 14 Mar. 2012. <http://www.karmasnack.com/about/search-engine-market-share/>.

A/B test, trialling Google *custom search*[27] versus the current PW search tool. While this product is still in Beta, it claims to provide functionality for including multiple websites, which potentially means that it could provide the same DRR-site-specific filter, while harnessing Google's search power. A split A/B test would enable UNISDR to monitor whether a greater proportion of users find such a modification more useful compared to the current model.

5.3. How well does PW facilitate engagement beyond access to information?

The PW project description states that the site must go beyond simply providing access to information and facilitate 'a common platform for institutions to connect, exchange experiences and share information on DRR.' Similarly, the TORs (Section III p.8) describe PW's key objective as '*to provide a platform to find and share current information on topics related to DRR, and tools for exchange and collaboration.*' The main PW tools used for these functions are Organization Contacts, Networks & Communities (including workspaces for online collaboration) and Documents & Publications.

14% of survey respondents said that Organization Contacts was one of the most useful services and this is backed up by the web stats where 11% of total unique page views were related to this service.

The picture is not so congruous in regard to workspaces for online collaboration where, although 7% of survey respondents said the service was useful, the web stats show that the service generated less than 1% of unique pageviews. It is commonly assumed that around 1% of any online community will be active contributors so the service is not necessarily underperforming against historical norms. It does however leave lots of room for improvement and in the more social 'web 2.0' era one might expect PW to facilitate greater participation.

Examining the 'social media' question further, the web stats show that despite having buttons for users to share PW content on Twitter, Facebook and Google+, PW received virtually no social media recommendations in 2011. Also, some interviewees expressed disappointment that PW does not facilitate discussion, commenting or ratings of articles – something one might consider key to 'exchange' and central to creating a vibrant DRR community around the site.

Having a PW account grants users the abilities to contribute, tag and save content – and it is perhaps these functions that are seen by UNISDR as the backbone of their efforts to 'facilitate engagement beyond access to information'. The usability tests (discussed in section 5.1) demonstrated that the contribution functions are not as intuitive as they might be and this is borne out by focus group discussions where regional UNISDR staff asserted that the process is too onerous. Web stats show that 1,166 content submissions were made in 2011, roughly 100 per month on average – one can imagine that this number would be significantly higher if there was a simpler interface and submission process.

It is not possible to discern the usage of the document save function through the web stats because the URLs involved are the same as the PW Profile pages. It does seem that tagging is not a

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[27] "Google Custom Search- Site Search and More." *Google*. Web. 14 Mar. 2012.
<http://www.google.com/cse/>.

particularly popular service, with less than 700 unique pageviews related to this service. However, 9% of survey respondents listed these (combined) services among the most useful.

PW aims to 'provide options for content syndication to partner sites' but there was evidence from interviews and focus group discussions that PW's *geographical* conception of 'Regions' does not fit well with more the *cultural* demarcations used in, for example, the Middle East / North Africa (MENA) or Asia-Pacific regions. Informants said that aligning the regional country groupings in PW's information architecture with the 'reality on the ground' would be very helpful for syndication purposes. For example, people in The Philippines (Asia) might be interested in news from Fiji (Oceania) and see themselves as being part of the same Asia-Pacific region.

This section examined the question 'How well does PW facilitate engagement beyond access to information?' We have found that the tools provided by PW to this end are not used by a significant number of people – possibly because interactive opportunities are limited by complexity and lack of functionality.

5.4. Is the PW website accessible to users with low-bandwidth?

8% of survey respondents said that low bandwidth was a barrier to using PW. An analysis of the size of PW homepage demonstrates that there is room for improving the site's bandwidth optimisation.

INASP and Aptivate's *Web Design Guidelines for Low Bandwidth*[28] state that one should 'design your pages to load within 10 seconds over 20kbps connections, which means 25kB is the maximum page size.' The PW homepage is 231KB in total.

Assuming 10% overhead[29] on bandwidth, this would take between 36 seconds and 3.5 minutes to download on low bandwidth connections:

Connection speed	Download time	
9.6 Kbps	3 min	31 seconds
14.4 Kbps	2 min	21 seconds
28.8 Kbps	1 min	10 seconds
33.6 Kbps	1 min	00 seconds
56 Kbps		36 seconds

With 181 KB of the PW homepage being taken up by images, CSS and JavaScript, one simple way to improve download speeds would be better reduce the usage of and optimise images on the site – single images on the PW homepage have been as large as 60KB.

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[28] "Web Design Guidelines for Low Bandwidth - Home." *Aptivate – International I.T. Development.* Web. 14 Mar. 2012. <http://www.aptivate.org/webguidelines/Home.html>.
[29] "File Transfer Time - Data Transfer Speed Calculator." *Download Time Calculator.* Web. 16 Mar. 2012. <http://www.t1shopper.com/tools/calculate/downloadcalculator.php>.

The download speeds outlined above would present a significant barrier to users with low bandwidth internet connections – section 3.3.2 includes figures which illustrate the significance of this problem to PW users in Africa and Asia. In order to improve accessibility and usability for these users, UNISDR might wish to develop a bandwidth optimisation strategy along with a set of guidelines and processes for designers and developers – possibly using the INASP and Aptivate guidelines as a starting point.

5.5. Are PW resources accessible to users of mobiles devices?

2% of total PW visits were made using a mobile device (including tablets) but on average mobile visits lasted half the time of other visits and they took in one third less pages. Furthermore, it seems that only 22% of mobile users return to PW, compared to 33% of other users. One might conclude that these reduced interactions are a result of poor optimisation of the PW site for mobile browsers – the small text and JavaScript dropdown menus are not well suited to smaller displays.

There does seem to be a significant potential audience for PW on mobile, with 20% of survey respondents saying that they use a mobile device for web browsing on a daily basis and 10% saying they use a tablet. The most popular mobile operating systems for PW visitors are:

Apple iPhone	4327 visits
iPad	4019
Android	2265
iPod touch	805
Blackberry	771

Many interview and focus group informants also mentioned mobile platforms as a key way of reaching future stakeholders at community level and in national and local government.

With this in mind UNISDR might wish to consider a more mobile friendly design for its websites. With clever use of cascading style sheets (CSS) it should be possible to design sites that resize according to which type of browser they are displayed in.

That said, IMU is correct to exercise caution when deciding to invest in mobile friendly design with limited evidence of current or future demand. Research by Torchbox in the U.K. showed that the vast majority of mobile content from non-profits is never used after an initial look.

5.6. Are PW resources compliant with WCAG?

While only four survey respondents (0.6%) said that a personal visual impairment was a barrier to using PW, one might argue (as one focus group informant did) that any UN-related website has a moral responsibility to aim for universal accessibility. There are also legal obligations to impaired users, such as the USA's 'Section 508'.

The W3C Web Content Accessibility Guidelines (WCAG) provide a framework for evaluating the accessibility of web resources. And there are many automated tools for *validating* websites[30]. For the purposes of evaluating PW, we used http://www.accesskeys.org to check colour contrast levels of text against backgrounds and http://fae.cita.uiuc.edu to compare PW against functional accessibility best practice. Our findings are listed below.

- The size of the text on PW might be considered too small for visually impaired users (indeed several informants said as much in interviews).
- The contrast of text colour against background was compliant in all but 6% of cases.
- In a text screen browser (as might be used by a severely visually impaired user) PW's layout is not conducive to easy usage. The very long lists of navigation links are displayed before any content and no 'skip to content' link is provided.
- Heading 1 (h1) tags are not used properly on the homepage (as discussed in section 5.2) which can confuse audio screen readers and leads to less than optimal search engine rankings.
- There are a lot of images without ALT description tags which means that text and audio browsers will not be able to communicate any sense of the image content to users.
- Related to the above issue, there appear to be a lot of images used for decorative purposes (again, without ALT tags) e.g. the orange arrows (arw03.gif) used as bullet points for list items – best practice dictates that 'each img element with width or height less than 8 pixels should be removed; cascading style sheets (CSS) techniques should be used instead.'

None of these issues are particularly difficult to remedy; a few simple adjustments would greatly improve PW's compliance with WCAG and we suggest that UNISDR staff perform their own validations using the tools described.

5.7. Are PW resources developed to the relevant W3C coding standards?

Coding to W3C standards[31] is a good idea for the following reasons:

1. They help standardise practice and make it easier for others to interact and contribute;
2. It makes it easier for search engines to read the information on a site;
3. A site is more likely to look the same in different browsers and on different devices.

All of the above are relevant to PW when one considers the need to interact with regional DRR sites, perform well in Google searches and cater to different devices and browsers around the world.

As with WCAG, there are a number of automated validation tools. For this evaluation we used http://jigsaw.w3.org/css-validator/ to examine PW's cascading style sheets (CSS) and http://validator.w3.org/ for the hypertext markup language (HTML). Our findings were as follows:

- The main PW style sheet (http://www.preventionweb.net/code/default.css) contains nine errors and 101 warnings

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[30] "Complete List of Web Accessibility Evaluation Tools." *World Wide Web Consortium (W3C).* Web. 16 Mar. 2012. <http://www.w3.org/WAI/RC/tools/complete>.
[31] "W3C." *Standards*. Web. 16 Mar. 2012. <http://www.w3.org/standards/>.

- The PW homepage does not pass XHTML 1.0 Transitional validation but only has ten minor errors and one warning – it is broadly compliant
- However, news pages (e.g. http://www.preventionweb.net/english/professional/news/v.php?id=25615&pid:50) have 26 errors and 12 warnings, including duplicate div ids
- And multimedia pages (e.g. http://www.preventionweb.net/english/professional/multimedia/v.php?id=18428) have 39 errors and 18 warnings

In summary, it seems that there are a number of W3C issues and PW would benefit from greater compliance with W3C standards. Rather than list all the errors and warnings here, we suggest that IMU staff conduct their own validations using the tools provided. It might also be worth incorporating standards based coding and validation into IMU software development process.

5.8. Usage and user experience of key PW / UNISDR information services

The technical scope of the evaluation relates to a range of information services provided by PW. Given the strategic nature of the evaluation, it was not felt a relevant or good use of resources to conduct detailed assessments of each service individually beyond that evidence gathered across the evaluation methods. Therefore, and in order of completeness, presented below is a summary of evidence generated relevant to each of the key information services.

Box 4 - Information Services Components

1   Presentation and organisation of information related to the HFA

- Web survey – 36% said National Progress Reports among the most useful, 28% said HFA background information among the most useful.

- Web statistics – 7,960 unique pageviews related to these services, 0.6% of total

- Interviews and qualitative feedback – many interviewees found this type of information very useful for guiding them in the implementation process, especially those directly involved in this for their DRR work.

Summary - The HFA information appeared to be very useful to certain web survey respondents but evidence from the overall web statistics did not indicate this was an extensively used resource. This implies that individuals working specifically within the HFA framework and government roles will be using this resource more than frequently than wider users.

2   HFA monitoring and reporting systems

- Web survey – 24% said this was among the most useful services

- Web statistics – 4,774 unique pageviews related to this service, 0.3% of total

- Interviews and qualitative feedback – the evaluation team did intend to evaluate the HFA monitoring data entry tool as part of the usability testing process, however, because it was not open at the time of the evaluation, this was not possible. Africa experiences problems with low band width and connectivity creating download constraints. This was found to be a problem

Box 4 - Information Services Components

with the HFA monitor and reporting tools, and offline versions might be made available as an alternative.

Summary - As with HFA information, it appears that these tools are particularly pertinent for certain key audiences. It's possible that the data entry process could be more optimally managed by UNISDR, in the light of internet access constraints to encourage data input and engagement from more countries.

3   Country profiles and national policy and coordination mechanisms

- Web survey - 29% said this was among the most useful services

- Web statistics – 52,749 unique pageviews related to this service, 4% of total

- Interviews and qualitative feedback – Summary country profiles were felt to be one of the key resources and very useful for allowing comparison between countries. There were however comments regarding the information gaps on certain country profiles - not necessarily the fault of UNSIDR but due to countries not submitting data on time. A lack of engagement, ownership was observed in certain regions.

Summary - Country profiles are found to be a valuable way of comparing the situation across countries and regions, for a range of different types of policy and statistical information. However, some frustration is experienced where information gaps due to lack of engagement and lack of data do not allow useful comparisons to be made.

4   Presentation of the Global Assessment Report

- Web survey - 27% said this was among the most useful services

- Web statistics – 13,964 unique pageviews related to this service, 1% of total

- Interviews and qualitative feedback – Global Assessment Report was seen as a key document by a number of users. However, one informant said that the presentation of data in one particular figure in the GAR led him to stop trusting UNISDR as an information source.

Summary - The GAR was seen as a key document and accessed by quite a number of users. However, there were some individual concerns with content and presentation.

5   Support sections for the Global Platform for DRR

- Web survey – *not surveyed*

- Web statistics – *not collected*

- Interviews and qualitative feedback – some interviewees expressed their appreciation for the fact that PW hosted the registration process for the Global Platform; they felt that PW was uniquely placed to do so, while others mentioned the usefulness of Global Platform information pages on PW. Some informants mentioned that they would like to see regional platforms information in the same area of the site - these are of course on the PW HFA dropdown menu, illustrating the difficulties than some users have finding what they are looking for.

Summary - PW's unique position in the DRR domain has made it the ideal vehicle for GP registration - a self-reinforcing arrangement that is appreciated. The actual amount of usage generated on the PW site, even during

Box 4 - Information Services Components

and immediately before and after the GP 2011, was relatively small which illustrates the lack of incentives to 'join the conversation' using the 'GET INVOLVED!' functionality of the GP 2011 mini site. We have recommended that UNISDR in general takes steps to encourage greater online participation among stakeholders; this extends to the GP-related content. We have also recommended changes to the PW information architecture and search function, which should help those who found it difficult to find GP content, either through the PW navigation menus or the current search function.

6   DRR information by theme and hazard

- Web survey - 26% and 21% respectively said these were among the most useful services

- Web statistics – 17,854 and 31,304 unique pageviews related to these services, 1% and 2% respectively of total

- Interviews and qualitative feedback – thematic data and information was felt to be particularly useful by newcomers to the field, and those getting quickly up to speed on DRR. Some informants, who were in the process of setting up their own DRR web resources, have used the same terminology and structure in their own information architecture.

Summary - There is a contradictory picture here: where web survey respondents listed rated the usefulness of this service highly, the web stats showed that relatively little traffic is generated through the 'themes and hazards' route. If one assigns greater validity to what users actually do (i.e. the web stats), this service is not one that adds tremendous value on the face of it. However, the fact that interview respondents who were new to the field said they found PW's definitions to be very useful in the process of learning about DRR, is testimony to PW's role in defining the domain. Looking forward, we have argued that PW should move away from this type of 'library' style of navigation and implement 'action' and / or 'persona' based interfaces.

7   Organizational profiles for DRR actors

- Web survey - 14% said this was among the most useful services

- Web statistics – 158,602 unique pageviews related to this service, 11% of total

- Interviews and qualitative feedback – a number of interviewees were interested in using this information to find out about key players in their area of work, but a few felt the search tool could be improved by allowing search by organization name - especially when one types in a slightly misspelled organization name.

Summary - This was the second most popular resource according to the web stats for 2011, demonstrating that the service has some strength in its current form. However, there is evidence that the search tool does not provide the expected functionality and should be revised.

8   Online workspaces and support to DRR networks and communities

- Web survey - 7% said this was among the most useful services

- Web statistics – 12,590 unique pageviews related to this service, 1% of total

- Interviews and qualitative feedback – Many informants said that they had been involved in workspaces around particular events but that usage died out afterwards. Others said it was very hard to keep active discussions going. The lack of ability to comment on content was a

Box 4 - Information Services Components

consistently negative comment.

Summary - Although 7% of survey respondents said the service was useful, the web stats show that the service generated less than 1% of unique pageviews. It is commonly assumed that around 1% of any online community will be active contributors so the service is not necessarily underperforming against historical norms. It does however leave lots of room for improvement and in the more social 'web 2.0' era one might expect PW to facilitate greater participation. See section 5.3 for more detail.

9   PreventionWeb email subscriptions and RSS services

- Web survey - 15% and 4% respectively said these were among the most useful services

- Web statistics - 528 and 661 unique pageviews related to these services, 0.04% and 0.05%

- Interviews and qualitative feedback – RSS is hardly used; emails are too frequent, too many and contain too much information.

Summary - There are currently around 3,000 subscribers to PW email updates and there were 89,000 unique pageviews on the PW website generated through users clicking on emailed links in the year 2011 (6% of the total). Therefore, subscribers clicked on an average of 29 links each over the year – approximately one every two weeks, on average. We recommend trialling a more focussed email service to see if it increases engagement – see section 5.1.4 for more detail.

10   Search functionality of PreventionWeb and DRR domain search

- Web survey - 10% said this was among the most useful services

- Web statistics – 29,025 unique pageviews related to this service, 2% of total

- Interviews and qualitative feedback – most users seem to prefer using Google search, some do not like the format of search results and the search filter is considered a little complex

Summary - UNISDR may wish to conduct further testing on this but from what we have seen it is difficult to view the filtered search as a service through which PW really adds value. In its place, we recommend that an in built Google *custom search* is trialled – see section 5.2.3 for more detail.

11   Effectiveness of visualization and editorial packaging of information

- Web survey - 25% said geographical information, maps etc. was among the most useful services

- Web statistics – 60,387 unique pageviews related to geographical information, maps etc., 4% of total

- Interviews and qualitative feedback – there was evidence that certain, more scientifically minded participants felt that PW should not take a role in information visualisation, with one informant in particular questioning the accuracy of certain presentations; many felt that PW should take a much stronger editorial role, seeking to address particular user groups directly with packaged content.

Summary - In-keeping with our general recommendation that UNISDR move towards being more of a knowledge broker, the editorial packaging of information should be a key part of future strategy. However, ensuring that information is 100% accurate and represented in appropriate diagrams will be crucial to maintaining trust and

Box 4 - Information Services Components
interest (especially in the scientific community) - the necessary quality control mechanisms should be implemented or strengthened with UNISDR.

5.9.   Summary

The focus of this chapter has been to answer the question, 'is PW providing the optimum user experience?' And we have found that, as with any website operating in a fast changing environment, there is room for improvement.

We have found usability problems with PW's interface related to the key functions of finding information, user registration and sharing content. The implication here is that UNISDR should consider redesigning the PW interface. The current information architecture of PW does not lead users to discover functionality easily and could be redesigned to focus on 'persona' and / or 'action' related navigation – moving away from long dropdown lists which are organised like a domain 'library'. Furthermore, the wording used on navigation links and buttons should be more concise.

The experience of the emailed updates from PW is not optimal – this assertion is supported by multiple data sources. We have suggested that frequency, the number of emails sent and the amount of items in each email are reduced – users would prefer, the evidence suggests, a more focussed information service, tailored to their needs through greater editorial input from UNISDR.

Our research leads us to conclude that the filtered DRR search does not necessarily add value and UNISDR should consider trialling a built in Google *custom search*. With much PW traffic coming from Google anyway and informants expressing a preference for the leading search provider, we have argued that the PW search cannot be considered 'better than Google'.

Relatively few users interact with PW beyond accessing information and UNISDR should consider ways in which it can increase participation in community-style online activities. This might include greater integration with existing social networking tools, and most importantly: clearer calls, incentives and guidance for interaction; and simpler, more intuitive functionality for logging in and contributing. These objectives might be achieved by implementing some kind of 'single sign-in' solution for PW and the discussion forums it hosts.

PW is not optimised for low-bandwidth users, a potentially significant issue considering the fact that 46% of users are in non-OECD countries and may have limited internet connections. We have provided links to low-bandwidth web development guidelines and suggested that such things be incorporated into PW's development cycle.

There is an opportunity to capitalise on the significant number of PW users who use mobile devices to browse the web – but mobile platforms a not currently well served. If an interface redesign is implemented (as suggested above), this should be conducted in a way that considers mobile accessibility and styling – for example using CSS techniques that resize content depending on the size of the screen / browser type.

PW is not fully compliant with WCAG or W3C standards and UNISDR may wish to consider incorporating these principles into their development processes, using the automated validation tools discussed in chapters 5.6 and 5.7. With WCAG, there are legal and moral imperatives for UNISDR to consider. And with W3C standards, compliance would improve the SEO of UNISDR web resources, ensure that they display correctly in different browsers and make it easier for users and third party developers to interact with the technology.

6. What impact is PW having?

In the previous chapters we have looked at the ISDR information services primarily at the process and output levels: how the services are configured and managed, who uses them, what they use and how they experience them. In this chapter we look at outcomes: what difference ISDR information services, and PW in particular, have made.

It is challenging to be clear about the contribution of information services to outcomes, let alone impact. Information services can only play a supporting role in change, providing information and evidence to influence knowledge, decisions and behaviours.

Through providing access to evidence and robust new ideas, well-packaged information services and products can influence and catalyse improvements policy and programming. But it is challenging – if not impossible – to establish direct attribution for the higher order outcomes and impact directly to an information intervention's activities and outputs, particularly in complex issue areas like the DRR domain, which encompass multiple geographical regions and evolving conceptual domains.

Even establishing credible contribution is only possible if there is an explicitly articulated strategic rationale that encompasses an analysis of the needs in the context, specific change objectives, niche, target groups and ideas about feasible pathways to higher order outcomes. This would provide a results framework against which to monitor and evaluate and construct a credible contribution story.

The evaluation team would describe this framework as a 'theory of change' against which to plan a results-based M&E system. As PW, and ISDR's information services more generally, lack the essential components of this kind of outcomes-oriented strategic framework, this makes the systematic and credible claiming of success, beyond the anecdotal and beyond the output level, almost impossible. It is not possible to say with any conviction what changes PW has influenced and, equally importantly, what changes it has not. Currently PW is not in a position to be able to disentangle its contribution from the many other factors that operate with the domain.

6.1. Information services results

In the simple results chain below, it is reasonable to assume that transaction with an information service will lead to new knowledge, awareness and possibly understanding, although other factors start to come into play at this stage.

It is more difficult to trace the link with changes in behaviour or practice at the individual, and particularly the organisational or institutional, levels. What's more, the implicit TOC (or the underlying rationale behind the provision of UNISDR information services), as set out in documents such as the Strategic Framework 2025 and the UNISDR Work Planning Framework,[32] does not progress beyond the second stage in the chain below.

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[32] UNISDR Work Planning Framework – Version – 29 June 2011.

Use of information service	New knowledge, change in awareness	Change in understanding or competence	Change in individual behaviour	Change in organisational or institutional practice

Nevertheless, it is important and legitimate to look for 'results' (outputs, short-term, intermediate, and long term outcomes, and ultimately impact) to which UNISDR information services have contributed. Because the evaluation team does not have the benefit of a TOC, results framework, results-based M&E system , the team asked a small number of open—ended, 'appreciative' questions about possible results both in the web survey and in informant interviews and focus groups. The main area this open-ended appreciative enquiry focused on was what PW had achieved since its birth.

We asked people in the web survey for examples of where PW has influenced their work. Nearly 400 (about 60%) replied. The main categories were:

1. Staying informed about disasters and other DRR-related news.
2. Personal understanding of DRR, its concepts, terminology etc.
3. Professional updating through research and specialised data.
4. Reference (e.g. for writing reports, locating events).
5. Sharing information with network members, both intra- and inter-organisationally.
6. Materials for lecturing/training/presentations/briefings/newsletters.
7. Providing sources for students.
8. Making contacts e.g. enabling consultants to locate potential clients; or identifying partners doing similar things for information sharing.

The first three categories would fall into the first two outcome areas within the results chain: new knowledge, or change in awareness, understanding or competence. There is solid evidence from the survey that respondents have benefited in this way. Most were unequivocal in mentioning this type of effect. Most key informants who were regular users volunteered that PW had increased their knowledge and improved their understanding of aspects of DRR – and by implication helped them to better perform their jobs.

"I have greatly increased my knowledge of risks which has put me in a position of authority on the matter." Government DRR practitioner

The knowledge and understanding effect on informants was true both of new entrants to DRR who needed orientation, and those who simply needed to keep up to date.

Categories 4-8 above imply some sort of transfer or application effect: the use of information gleaned from PW for further activity, usually for the direct benefit of others. We were not able to elicit through the survey many examples of what these transfers and applications had led to. Nevertheless a few were offered, illustrating PW's potential:

- *"Country Risk profiles have helped us plan for contingencies and forecast preventive measures."*
- *"Curriculum development. I was able to consult a number of other universities. We also compiled a regional database using some of the data from PreventionWeb"*
- *"Regular information to draw trends."*
- *"Designing the campaign information for making city resilient in my region."*
- *"Developing workplans for DRR training and particularly in early warning and early action."*
- *"Disseminating own research."*
- *"Ideas for new project identification design."*
- *"Developing a baseline study on the status of school safety worldwide based on a desk review of ten selected countries' national reports (Hyogo, UNICEF, etc.) and other policy documents."*
- *"Using examples of initiatives from the HFA Monitor to advocate for similar change."*

These were isolated examples in the survey, although there is no way of knowing whether other respondents could not recall or simply did not care to mention attenuated effects like this.

In summary, PW has clearly produced a range of results at output and outcome levels. Broadly, these relate to PW establishing itself as the 'go-to' information repository for the DRR domain as illustrated by the quote below from a pre-eminent international DRR practitioner:

"PW has established itself as a useful overview and introduction to DRR, particularly to DRR themes and hazards, from a UN perspective."

The next section will attempt to assess what these results mean in terms of contribution to impact.

6.2. Information services impact

Establishing impact proved tricky for the evaluation team. As set out in Chapter 3, impact at the goal or purpose level for UNISDR information services would be a credible contribution to *"The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries"*. At a level below this, UNISDR's mission is *"to connect governments and partners; to produce evidence for disaster risk reduction; to mobilise decision and opinion makers; and to support strengthening of the resilience of nations and communities to disasters and the impacts of climate change."*

The impacts reported tended to be piecemeal and anecdotal, and taking place within a context where direct attribution to, or credible contribution from UNISDR was not possible. Most key informants could not recall attenuated or pivotal effects of PW. The ones that follow were the main exceptions and tend to be isolated examples rather than systematically reported impacts:

- The Global Network for Disaster Reduction was incubated on PW.
- DRR portals are being developed for the Pacific, ASEAN region and Arabic-speaking world with help from IMU.
- A donor spokesperson said they are currently considering investments in DRR in education based on information gleaned from PW on potential partners and their activities.

- A city mayor said that the MCR site had helped to change the mind-set of his team towards risk.
- A World Bank official adopted an approach to partnership working that he found on PW for a new project.

What several informants did volunteer – and focus groups generally agreed on - was that PW in particular had made a wider contribution to shaping and informing the DRR domain as it has evolved. To paraphrase, there is sufficient anecdotal evidence for PW to credibly claim to have:

> *Played a critical role in thematically mapping the DRR domain during the early stages of its evolution through the promotion of shared concepts and a common language. This, in turn, helped to establish put impetus behind the priority DRR issues to be addressed by domain stakeholders.*

The following quotes are illustrative of this impact:

> *"In the last 5 years PW's main achievements are mapping the domain, establishing or defining the terminology and becoming seen as the go to information repository."*

> *"PW does 'fly the flag' for DRR domain, especially since the ProVention site has gone down. It is the main DRR site that I recommend to my students as the central DRR information repository as well as the platform for a number of UNISDR campaigns."*

These are powerful effects – the type of leverage UNISDR's knowledge services is looking for in terms of its missions "*to produce evidence for disaster risk reduction; to mobilise decision and opinion makers*". This is a major achievement. However it may not be a valid objective for the future. Virtually all the key informants were keen to point out that whilst PW could claim this success, the DRR domain has now evolved, and needs going forwards are different. As one key informant put it:

> *"PW has mapped the domain. This defined the questions. Now we need the answers."*

The issue of PW's niche and role in the future is address in Chapter 8.

6.3.   Summary

At the level of outputs and lower order outcomes, there is significant appreciative, anecdotal evidence that PW has established itself as the 'go-to' information repository for the DRR domain. This achievement should be credited to PW. Interestingly, the original PW project description from 2007 includes a short section on M&E[33]. These states:

"As the various project phases are designed, tested and put into production, the main success criteria for the PreventionWeb will be that it is considered the reliable 'GO-TO' place for information on disaster risk reduction."

In a broadest sense, PW has achieved this success criterion.

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[33] http://www.preventionweb.net/english/documents/about/PW_project_description_GP.pdf

Beyond this, at the level of impact, there is some evidence that PW has contributed to UNISDR's mission through the promotion of shared concepts and a common language for the DRR domain as it has evolved from its infancy. There is no evidence of a higher order impact in terms of *"The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries".* Even if such impact had occurred (which is unlikely given the timeframe) UNISDR does not have the tools to claim it. Again the PW project description provides a useful reference point when it states:

"The use of information that can be seen to reduce disaster risk at a local level is the true test of the system."

PW cannot and is unlikely to demonstrate success at this level.

In the future, UNISDR information services would clearly benefit from a TOC and results framework which explicitly illustrates expected outputs, outcomes (short-term, intermediate, and long-term) and impact, as well as the opportunities, risks and assumptions associated with them. Although perhaps slightly beyond the scope of the TOR a significant finding is that UNISDR's strategy (Strategic Framework 2025) does not contain a coherent results framework and ToC which links UNISDR to contributing to the delivery of the 5 HFA priority areas as higher order outcomes and neither does it explicitly set out PW's role as a UNISDR tool for achieving this.

More broadly, the evaluation team also suggest that UNISDR would benefit from developing a ToC in which PW's role is clearly defined. Against this TOC and results framework, IMU should implement a results-based Monitoring and Evaluation system in order to systematically collect evidence of results.

7. How effective and efficient is the management of PW?

Chapters 3, 4, 5 and 6 look at PW's effectiveness – what PW's outputs, outcomes and impact say about PW achieving its objectives. Chapter 7 looks at the management of PW by the IMU, particularly the effectiveness and efficiency of the management. As mentioned in section 2.2 Evaluation Scope, this section aims not to duplicate the content of the two other reviews currently being undertaken – the Functional Review and the Finance and Administration Review. In particular, the strategic HR issues (skills requirements, job locations etc.) relating to IMU are seen as the domain of the Functional Review and are only touched on briefly.

7.1.   Strategic management of PW – maintaining relevance

This section looks at the extent to which IMU has provided strategic management oversight of PW. Specifically that PW has re-confirmed and updated its relevance.

Relevance is defined according to the OECD DAC Evaluation Criteria as 'The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.'

According to the TOR (p.8), PW's objective is *'to provide a platform to find and share current information on topics related to DRR, and tools for exchange and collaboration.'* In terms of providing an information repository platform PW can be considered relevant to its current users. When asked in the web survey:

PreventionWeb has provided the Disaster Risk Reduction community with an information repository and news aggregating service. In your opinion, over the next 5 years, PreventionWeb should:

71% of respondent chose '*continue to provide an information repository and news aggregating service*', by far the most popular response. This would suggest that PW is relevant to its users in 'serving the information needs of the disaster reduction community.' However, this finding may be self-serving as it essentially asks current users if they would like PW to continue what it always has done. As current users, by definition they are likely to want PW to continue to provide the services they use. In this respect it is hard for PW to say any more than it provides an information repository service that is relevant to its users.

A more interesting assessment is the extent to which PW has tried to re-confirm and update its relevance as both the DRR domain and the needs of key audiences have evolved. The evaluation team could find little evidence of any significant attempts by IMU to assess and update PW's relevance. In fact, several key informants felt that PW's primary focus on information aggregation and mass dissemination had intensified in order to keep pace with the ever-increasing volume of DRR-related documents and publications. The effects of this have been two-fold:

- PW has neglected the second aspect of its objective – to function as a tool for exchange and collaboration – in favour of allocating resources primarily to content aggregation; and,

- Meeting the knowledge needs of PW's specific audience groups has been forgotten in the resource-consuming effort to aggregate and disseminate information. It is important to reiterate here that for PW to effectively do this will require PW to be more broadly imbedded in the strategic planning of UNISDR as an organization. What this means is that effectively addressing DRR domain knowledge needs is not just an IMU staffing issue, but KM capacity and role throughout UNISDR as an organisation.

There is some evidence to support both effects. As set out in chapters 4 and 5, the collaborative and exchange-related services provided through PW are some of the least used and lowest rated in terms of usefulness. Just 6.6% of web survey respondents rated the collaborative workspaces as useful. Directly contrasting with the low use and usefulness of the workspaces, a major finding from the key informant interviews was the demand and perceived value in facilitating and curating a vibrant and active DRR community around the site.

In terms of addressing the needs of specific audience groups, a significant finding is the limited[34] attempts by IMU to better understand, map, re-define and re-focus PW's key audience groups and tailor services according to their knowledge needs. IMU have attempted to engage PW users on a number of occasions, largely through surveys. The largest was at the time of the 2011 Global Platform when 196 Global Platform participants were surveyed in one-to-one interviews facilitated by IMU.[35] The survey findings are largely in line with the web survey conducted under this evaluation but IMU's survey results generally tend to be more appreciative of PW (perhaps because the respondents surveyed knew they were being interviewed by IMU staff and perhaps also due to the phrasing of the questions). The survey asks little about PW target audience groups and, to an extent, the audience group engaged is preselected through attendance at the Global Platform. Similar surveys at the 2009 and 2007 Platforms were aimed more at awareness-raising than user research. IMU have also consulted a number of hand-picked experts, some of their regular users and staff in regional offices (both as users and as conduits for their clients' needs); they get comments and requests through the website. Finally, some initial Mental Model exercises were conducted before PW was launched. And another set of Mental Models for MCR Campaign stakeholders are currently being conducted. But this assumes MCR stakeholders are a core audience group before any wider stakeholder analysis has been conducted. Similarly, just over 45% of web survey respondents selected 'Provide more tailored knowledge products for specific users' as a key strategy for PW over the next five years. This suggests that there is considerable demand for tailored knowledge products for specific audience groups.

In fact, it seems the target audience groups PW aims to engage have gradually become broader over time. Chapter 3 asks if PW is reaching the right people and finds that PW target audience includes *"including Governments, national DRR actors, local governments, donors, practitioners, and private sector actors."* (TORs, Section II p. 8). Comparing this to the original Project Description produced in June 2007 (whilst PW was still in design) which more specifically states *"PreventionWeb is designed specifically to assist professionals involved in the development of National DRR Platforms, and other*

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[34] PW has conducted two extensive studies on DRR networks performed at the IDRC 2008 and 2010 conferences with over 200 respondents each.

[35] PW User and Information Needs Survey, Global Platform 2011, Geneva, Switzerland 8-3 May 2011

professionals involved in the implementation of the HFA at the country level." That said, there is considerable evidence that the MCR stakeholder should be included as a specific target audience, as has been identified by UNISDR as a strategic target audience following over 1000 cities signing up to the MCR campaign gives this substantial weight.

In summary, the evidence suggests that:

- PW target audience has become broader and less well defined over time.
- PW's response has been to intensify the focus and resources dedicated to information aggregation and mass dissemination (primarily email 'push' services) at the expense of tools for exchange and collaboration.

The findings on PW's relevance suggest a need for a greater understanding and emphasis by PW on 'added value' – strategically allocating resources to provide services which are most effective and valued to an explicit target audience. This theme is returned to in section 6.4 following a brief assessment of PW's operational effectiveness and efficiency.

7.2. PW's operational management

This section briefly assesses finance and HR issues associated with PW.

7.2.1   IMU staffing, structure and functions

A more detailed assessment of IMU staffing, structure and functions is provided in the Functional Review. This section provides an overview as staffing relates to the operational management of PW, and the implications of this PW in the future.

Figure 13 - IMU Functional Chart.
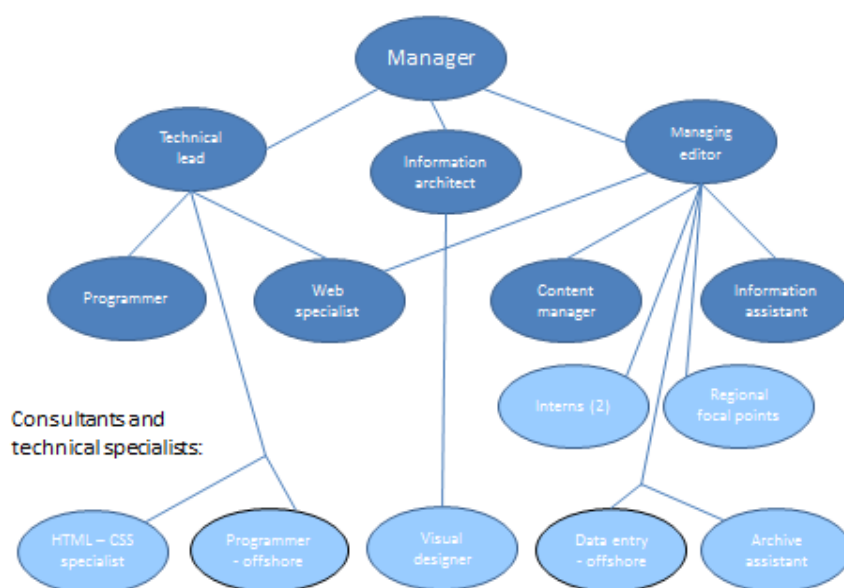
The chart illustrates IMU's structure which is split into 3 team: Technical (3 full time staff members), Design (2 full time staff members), and Content (3 full time staff members). The IMU also engages two UN interns who are not considered staff members. A total of eight IMU staff members are based in Geneva. A number of part-time consultants and technical specialists are sub-contractually employed outside Geneva including an HTML-CSS specialist in Milan, a Programmer in Manila, a Visual Designer in Canada, a Data Entry officer in Bhutan, and an Archive Assistant. In addition IMU works closely with the UNISDR Communications team which expanded rapidly in 2011, and particularly closely with Vincent Fung who is the Content Manager for the UNISDR website. Vincent is also developing the use of social media (FB, Twitter, YouTube and Flickr) for PW.

It is important to recognise that the IMU team provides a range of internal technical knowledge management and IT support services to UNISDR beyond PW and related information services. These are set out in the IMU Work Plan 2012-13 – detailed version and include (amongst others):

- The Inter-Agency Library/Resource Centre
- Partnerships and process support
- Intranet
- IT support to UNISDR Secretariat
- UNISDR website and regional pages

Review of the functional chart, IMU staff job descriptions, and workplan points to a number of basic but relevant findings:

- IMU permanent staff are exclusively based in Geneva. There are no IMU staff in the Regional Offices and establishing Regional Focal Points in each Regional Office is not yet complete.
- There has been an increased focus on outsourcing outside UNISDR and away from Geneva with a pilot data entry project established in Bhutan, a Programmer based offshore in Manila, the Visual Designer working from Canada, and the HTML Specialist in Milan. It is expected that the Functional Review will provide more detailed recommendations on the extent to which further skills requirements have the potential to be relocated to UNISDR Regional Offices or outsourced.
- Of particular relevance to this evaluation is that the functional chart and job descriptions indicate a strong prevalence of 'technical' IT skills (Programmer, Web Specialist, Information Architect) over DRR 'content' skills (editorial, synthesis, and curation)required to produce the knowledge which is the basis of PW. It is the role of the Functional Review to decide how many of these in-house 'technical' functions are relevant and justified for IMU to provide its technical knowledge management and IT support role to UNISDR.
- Furthermore, the focus on technical skills is further intensified when IMU job descriptions are considered. The job descriptions indicate that resources, in terms of the percentage of time devoted to PW and related content management duties, represents a very low proportion of overall time allocation with the IMU, even for those key staff members charged with managing PW.

- o The Managing Editor (P3 level) has the highest proportion of time allocated to 'PW and other content management'. Yet this only accounts for 50% of that person's time.
- o The IMU Manager (P5 level) has only 25% of time allocated to PW.
- o The Content Manager (P2 level) has 70% of time allocated to information management, of which PW is one of five duties.
- o The Web Specialist / Information Management Office (P2 level) is allocated to PW 35% of the time with a technical focus on web stats, analytic reports, databases, and developing SQL statements.
- o The Information Assistant (GS level) provides a range of content support functions to PW although it is not clear from the job description what proportion of time is allocated to PW.

- Finally, when looking at the 'summary of duties' for the key IMU staff members managing PW (IMU Manager, Managing Editor, and Content Manager) it is clear that duties relating to editorial input, knowledge synthesis, and curation are barely evident. Instead, duties relating to information aggregation and mass dissemination activities detailed in 6.2 are far more prevalent – *"Develop and maintain content management strategy / Review and publish information catalogued by information management officers / Develop information exchange agreements with partners of the UNISDR."*

This brief analysis provides a set of simple but insightful findings. That all the salaried IMU staff are based within the UNISDR HQ Geneva rather than any of the Regional Offices. The efforts to increase outsourcing are underway but could potentially be expanded. Presently there is a 50% allocation of resources within the IMU team for technical IT skills which at best leaves on a 50% allocation of resources for the softer editorial, knowledge synthesis, and curation skills required for the knowledge broking functions of exchange and collaboration.[36] And finally, that resources (in terms of time) allocated to PW are very low indeed given PW's scale and visibility as a core function of IMU. In fact, it seems that across a team of ten Geneva-based IMU staff and five outsourced consultants and technical experts, only approximately 1.5 full time equivalent (FTE) staff member's time is dedicated to PW. Both in terms of appropriate skills and sufficient resources it seems PW is significantly under-resourced. The over-arching implication of this lack of staff is not that technical staff positions should be cut but that resources should be rebalanced slightly to increase competencies in knowledge brokering and curating. Rather than a 50-50 editorial - technical allocation, a 60-40 knowledge brokering –technical would be preferable for IMU staff time allotted to PreventionWeb. A brief analysis of IMU's cost base in the following section examines why this might be the case.

7.2.2   IMU's financial position

The constraints PW faces in terms of resources are reflected in IMU's 2012-13 Cost Plan. PW is not project funded so its funding comes from UNISDR. In turn, UNISDR receives no core allocation of

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[36] Technical IT skills are typically required for information aggregation and dissemination but perhaps also required for IMU's role beyond PW in UNISDR – IMU's remit covers building the web infrastructure for PW, UNISDR's intranet and all UNISDR websites including currently developing a new local, national and regional HFA monitor system, and Global Platform and post-HFA websites.

funding from the UN system so has to earn all the funds it allocates to its activities across its four strategic outcome areas. IMU staff clearly understand the financial challenges PW faces but have not yet tried to market and package PW as a project for funding.

The Cost Plan does not explicitly refer to PW as a line item so it is not possible to extract precise PW costs from the wider costs of running the IMU. However some simple analysis of the 2-year Cost Plan is possible:

- The total budget for IMU is USD 3,515,358. Of this USD 2,541,936 are IMU staff costs, USD 404,422 are Programme Support Costs (PSC) which are allocated directly to UNISDR's internal administration function, and USD 569,000 are non-staff costs. Non-staff cost include USD 317,000 of Experts / Consultant fees.
- Excluding PSC from the budget as this does not accrue to IMU, just under 82% of IMU's budget goes to Geneva-based staff. When the line item for Experts / Consultants is added to this figure (assumed to cover the costs of the Consultants and technical specialists described in the Functional chart), this figure rises to just under 92%.
- Therefore before any consideration of travel, training, or materials are considered, IMU has a maximum of 8% of its budget available for wider activities, only one of which is PW.

IMU's activities and inputs for PW are set out in the IMU Work Plan 2012-13 as follows with the specific activities and inputs relating to PW in Table 6:

- **Strategic outcome 4.3** - *Improved communications and knowledge management tools effectively support the UNISDR strategic objectives*
  - **Output 17** - *Effective knowledge management strategy developed and implemented*
    - **Section output 17.1** - *Redesign and maintenance of PreventionWeb*

Table 6 - 17.1 - Redesign and maintenance of PreventionWeb	Design		Tech		Content			Design		Tech		Content		
	Sta	Cons	Sta	Cons	Sta	Cons	Cons	Sta	Cons	Sta	Cons	Sta	Cons	Cons
Web Strategy oversight and implementation (e.g. use of common content management systems and common information management practice, PreventionWeb daily content management etc.)	35		5		5			30	5	5		5		
PreventionWeb daily content management					350							310		
PreventionWeb technical maintenance			25							25				
PreventionWeb offshoring daily content monitoring	5		10	20	45	500		5		5	20	40	500	
User analysis and analytics	1		12	10				1		10	10			
Knowledge network content management support (HTML page updates)			10							10				
Leverage social media opportunities	5	10			4	5		5	5			4		5
Workspace automation	3		21					3		10				
Disaster risk reduction domain, PreventionWeb "All DRR site search"	5		15	20				5		10	20			
PreventionWeb redesign (post evaluation)		20	100	65										

The table illustrates the focus and level of inputs for IMU's PW activities over the next two years:

- Redesign of PW is expected following the evaluation;
- The resources to address the redesign are allocated primarily to the Tech team in 2012, with no resources in the redesign allocated to the Content team. This suggests a 'technical' fix for PW is anticipated and required;
- The inputs from the Content team for PW daily content management decline from 350 days in 2012 to 310 days in 2013 and continue to reflected the relatively low resource allocation to PW content which is confirmed at significantly less than 2 FTEs total inputs over the two years.
- 500 days per annum have been allocated under Content team consultants to 'PW offshoring daily content monitoring'. This significant input of days potentially presents a flexible resource for PW in terms of flexibly engaging outsourced DRR 'content' skills (editorial, synthesis, and curation) if the redesign includes a shift in focus on content as well as PW design.

7.3. Summary

The analysis on PW's strategic and operational management present a number of significant findings for IMU, summarised as follows:

- As the initial analysis of PW's niche indicated in Chapter 3, and the analysis of relevance in this chapter re-affirmed, PW can be considered relevant to its current users in the broadest terms.
- However, there is little evidence that PW has attempted to refine or update its relevance as the DRR domain has evolved.
- In fact, there is considerable evidence that PW's target audience has increased in scope as the IMU have increased their emphasis and the resources allocated to information aggregation and mass dissemination as their primary activity.
- IMU staffing resources, structure and functions have evolved to match PW's primary activity as an information aggregation site, with an in-house focus on 'technical' IT skills at the expense of the 'softer' skills required to facilitate collaboration and knowledge exchange.
- A simple assessment of IMU's budget indicates that, beyond salaries, there are very limited resources for supporting PW activities – IMU staff are unlikely even to be able to fund short visits to Regional Offices.

Taken together, these findings suggest IMU urgently needs to initiate a period of reflection and re-focussing. The principle of this period should be to consider where PW can contribute most '*added value*' given its scare resources. Primary questions IMU needs to address are:

- What is PW's niche in relation to other actors within the DRR domain?
- Who are PW's primary target audience and what are their specific knowledge needs?
- Given scarce management resources, what are priority information services?
- Do IMU staff have the relevant skill sets to provide these services?

- What options are available to free up resources (reduce costs or generate additional funding) to better provide the priority 'value added' service?

Much of the evidence to provide answers to these questions is provided throughout this report. This chapter has produced a number of findings which it is hoped will tie in with the findings of the Functional and Business Process Review.

Possible options relating to IMU staffing resources, structure and functions include:

- Shifting the skills base within the team from a technical to a more 'value-added' content-orientated focus;
- Drawing on UNISDR's in-house comparative advantage by engaging staff members outside IMU with DRR expert knowledge to contribute relevant content;
- Establish a distributed network of part-time, generally home-based 'knowledge brokers' with good working DRR knowledge who can be employed on a contractual 'piece rate' to provide content support.

Possible options relating to IMU financing and resources include:

- Further outsourcing 'technical' IT skills which currently comprise a large proportion of the IMU team and which could be purchased more cheaply from the market on a contractual basis;
- Re-locating IMU to a lower cost environment such as a Regional Office

8. PreventionWeb in the Future - Findings, Conclusions and Recommendations

This section pulls together the findings across the evaluation and interprets their implications in terms of conclusions and a set of ten practical and implementable recommendations.

8.1. Summary of progress and findings

Summary of progress – PW has mapped the early evolution and contributed to the maturing of the DRR domain from what was an emerging, unorganised, poorly-defined landscape to what is now a major global priority issue. Over the four years PW has been operating it has played a unique and key role supporting and informing this evolution. PW has led the 'mapping' of the DRR domain, defined the key themes and concepts, and to a large extent framed the key priorities for domain stakeholder to address. As our web survey and interviews indicate, PW has established itself as the pre-eminent global generalist, content aggregation site for DRR. There is no direct analogue or comparator to PW in its scope and niche – the provision of a comprehensive set of DRR resources and facilities to a very wide range of users.

The evaluation set out to answer a small set of questions informed by the TOR and defined in the evaluation matrix:

- Is PW reaching the right people?
- Is PW meeting their needs?
- Is PW providing the optimum user experience?
- What impact is PW having?
- How effective and efficient is the management of PW?

8.1.1 Is PW reaching the right people?

PW does not have a clear niche within UNISDR or the wider DRR domain, and UNISDR is not clear about the role and contribution played by PW within its strategic framework. PW's target audience is broad and poorly defined. There is a general understanding that PW's target audience has broadened since the website was launched and as the DRR domain has evolved.

PW documentation together with evidence generated by the evaluation indicates a very broad intended audience including governments, national DRR actors, local governments, donors, practitioners, and private sector actors, with a key focus on 'higher level' decision-makers. Current users represent a broad and varied spectrum of actors which raises the question of whether it is possible to meet the knowledge needs of such a diverse range of actors. The current approach of reaching as broad an audience as possible risks PW being derogatorily characterised as 'jack of all trades and master of none' without really meeting any particular groups' knowledge needs. Future DRR audiences are likely to increase in heterogeneity as the domain expands, and this emphasises the need for PW to avoid trying to provide a 'catch all' knowledge service which fails to serve the knowledge needs of such a wide and varied audience

8.1.2   Is PW meeting their needs?

PW is most used and, according to the web survey, also valued as a repository of information, particularly documents and publications. Both usage, and perceived utility, of the more interactive tools – for sharing documents, saving and tagging and on-line collaboration for example – are much lower. The second part of PW's objective – to provide a set of tools for exchange and collaboration – does not appear to be fulfilling its potential.

In terms of future utility, most PW users in the survey want its information repository and news aggregating services to continue. However, even among regular users, there is a groundswell of interest in PW providing more tailored knowledge products for specific groups. This would be a considerable – even transformational –change for PW; and was strongly supported by most key informants. This knowledge broker role would imply the curation of information with particular user groups in mind, assuring its quality and packaging/presenting it, in many cases with added commentary.

8.1.3   Is PW providing the optimum user experience?

In relation to the specific information services provided by PW, the evaluation team discovered a number of usability issues related to the key functions of finding information, user registration and sharing content. The implication is that IMU should consider redesigning the PW interface. The current information architecture of PW does not lead users to discover functionality easily and could be redesigned to focus on 'persona' and / or 'action' related navigation – moving away from long dropdown lists which are organised like a domain 'library'.

Similarly, the experience of emailed updates from PW is not optimal. The findings suggest that frequency, the number of emails sent and the amount of items in each email are reduced as users would prefer a more focussed information service, tailored to their needs through greater editorial input from PW.

Relatively few users meaningfully interact with PW or with each other through PW beyond accessing information. PW should consider ways in which it can increase participation and interaction in community-style online activities. This might include greater integration with existing social networking tools, and most importantly: clearer calls, incentives and guidance for interaction; and simpler, more intuitive functionality for logging in, commenting and contributing.

8.1.4   What impact is PW having?

At the level of outputs and lower order outcomes, there is significant appreciative, anecdotal evidence that PW has established itself as the 'go-to' information repository for the DRR domain. This achievement should be credited to PW.

Beyond this, at the level of impact, there is some evidence that PW has contributed to UNISDR's mission through the promotion of shared concepts and a common language for the DRR domain as it has evolved from its infancy. There is no evidence of a higher order impact in terms of *"The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries".* However, when measured against of the Hyogo Framework for

Action (HFA), some progress as a result of successive advocacy and information initiatives via PW is evident in relation to Priorities 1, 2 and 5 and increasingly 3.

In the future, UNISDR information services would clearly benefit from a TOC and results framework which explicitly illustrates expected outputs, outcomes (short-term, intermediate, and long-term) and impact, as well as the opportunities, risks and assumptions associated with them. More broadly, the evaluation team also suggest that UNISDR would benefit from developing a ToC in which PW's role is clearly defined.

8.1.5   How effective and efficient is the management of PW?

PW can be considered relevant to its current users in the broadest terms – it is perceived, valued and used as the DRR information repository. However, there is little evidence that PW has attempted to refine or update its relevance as the DRR domain and its stakeholders have evolved. In fact, there is considerable evidence that the audience PW targets has increased in scope as the IMU have increased their emphasis and the resources allocated to information aggregation and mass dissemination as their primary activity and dedication, almost to the point of preoccupation.

IMU staffing resources, structure and functions have evolved to match PW's primary activity as an information aggregation website, with an in-house focus on 'technical' IT skills over the 'softer' skills required to facilitate collaboration and knowledge exchange. In the future, PW will require increased emphasis on these 'softer' skills. A simple assessment of IMU's budget indicates that, beyond salaries, there are very limited resources for supporting PW activities, particularly the types of activities necessary for PW to act more as a knowledge broker – IMU staff are unlikely even to be able to fund short visits to Regional Offices or to periodically connect / convene key representatives of PW target user groups such as the representatives of key NGOs and CSOs engaged in DRR.

Taken together, these findings suggest IMU urgently needs to initiate a period of reflection and re-focussing. The principle of this period should be to consider where PW can contribute most 'added value' given its scare resources.

8.2.   Conclusions

Three broad conclusions emerge from the evaluation:

1   **PW has established itself as the 'go-to' information repository for the DRR domain.** This is something PW should be proud of as it meets a major aspect of its key objective '*to provide a platform to find and share current information on topics related to DRR*'. At the level of impact, there is some anecdotal evidence that PW has contributed to UNISDR's mission through the promotion of shared concepts and a common language for the DRR domain as it has evolved from its infancy. However, there is no evidence of a contribution towards higher order impact in terms of *"The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries".*

2   **PW has been less successful providing '*tools for exchange and collaboration.*'** PW's primary focus on information aggregation and passive dissemination, focussing scarce resources on keeping pace with an ever expanding DRR domain, has been at the expense of services supporting

genuine knowledge exchange and collaboration. Facilitating exchange, interaction, and collaboration are key knowledge brokering functions which are vital for the creation of a vibrant, active and sustainable DRR community associated with PW. This is something PW should aspire to.

3 **In the future, PW needs to better define its niche, purpose and target audience as a *'value adding knowledge broker for the DRR domain'*.** The DRR domain has evolved over the four and a half years PW has been operating, and with it so have the knowledge needs of key stakeholders. The DRR domain has been mapped and the issues defined largely thanks to the contribution of PW. But the future rests on providing answers – getting relevant knowledge to the right actors. In order to survive, PW needs to clearly define its role and the value it can bring to the DRR domain over the next five years. Credibly claiming contribution to higher order UNISDR outcomes and impact will be a critical component in demonstrating PW's added value as a knowledge broker rather than a passive information repository. This requires PW to define a TOC supported by an effective results-based M&E system.

Box 4 below provides an elaboration of the rationale or logic underlying these conclusions in a narrative format.

Box 5 – PW's niche and role as a knowledge broker – Summary of Conclusions as a series of 'stylised facts'[37]

1. UNISDR mandated at International and Regional Levels – to coordinate, campaign, advocate, and inform, but not to implement. This is both an opportunity (specific mandate of UNISDR to act as a DRR knowledge broker) and a constraint (UNISDR can only claim contribution to DRR goals through informing and not implementing).

2. PW cannot continue to endeavour to cover all DRR information across an ever expanding domain and cannot be a service provider of 'all things to all people'

3. Future success of DRR depends on reaching local level – where the DRR implementation happens – and on two-way exchange of knowledge between global – local and local-global.

4. PW is not the appropriate channel / tool for top to bottom / bottom to top reach – PW is never going to be able to effectively reach local authorities and community-based organisations which are already better served by other international networks and institutions such as the Global Network (GNDR) and regional networks such as Asian Disaster Reduction and Response Network (ADRRN).

5. PW niche = facilitate supply-side, top-down DRR knowledge to audience defined as national government policy makers and their advisors, bi-lateral donors, multi-lateral agencies, international NGOs, global and regional inter-governmental organisation. PW's potential role = to manage the relationship / interaction between supply-side (top down) and demand-side (bottom up) knowledge on DRR.

6. To do this PW needs to 'take first steps as a KB' to serve this audience – proactive facilitation of the network and creation of valuable, audience-specific knowledge products.

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[37] Defined by the evaluation team as 'as a set of working assumptions supported by the evaluation evidence'.

8.3. Risks and implications of inaction

Information aggregation is increasingly viewed as a relatively low value knowledge brokering function in the face of more advanced and sophisticated KB service providers which are tailored to the needs and demands of specific audience groups. PW is viewed primarily as a comprehensive information repository. Whilst PW is likely to maintain this reputation, inaction or continuation with a primary focus on information aggregation is likely to result in PW to losing its position at the 'forefront' of the domain and becoming increasingly irrelevant in terms of shaping and informing the domain. Rather, PW will be viewed as sitting passively in the background as a dependable resource, there if required.

Through its efforts to map and define the domain, PW was seen as a key actor, to an extent 'setting the agenda'. Now that this has been achieved, PW needs to redefine and update its role as the leading international DRR knowledge broker in order to maintain its prominence and 'value added' in the domain.

8.4. Recommendations and future directions

The approach of the evaluation team is to produce a relatively small number of strategic yet practical and implementable recommendations. Hence, recommendations and future directions are divided into **one overarching recommendation** and a **series of ten specific recommendations**. The recommendations should be interpreted positively by UNISDR stakeholders, particularly senior management and IMU staff. Taken together, the set of recommendations are designed to equip UNISDR to bring about the significant change required for PW to shift its focus and occupy a new niche as a knowledge broker for the DRR domain.

8.3.1   Over-arching recommendation - *Take first steps as a 'knowledge broker'*

An explanation of knowledge brokering and PW's potential role as a knowledge broker is set out in the box below. Following the box is the evaluation team's over-arching recommendation.

Box 6 – PreventionWeb: Taking the first steps as a 'knowledge broker'

The DRR field is evolving and expanding rapidly. The findings of this evaluation suggest that the future success of DRR depends on how DRR policies, strategies and measures are developed and applied in local-sub-national contexts, by a wide range of organisations. These include international and regional agencies, national ministries, local government, city mayors, non-governmental organisations, civil society, advocacy groups, research providers, local delivery bodies and ordinary citizens, among many others.

In its next phase of evolution the **challenge** for DRR is to meet practical needs for help with strategies, policies and measures to enhance DRR. As the findings of this evaluation show, the development of local, contextualised solutions, policies and strategies must effectively build on a range of different types of knowledge about multiple issues. These include explicit local knowledge, scientific knowledge on DRR issues, policy and implementation analysis, and wider knowledge of what has worked in the past. Experience and evidence from other sectors also has a contribution to make, as the DRR domain starts to blur into other areas, such as climate change adaptation.

The **opportunity** for DRR as an evolving domain is to learn from implementation experience and innovations in communities, countries and regions. Given PW's de facto niche within the DRR field in representing the UN system and international policymaking stakeholders, it is not feasible for PW itself to reach directly into local level

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Box 6 – PreventionWeb: Taking the first steps as a 'knowledge broker'

networks. Rather, it can maximise the opportunities offered by its international vantage point by linking networks, actively curating and synthesising lessons from DRR experience. PW's coordination mandate can help provide a vehicle for formalising and sharing new knowledge across countries and sectors to continue to drive forward the development of DRR to help make communities more resilient to natural disasters.

To adapt to these new challenges and opportunities, proactive knowledge brokering from PW is required. The field of knowledge brokering is developing rapidly, offering PW new perspectives on how it might develop its approach to meet the new needs in the DRR sector.

Features of a knowledge broker - A knowledge broker is an individual, organization or service which facilitates interactions between stakeholder groups, actively encouraging access to and active engagement with relevant knowledge.

The purpose of a knowledge broker is to:

- Improve the 'applicability' of knowledge so that people are able to easily apply to their strategies in their settings.

- Broaden the horizons of users, make them aware and receptive to wider knowledge that could strengthen their interventions[38].

Knowledge brokers are usually known and trusted as a credible intermediary or source in their issue area. Knowledge brokers may play a number of roles, from the simplest level of providing information through to facilitating the interactions that can lead to new behaviours, capacities and institutional relationships.

Currently, PW is focused on large-scale information aggregation and passive 'push' to an undifferentiated, global user group. Given the emergence of locally-specific needs amongst particular stakeholder groups as the new drivers of progress in DRR, this undifferentiated approach will have limited and reducing potential for impact. Instead, we suggest that PW consider alternative, proactive roles drawn from the knowledge brokering sector in redesigning its strategies for meeting new opportunities in the DRR domain[39]:

- **Synthesis, translation and processing**: sourcing, interpreting, tailoring knowledge to meet the needs of particular target groups and knowledge needs

- **Cross-pollination**: using their position at the nexus of multiple issues, disciplines and networks to identify knowledge in one domain that is useful in another, and translating and brokering that knowledge between stakeholder groups

- **Match-making:** matching specialist knowledge, agencies and networks to stakeholders' needs across issues and disciplines, presenting broad-based perspectives and evidence on a topic, helping stakeholders to take a strategic overview to address interconnected issues.

- **Use of multiple communication routes**: using a range of approaches beyond documentation and archiving, including real-world linking of networks, face-to-face interactions, as well as online interactive and social networking approaches to add value to curation and synthesis of documentary

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[38] Background paper, Special Workshop on Knowledge Translation and Brokering, Louise Shaxson and Ellin Gwyn 2010 http://www.dfid.gov.uk/r4d/PDF/Publications/2010-11-16_knowledge-translation-and-brokering.pdf

[39] Adapted from Michaels, S 2009: Matching knowledge brokering strategies to environmental policy problems and settings. Environmental Science and Policy 12 (2009): 994-101; Sin Chih H. 2008. "The role of intermediaries in getting evidence into policy and practice: some useful lessons from examining consultancy-client relationships." Evidence & Policy: A Journal of Research, Debate and Practice; 4(1): 85-103.

Box 6 – PreventionWeb: Taking the first steps as a 'knowledge broker'

sources.

- **Articulation of user perspectives:** linking to networks of local-level actors to bring back information on users' needs and ensure that the learning and new knowledge from implementation experience is fed back into the development of international frameworks, protocols, standards, tools and other shared

Develop a clear and simple 5-year knowledge brokering strategy, based on an explicit theory of change, and taking into account PW's niche and goal within the DRR domain, as outlined in the working assumptions. The strategy should set out what PW will broker and who for. Given the findings of the evaluation, and taking into account the insights from the knowledge brokering literature given in the box above, we suggest that an outcome-oriented strategic objective / goal for PW for the next 5 years could be formulated as follows:

PW's strategic objective - The DRR outcome that PW will contribute to:

'Local, contextualised solutions, policies and strategies to improve disaster reduction and resilience in developing countries are strengthened by international knowledge exchange and networking amongst DRR actors, actively documenting and sharing learning from implementation experience and innovations in local communities, provincial and national policymaking, and international policy coordination.'

PW's contribution:

'By 2017, PW actively supports DRR stakeholders to apply and learn from the implementation of DRR approaches in strategies, policies and measures to enhance DRR by:

- *facilitating knowledge exchange, collaboration and coordination amongst networks that link global, policy-level DRR stakeholders and the local communities affected by DRR*
- *actively curating, synthesising and combining information from a range of sources on DRR policy analysis, research evidence and lessons, drawing from implementation experience and innovations in community, province, country, regional and international settings*
- *creating tailored knowledge products for different stakeholder groups in different languages*
- *maintaining an actively networked knowledge base on DRR.'*

8.3.2   Specific Recommendations

Recommendation 1: Develop a PW theory of change

This would involve 4 steps:

- **Step 1: Domain and context analysis** - To conduct an in-depth analysis of the DRR domain, the new opportunities and challenges the domain faces over the next 5 years. Identify the range of 'know-how' demanded and the specific actors who are expressing demand. Map

other DRR initiatives active in the space between local and international levels, particularly those operating under the remit of an information provision or knowledge brokering role.

- **Step 2: PW's niche** - Understand and explicitly define PW's niche. The evaluation findings suggest that it is expected to focus on maximising the opportunities offered by its international vantage point by linking networks, actively curating and synthesising lessons from DRR experience for 'higher level' DRR stakeholders, and helping them to establish knowledge exchange with regional and local levels. Based on the evidence generated by the evaluation team, this niche is currently vacant. PW is uniquely placed to occupy it and should explicitly announce its planned transition from information repository to knowledge broker for the DRR domain.

- **Step 3: Articulate PW's purpose for the next 5 years** - What does PW wish to achieve for the sector in the next phase – see PW's strategic objective statement in Section 8.3.1 above. This should include a statement of PW's strategic objective as well as an elaboration of how PW fits with UNISDR's results framework and contributes towards UNISDR's purpose and outcomes.

- **Step 4: Identify specific target groups** – Given the reach, scope and resource constraints presented in the report, it is expected that PW's specific target audience groups will be more explicitly defined as national government policy makers and their advisors, bi-lateral donors, multi-lateral agencies, international NGOs, and global and regional inter-governmental organisations. PW should conduct a stakeholder needs assessment with a report as the main deliverable which explicitly defines PW's specific target audience groups, their key characteristics and knowledge needs / demands, as well as appropriate products and communications channel to meet these needs.

Recommendation 2 – Develop PW results framework and M&E system – Building on recommendation 1, develop a PW results framework with SMART indicators at output, outcome and impact level in order to monitor and evaluate PW's contribution to the DRR domain. This results framework should tie in with the UNISDR results framework.

Recommendation 3 – Rationalise and reduce PW services based on the prioritisation of services that 'add value' – Relax PW's primary focus on 'information aggregation and passive dissemination' of all information across an ever expanding DRR domain. Explicitly rationalise the services PW provides based on the prioritisation of a small number of value added services where PW has comparative advantage:

- PW should not suddenly and entirely cease information aggregation but rather should progressively introduce an increased emphasis on 'quality' rather than 'total quantity' in its aggregation efforts by actively curating, synthesising and combining information from a range of sources on DRR policy analysis, research evidence and lessons, drawing from implementation experience and innovations in community, national, and international settings.

- Review and potentially scale back low value information 'push' services such as daily email updates.

- Research the strategy and services provided by a number similar knowledge brokers operating in other development domains, for example:

- o MK4D (www.ids.ac.uk/go/knowledge-services/mk4d) was much more coherent when it admitted that it couldn't reach right down to the community level but could collaborate with people who do. It also found opportunities to do this much more effectively combining off-line and on-line approaches. e.g. CBAX http://community.eldis.org/cbax/ (IIED and ELDIS)
- o Eldis - http://www.eldis.org/
- o Evidence and lessons from Latin America (ELLA) - http://ella.practicalaction.org/
- o GDNet - http://cloud2.gdnet.org/cms.php?id=gdnet

Recommendation 4 – PW website re-design – This should not focus on re-programming the CMS but rather on interface changes to improve the user experience. Changes might involve: redefining the information architecture model to focus on 'persona' and / or 'action' related navigation; trialling Google custom search in place of the current DRR-filtered search system; making it easier to log in, contribute, collaborate and share (this should be a more rewarding, intuitive experience); incorporating WCAG guidelines, W3C standards, and design considerations for low-bandwidth users and mobile platforms.

Recommendation 5 - Review IMU skills requirements and develop or recruit relevant skills and capacity in knowledge brokering– In line with the recommendations of the Functional Review and the findings of this evaluation relating to PW's future role as a knowledge broker, review IMU's existing skills base in line with expected future requirements with a particular focus on facilitation / curation / editorial skills needs. A dedicated Knowledge Brokering position could be split responsibilities between PW and supporting a wider KB role for within UNISDR. In addition, existing UNISDR could build capacity through actively engaging in and contributing to one or more KB forums or communities of practice:

- The Knowledge Brokers Forum - http://www.knowledgebrokersforum.org/
- Research to Action - http://www.researchtoaction.org/
- The Evidence-Based Policy for Development Network - http://www.ebpdn.org/
- ODI Research and Policy in Development - http://www.odi.org.uk/work/programmes/rapid/default.asp

Recommendation 6 - Intensify PW's relationship with UNISDR Regional Offices - Establish a closer relationship based on collaborative working and mutuality. PW would draw on Regional Offices' DRR expertise, knowledge of user needs, and access to regionally-focused information resources and tools. In return PW would provide better value to Regional Offices through its knowledge brokerage. PW will need to convince the Regional Offices that its new role as UNISDR's knowledge brokerage arm offers them more than they have come to expect from PW as information repository and relatively passive platform, perhaps even justifying the creation of a single PW IMU staff role in each of the regions to act as a knowledge brokering counterpart as PW's role as the central DRR knowledge broker expands. This may need a more formalised partnership with improved clarity about roles and responsibilities. It will also imply an enhanced travel budget for PW staff. Ultimately PW should aim for significant cost recovery from Regional Offices for providing proven KB services which enhance knowledge and impact.

Recommendation 7 – Assess knowledge brokering funding resources - Assess options within IMU for freeing up resources or generating additional resources to fund for key knowledge brokering functions. Options to be assessed may include:

- Relocating the IMU team to a UNISDR Regional Office in order reduce salary costs and free resources for IMU 'activities'. The Bangkok or Nairobi offices are considered suitable candidates. This would be a very significant change and is unlikely to be compatible with PW establishing a wider remit as a knowledge broker, supporting the UNISDR secretariat with this function.
- Outsourcing non-essential IMU skills particularly technical programming, ICT skills which can be purchased from the market more cheaply.
- Innovatively engage and contract DRR editorial skills through establishing a small global network of outsourced DRR editorial experts. For example, IISD Reporting Services has established a network of part-time, home-based experts who are engaged on a 'piece rate' to minimise costs[40].

Recommendation 8 – Enhance PW's expertise and reputation as a knowledge broker for the DRR domain. As well as strengthening IMU's in-house knowledge broking skills, this recommendation broadly relates to PW gaining a reputation as a DRR 'thought leader' known for the quality and relevance of the content it produces. First steps might include:

- Creating and sustainably leading a vibrant and active 'community of practice' / global coalition on how to span global, regional and local DRR issues – local informing the global, and global informing the local.
- Establishing a basis for a programmatic approach to building networking and knowledge exchange around particular DRR issues. This would involve picking a small number of priority themes and facilitating detailed, content rich online learning initiatives through a 6-month rolling programme of webinars and guest expert facilitated online debates which would produce a small number of synthesis products from each initiative.

Recommendation 9 - Enhance PW's language coverage - Produce a small number of targeted, key synthesis documents in French and Spanish as well as English (perhaps starting with the summaries of the 6-monthly online learning initiatives mentioned above) and continually monitor update in order to establish uptake and value for money.

Recommendation 10 - Establish strong working relationships with key DRR network partners under a strategic and proactive DRR knowledge community field building opportunity - Create a small and manageable group of close institutional partners who provide similar DRR networking, collaboration and knowledge brokering functions, with whom PW can establish a global DRR knowledge brokering strategy and programme of activities. The evaluation team recognise that, at present, the field of vibrant, active and engaged DRR partners is under-developed. The evaluation team see this as an opportunity for PW – to fill the gap and occupy the niche as the hub or cornerstone of the DRR knowledge domain, kick-starting vibrant and active interaction and

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[40] http://www.iisd.ca/about/team/

exchange. As part of a strategic and proactive DRR knowledge community 'field-building' exercise led by PW, the following provide an initial idea of potential partners :

- 3 or 4 at global level which might include:
  - o Global Facility for Disaster Reduction and Recovery (GFDRR) - www.gfdrr.org/gfdrr/
  - o Global Network of CSOs for Disaster Reduction (GNDR) - www.globalnetwork-dr.org
  - o Care International - www.careinternational.org.uk/what-we-do/disaster-relief/disaster-risk-reduction-and-resilience-building
  - o Action-Aid - www.actionaid.org/what-we-do/emergencies-conflict
- 7 to 10 at Regional level which might include:
  - o Asian Disaster Reduction and Response Network - (ADRRN) - www.adrrn.net
  - o Asian Disaster Preparedness Centre (ADPC) - www.adpc.net
  - o European Forum for Disaster Risk Reduction (EFDRR)
  - o Disasterriskreduction.net – a forum for East and Central Africa Desaprender.org – an online portal for Latin America - www.desaprender.org/
  - o Arab Network for Environment and Development (RAED) – www.aoye.org/Raed/raed1.html

9. List of Annexes

The annexes are provided as a separate PDF file and are arranged as follows:

- Annex 1 - Terms of reference
- Annex 2 - Evaluation matrix
- Annex 3 - People interviewed
- Annex 4a - Web survey questionnaire – users
- Annex 4b - Web survey questionnaire – non-users
- Annex 5a - Web survey summary – users
- Annex 5b - Web survey summary – non-users
- Annex 6a - Interview Checklist – strategic informants
- Annex 6b – Interview Checklist – UNISDR staff
- Annex 7 - Interview Case Studies
- Annex 8 - Usability testing

Annex 1 – UNOPS Terms of reference for Evaluation of PreventionWeb and related UNISDR web-based resources

UNOPS

Dear Sir/Madam,

Subject: **Request for Proposals for Consulting Services concerning the Evaluation of PreventionWeb and related UNISDR information services for disaster risk reduction**

Project no. 00072659

The United Nations Office for Project Services (UNOPS) is seeking qualified offers for the above-mentioned Consulting Services concerning the analysis of the administrative and financial management processes of UNISDR.

1. Your company is kindly invited to submit your best technical and financial offer for the requested services. Your proposal could form the basis for a contract between your firm/institution and the United Nations Office for Project Services (UNOPS).

2. To enable you to submit a proposal, please find enclosed:

   a) Annex I: Terms of Reference (TOR), containing a description of UNOPS requirements for which these services are being sought;

   b) Annex II: Proposal Submission Form, to be completed and returned with your proposal; and

   c) Annex III: A draft of the form of contract under which the services would be performed, including a link to the "General Conditions for UNOPS Contracts for Professional Services".

This letter is not to be construed in any way as an offer to contract with your firm/institution.

Manner of Submission

3. Your proposal shall be prepared in the English language.

4. Your proposal shall comprise the following documents:

   a) Proposal Submission Form;
   b) Technical Component; and
   c) Price Component.

5. Your proposal shall be prepared in duplicate with one marked "Original" and the other marked "Copy". In the event of any discrepancy between them, the original shall govern. The proposal shall be sealed in one outer and two inner envelopes, as detailed below.

   The outer envelope shall be addressed as follows:

   > **ATTN:** Proposals for Consulting Services concerning the Evaluation of PreventionWeb and related UNISDR information services for disaster risk reduction
   > **PROJECT** 00072659
   > United Nations Office for Project Services

UNOPS

Both inside envelopes shall indicate your firm's name and address. The first inner envelope shall be marked "Technical Proposal" and contain the Proposal Submission Form and Technical Component of your proposal. The second inner envelope shall be marked "Price Proposal" and include your financial cover letter (paragraph 15, below) and Price Component.

6. Proposals must be received by UNOPS at the above address on or before **September, 30th 2011.** Any proposal received after this date may be rejected. UNOPS may, at its discretion, extend the deadline for the submission of proposals, by notifying all prospective proposers in writing. The extension of the deadline may accompany a modification of the solicitation documents prepared by UNOPS at its own initiative or in response to a clarification requested by a prospective proposer.

7. You are requested to hold your proposal valid for 90 days from the deadline for submission. UNOPS will make its best effort to select a firm/institution within this period.

8. Assuming that a contract can be satisfactorily concluded by <u>February 2011</u> the assignment is expected to commence in November 2011.

9. If you consider that your firm/institution does not have all the expertise for the assignment, there is no objection to your firm/institution associating with another firm/institution, particularly from a developing country, to enable a full range of expertise to be proposed. UNOPS strongly encourages association with a local firm/institution in the country of assignment. However, any invited firm/institution may not participate in more than one consolidated proposal. Similarly, a local firm/institution may associate with only one invited firm/institution that is making a proposal.

   Any consulting, manufacturing or construction firm/institution with which you might be associated may not be eligible to participate in proposing/bidding for any services, goods or works which may result from or be associated with the project of which this assignment forms a part.

10. Please note that the cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.

11. Any requests for clarification should be referred to **Ms. Eda KRAJA, Portfolio Associate,** at the above address, e-mail Edak@unops.org, telephone: +41 (0)22 917 8402. Any written reply to a particular question may be copied to all other invited firms/institutions, at the discretion of UNOPS.

12. UNOPS strongly encourages all Bidders to subscribe to the Tender Alert Service available on the United Nations Global Market Place (www.ungm.org). This will allow Bidders to be notified automatically of all UNOPS business opportunities for the products and services for which they have registered. Instructions on how to subscribe to the Tender Alert Service can be found in the <u>UNGM Interactive Guide for Suppliers.</u>

13. We would appreciate you informing us by e-mail at <u>Edak@unops.org</u> or via fax to the attention of Ms. Eda KRAJA: +41 22 917 8062

UNOPS

a) your receipt of this letter request for competitive proposals.
b) whether or not you will be submitting a proposal.
c) the date and mode of submission, in case you decide to submit a proposal.

UNOPS

Content of Proposal

Technical Component

14. The technical component of your proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

    a) Description of the Firm and the Firm's Qualifications
    A brief description of your firm/institution and an outline of recent experience on projects of a similar nature, including experience in the country and language concerned. You should also provide information that will facilitate our evaluation of your firm/institution's substantive reliability and financial and managerial capacity to provide the services.

    b) Understanding of the Requirements for Services, including Assumptions
    Include any assumptions as well as comments on the data, support services and facilities to be provided by the Government as indicated in the TOR, or as you may otherwise believe to be necessary.

    c) Proposed Approach, Methodology, Timing and Outputs
    Any comments or suggestions on the TOR, as well as your detailed description of the manner in which your firm/institution would respond to the TOR. You should include the number of person-months in each specialization that you consider necessary to carry out all work required.

    d) Proposed Team Structure
    The composition of the team which you would propose to provide in the country of assignment and/or at the home office, and the work tasks (including supervisory) which would be assigned to each. An organogram illustrating the reporting lines, together with a description of such organization of the team structure, should support your proposal.

    e) Proposed Project Team Members
    The curriculum vitae of the senior professional members of the team.

Price Component

15. Your separate price component must contain an overall quotation in a single currency, which may be either in US Dollars or in any convertible currency. If you opt for the latter, and for evaluation purposes only, your proposal will be converted into US dollars using the United Nations rate of exchange in effect on the date submissions are due.

16. The price component shall have a cover letter wherein your firm/institution's authorized representative affirms the following:

    a) a summary of the price; and

    b) the period of its validity.
    In preparing your proposal, please note carefully from Annex III the various contract provisions regarding UNOPS policies on limitations on advance payments, retention, performance bonds, etc.

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17. In addition, the price component must cover all the services to be provided and must itemize the following:

   a) An all-inclusive rate per person-day (including honorarium and living expenses) for each team member to be assigned to the mission in the field and a rate for his/her work at the home office, if any.

   b) An all-inclusive amount for international travel and related expenses (indicating number of round trips per team member).

   c) An all-inclusive amount for local travel.

   d) Other costs, if any (indicating nature and breakdown).

   e) Summary of total cost for the services proposed. [N.B.: The remuneration received by your firm/institution and persons performing services for your firm/institution (other than nationals of the host country) normally will not be subject to tax liability in the host country].

   f) A proposed schedule of payments, all of which must be expressed and will be effected in the currency of the proposal.

18. You should also indicate any comments or reservations to the draft form contract.

Payment Provisions

19. UNOPS' general policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. Please refer to section 3.4 of the Model Contract for Services1 that is enclosed as Annex III.

20. Please note that UNOPS' policy is not to grant advance payments except in unusual situations where the potential contractor/tenderer, whether a private firm, NGO or a government or other entity, specifies in the proposal that there are special circumstances warranting an advance payment. UNOPS, at its discretion, may however determine that such payment is not warranted or determine the conditions under which such payment would be made. In any case where an advance payment for $100,000 or more is requested and subsequently approved, UNOPS will normally require a bank guarantee or other suitable security arrangement.

21. Any request for an advance payment is to be justified and documented and must be submitted with the financial proposal. This justification shall explain the need for the advance payment, itemize the amount requested and provide a time-schedule for utilization of said amount. In addition, you must submit documentation regarding your financial status - e.g. audited financial statements at 31 December of the previous year and include this documentation with your financial proposal. Further information may be requested by UNOPS at the time of finalizing contract negotiations with the selected proposer.

Evaluation of Proposals

22. A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical component being completed prior to any price component being opened and compared.

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The Price Component will be opened only for those firms/institutions whose Technical Component meets the requirements for the assignment. The total number of points which a firm/institution may obtain for both components is [100].

23. The technical component, which has a total possible value of [75] points, will be evaluated using the following criteria:

a) the firm/institution's general reliability as well as experience and capacity in the specific field of the assignment, as well as experience of the evaluators in the assessment of information systems and online services (20 points – Minimum acceptable score: 10 points);

b) knowledge of disaster reduction, development or humanitarian working environments (13 points – Minimum acceptable score: 7 points);

c) experience in user needs analysis and online usage analytics (12 points – Minimum acceptable score: 7 points);

d) the approach in responding to the TOR, as well as methodology for assessing the relevance, effectiveness and efficiency of information systems and the detailed work plan (10 points – Minimum acceptable score: 6 points); and

a) the qualifications, skill set and competence of the personnel proposed for the assignment for a total of (20 points Minimum acceptable score: 6 points). The personnel will be rated in accordance with:

   i. their general qualifications (6 points);

   ii. suitability for the assignment (8 points); and

   iii. their language qualifications and experience in the region (6 points). Experience in the country of assignment would be particularly advantageous.

24.
a) The Price Component of any proposal will only be evaluated if the Technical Component of that proposal achieves a minimum of 40 points. Proposals failing to obtain this minimum threshold will not be eligible for further consideration.

b) The maximum number of points for the Price Component is 25. This maximum number of points will be allocated to the lowest price proposal. All other price proposals will receive points in inverse proportion according to the following formula:

Points for the Price Component of a proposal being evaluated =

[Maximum number of points for the Price Component] x [Lowest price]
[Price of proposal being evaluated]

25. Please note that the UNOPS is not bound to select any of the firms/institutions submitting proposals. Furthermore, since a contract will be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to UNOPS's general principles, including economy and efficiency, UNOPS does not bind itself in any way to select the firm/institution offering the lowest price.

26. Supplier eligibility

Suppliers shall not be eligible to submit an offer when at the time of bid submission:

a) Suppliers are already suspended by UNOPS, or,

b) Supplier's names are mentioned in the UN 1267 Terrorist list issued by the Security Council resolution 1267, which establishes a sanctions regime to cover individuals and entities associated with Al-Qaida and/or the Taliban, or,

c) Suppliers are suspended by the UN Procurement Division (UN/PD), or,

d) Suppliers have been declared ineligible by the World Bank

Furthermore, as a condition of doing business with UNOPS it is necessary that suppliers, their subsidiaries, agents, intermediaries and principals cooperate with the Office of Internal Oversight Services (OIOS) of the United Nations, UNOPS Internal Audit and Investigations Group (IAIG) as well as with other investigations authorized by the Executive Director and with the UNOPS Ethics Officer (during preliminary reviews in line with UNOPS whistle blower policy) as and when required. Such cooperation shall include, but not be limited to, the following: access to all employees, representatives, agents and assignees of the supplier; as well as production of all documents requested, including financial records. Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNOPS to repudiate and terminate the contract, and to debar and remove the supplier from UNOPS's list of registered suppliers.

27. Information regarding Bid Protest can be found at:

http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx

Yours sincerely,

Pre-cleared by:

Procurement Advisor
Ana Maria Cano
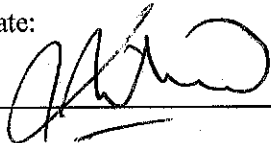
Date: Sept. 16, 2011

Approved by:

UNOPS Designated Officer:
Artan Aliko
Portfolio Manager - SWOC - UNOPS

Date: 16.08.2011

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ANNEX I: TERMS OF REFERENCES

I. Background:

The United Nations International Strategy for Disaster Reduction is the main focal point for disaster risk reduction (DRR) in the UN system, as per its founding mandate as one of the mechanisms of the ISDR system. Its objective is to facilitate the implementation of the goals of the ISDR (GA Resolution A/RES/54/219); it is also charged with coordinating the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (HFA). In order to carry out its mandate and coordination functions, UNISDR has endeavored to become a knowledge-based organization that offers relevant and actionable information to the key actors to reduce risk.

Over the past four years, UNISDR has developed the PreventionWeb information system with the aim of providing a common platform for the global disaster risk reduction community to find and share information, exchange experience, connect and collaborate. PreventionWeb was launched in November 2007, and has developed iteratively and progressively to become the largest Internet portal dedicated to disaster risk reduction. Information management is a central pillar in UNISDR's coordination role, and this independent evaluation of the PreventionWeb and related information management services is aimed at ensuring their relevance to current and future user needs, as well as to assess the knowledge and information management systems that can support UNISDR strategic objectives and mission.

II. Development objective:

The consultant (s) will work under the overall guidance of the Special Representative of the Secretary-General for Disaster Risk Reduction to assess the effectiveness and impact of PreventionWeb and related UNISDR information services in meeting the evolving information needs and facilitating the decision making processes of target audiences, including Governments, national DRR actors, local governments, donors, practitioners and private sector actors.

The results of this evaluation and associated recommendations will be used by the UNISDR secretariat to form the basis of a redesign of the PreventionWeb and/ or develop other information systems in line with current and future information and knowledge service requirements.

III. Evaluation Questions:

The evaluation will focus on evaluating the effectiveness and impact of PreventionWeb and other related information service and their ability to meet the current and evolving needs of current and new target audiences. The following questions will be further refined in conjunction with the successful consultant(s):

Efficiency
- To what extent have PreventionWeb and related UNISDR information services met their key objectives, notably to provide a platform to find and share current information on topics related to DRR, and tools for exchange and collaboration?
- To what extent have PreventionWeb and related UNISDR information services met the needs of target audiences that can be the most effective in reducing disaster risk? To what extent are audiences aware of these services? Do they trust and use them? How do users compare PreventionWeb services to other DRR websites?
- How has PreventionWeb and related services performed in terms of user friendliness and user satisfaction?
- What are the current attitudes towards participation, barriers to collaboration and potential incentives and opportunities to increase collaboration among DRR actors?
- What has been the overall impact of PreventionWeb and related UNISDR information services? What key performance indicators can be used to measure this impact?

Evolving needs and future developments

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- What are the key needs and interests of target audiences currently not being met by UNISDR information services?
- Corresponding to these needs and interests, what are the services that UNISDR should strengthen or build in the near and longer term?
- How should those services function for users and how should the website architecture be appropriately adapted?
- What are the technical, organizational and budget implications of these future developments?
- What are the proposed "metrics of success" and key performance indicators to guide future development?
- Are there viable alternatives to the current aggregation model of the PreventionWeb site?

IV.   Main deliverables:

1. An inception report refining the evaluation questions, methodology and workplan.
2. A comprehensive final report of approximately 50 pages on current status and recommendations, based on the above evaluation questions on how to further improve UNISDR information management tools for disaster risk reduction.
3. Presentation of the evaluation results at a stakeholder meeting in Geneva, Switzerland, including findings, recommendations and follow-up on the project outcomes.

V. Target Audiences

The evaluation of PreventionWeb and related UNISDR information systems should be performed and validated with regard to the following specific target audiences:
- National disaster risk reduction practitioners in all regions, including focal points for National Platforms and coordination mechanisms, as well as focal points for the monitoring and implementation of the HFA;
- Local government and city officials that have actively engaged in the UNISDR Making Cities Resilient campaign. (Note: This audience group has not been previously assessed.);
- Disaster reduction practitioners in regional intergovernmental organizations;
- Practitioners in main ISDR partner organizations, including representatives of the NGOs, community organizations, private sector and academic communities;
- Media professionals; and
- Donor Governments representatives.

VI. Technical scope of the evaluation:

The PreventionWeb and related information systems encompass the following components which should be included in the scope of the evaluation:
- Presentation and organization of information related to the HFA, its review and emerging consultations on the development of a successor agreement;
- HFA monitoring and reporting systems at the local, national and regional levels;
- Presentation of country profiles and national policy and coordination mechanisms;
- Presentation of the Global Assessment Report and related risk data platforms;
- Support sections for the Global Platform for DRR;
- Presentation of DRR information by theme and hazard;
- Organizational profiles of DRR actors;
- Online workspaces and support to DRR networks and communities;
- PreventionWeb e-mail subscription and RSS services;
- Search functionality of PreventionWeb and DRR domain search; and
- Effectiveness of visualization and editorial packaging of information.

VII.   Specific evaluation methodologies:

The consultants for this evaluation are expected to make use of the following specific methodologies, inter-alia:

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- Surveys of current users and non-users of PreventionWeb;
- Stakeholder interviews and regional focus groups;
- Stakeholder information needs analysis - review and augmentation of mental models;
- Heuristic site evaluation;
- Generative user research including mental models;
- Usability testing to assess design of interactive tools such as the HFA monitor;
- Survey of partner organizations currently contributing to PreventionWeb;
- Review of site architecture and taxonomy; and
- Analysis of site usage statistics and key performance indicators.

VIII. Geographic scope and travel:

The evaluation of the PreventionWeb and related UNISDR information services will include research done remotely by telephone and Internet, but will also require field visits to both UNISDR Headquarters in Geneva, as well as short field visits to assess stakeholder needs and perceptions in the regional offices in Bangkok, Brussels, Cairo, Panama, and Nairobi, and the liaison office in New York.

IX. Project phases and timelines:

The timeline for this evaluation is from November 2011 to February 2012.

Project milestones include the following main phases:
- October 2011: Tendering and contractual arrangements
- November 2011: Initial analysis of project and presentation of an inception report
- November 2011: First phase of evaluation including user survey and HFA sections
- December 2011: Second phase of evaluation including field visits and user needs
- January 2011: Development and delivery of a comprehensive evaluation report
- February 2012: Presentation of evaluation results at stakeholder meeting in Geneva

X. Call for proposals:
The written proposal should contain the following elements:
- Introductory page setting out how the consultant(s) match the needs of the evaluation (one page);
- Description of methodology as to how the evaluation will be carried out (one page);
- Description of the work plan and management arrangements (one page);
- Budget estimation and description (one page);
- One-page CV of the consultant(s) that will undertake the evaluation; and
- One example of a similar type of evaluation undertaken.

XI. Qualifications:

Consultant(s) should have the following skills and competencies:
- At least five (5) years experience in undertaking evaluations and reviews of websites and online platforms;
- Knowledge and experience of evaluation methodologies relevant to this evaluation   (e.g. surveys, interviews, analysis of website statistics, etc.);
- Experience and knowledge of the UN system and disaster reduction sector;
- Excellent communication and drafting skills in English;
- Experience in facilitating workshops and meetings at the HQ and field level; and
- Knowledge of additional UN languages (Spanish or French) an advantage.

XII. Documents:

- PreventionWeb project description
- Mental Models of PreventionWeb target audiences
- PreventionWeb usage statistics

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- Themes and issues in Disaster Risk Reduction
- PreventionWeb 2011 Global Platform survey results

See: *http://www.preventionweb.net/english/about/?pid:50*

- UNISDR Annual Reports
- Report of the Secretary-General A/60/180
- GA Resolution A/RES/54/219
- GA Resolution A/RES/60/195
- UNISDR 2009 Evaluation and UNISDR Management Response

See: *http://www.unisdr.org*

- UNISDR Web Strategy
- UNISDR work plan, vision and mission statements

(Note: These will be provided to successful bidders.)

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ANNEX II: PROPOSAL SUBMISSION FORM
Project No. 00072659

TO: United Nations Office for Project Services
        Chemin des Anémones, 11-13
        CH-1219 Geneva, Switzerland

Dear Sir/Madam:

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, we the undersigned, offer to supply the required services for the sum as may be ascertained in accordance with the Price Component attached herewith and made part of this proposal.

We undertake, if our proposal is accepted, to commence and complete delivery of all items in the contract within the time frame stipulated.

We understand that you are not bound to accept any proposal you may receive and that a binding contract would result only after final negotiations are concluded on the basis of the Technical and Price Components proposed.

        Dated this _____ day of _____ 20___.

                        Signature

                        (in the Capacity of)

Duly authorized to sign proposal for and on behalf of:

UNOPS

FINANCIAL OFFER

Name(s) of consultant(s) (a)	Number of working days (b)	Daily fee (c)	Daily subsistence allowance (d)	Total (e)=(b)x((c)+(d))
			GRAND TOTAL	

International/National travels (a)	Quantity (b)	Cost (c)	Currency (d)	Total (e)=(b)x(c)
			GRAND TOTAL	

Other Costs (description)	Cost
GRAND TOTAL	

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ANNEX III: DRAFT OF CONTRACT FORM

UNOPS

BASIC MODEL CONTRACT FOR PROFESSIONAL CONSULTING SERVICES BETWEEN UNOPS AND A COMPANY OR OTHER ENTITY

Rev. 03, August 96

UNOPS

Date _____

Dear Sir/Madam,

Ref.: _____/ _____/ _____[INSERT PROJECT NUMBER AND TITLE]

The United Nations Office for Project Services (hereinafter referred to as "UNOPS"), wishes to engage your [company/organization/institution], duly incorporated under the Laws of [INSERT NAME OF THE COUNTRY] (hereinafter referred to as the "Consultant")in order to perform consulting services in respect of [INSERT SUMMARY DESCRIPTION OF THE SERVICES] (hereinafter referred to as the "Services"), in accordance with the following Contract:

Contract Documents

This Contract is subject to the UNOPS General Conditions for Professional Services, [INSERT THE CURRENT VERSION NUMBER AND DATE FROM THE DOCUMENT LIBRARY], attached hereto as Annex I. The provisions of such Annex shall control the interpretation of this Contract and in no way shall be deemed to have been derogated by the contents of this letter and any other Annexes, unless otherwise expressly stated under section 4 of this letter, entitled "Special Conditions".

The Consultant and UNOPS also agree to be bound by the provisions contained in the following documents, which shall take precedence over one another in case of conflict in the following order:

a) this letter;

b) UNOPS' Request for Proposal, reference......., dated ..... and subsequent amendments and clarifications, assumed to be known to both parties, including the Statement of Work / Terms of Reference, attached hereto as Annex II;

c) the Consultant's technical proposal [ref......, dated ....], as clarified by the agreed minutes of the negotiation meeting [dated........], both documents not attached hereto but known to and in the possession of both parties.

All the above shall form the Contract between the Consultant and UNOPS, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.

Obligations of the Consultant

The Consultant shall perform and complete the Services described in Annex II with due diligence and efficiency and in accordance with the Contract.

The Consultant shall provide the services of the following key personnel:

Name	Specialization	Nationality	Period of service
....	....	....	....
....	....	....	....

UNOPS

Any changes in the above key personnel shall require prior written approval of the Director, [.....] RO/OC UNOPS.

The Consultant shall also provide all technical and administrative support needed in order to ensure the timely and satisfactory performance of the Services.

The Consultant shall submit to UNOPS the deliverables specified hereunder according to the following schedule:

[LIST DELIVERABLES]   [INDICATE DELIVERY DATES]

e.g.

Progress report	../../....
....	../../....
Final report	../../....

All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Consultant by [MAIL, COURIER AND/OR FAX] to the address specified in 9.1 below.

The Consultant represents and warrants the accuracy of any information or data provided to UNOPS for the purpose of entering into this Contract, as well as the quality of the deliverables and reports foreseen under this Contract in accordance with the highest industry and professional standards.

OPTION 1 (FIXED PRICE)

Price and Payment

In full consideration for the complete and satisfactory performance of the Services under this Contract, UNOPS shall pay the Consultant a fixed contract price of **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]**.

The price of this Contract is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Consultant in the performance of the Contract.

Payments effected by UNOPS to the Consultant shall be deemed neither to relieve the Consultant of its obligations under this Contract nor as acceptance by UNOPS of the Consultant's performance of the Services.

UNOPS shall effect payments to the Consultant after acceptance by UNOPS of the invoices submitted by the Consultant to the address specified in 9.1 below, upon achievement of the corresponding milestones and for the following amounts:

MILESTONE	AMOUNT	TARGET DATE
Upon.....	......	../../....

UNOPS

..../../....

UNOPS

<center>OPTION 2 (COST REIMBURSEMENT)</center>

3. Price and payment

In full consideration for the complete and satisfactory performance of the Services under this Contract, UNOPS shall pay the Consultant a price not to exceed **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]**.

The amount contained in 3.1 above is the maximum total amount of reimbursable costs under this Contract. The Breakdown of Costs in Annex **[INSERT ANNEX NUMBER]** contains the maximum amounts per cost category that are reimbursable under this Contract. The Consultant shall reflect in his invoices the amount of the actual reimbursable costs incurred in the performance of the Services.

The Consultant shall not do any work, provide any equipment, materials and supplies, or perform any other services which may result in any costs in excess of the amount under 3.1 or of any of the amounts specified in the Breakdown of Costs for each cost category without the prior written agreement of the Director, [.....] RO/OC, UNOPS.

Payments effected by UNOPS to the Consultant shall be deemed neither to relieve the Consultant of its obligations under this Contract nor as acceptance by UNOPS of the Consultant's performance of the Services.

The Consultant shall submit invoices for the work done every **[INSERT PERIOD OF TIME OR MILESTONES]**.

<center>OR</center>

3.5. The Consultant shall submit an invoice for **[INSERT AMOUNT AND CURRENCY OF THE ADVANCE PAYMENT IN FIGURES & WORDS]** upon signature of this Contract by both parties and invoices for the work done every **[INSERT PERIOD OF TIME OR MILESTONES]**.

Progress and final payments shall be effected by UNOPS to the Consultant after acceptance of the invoices submitted by the Consultant to the address specified in 9.1 below, together with whatever supporting documentation of the actual costs incurred is required in the Breakdown of Costs or may be required by UNOPS. Such payments shall be subject to any specific conditions for reimbursement contained in the Breakdown of Costs.

Special conditions

The advance payment to be made upon signature of the contract by both parties is contingent upon receipt and acceptance by UNOPS of a bank guarantee for the full amount of the advance payment issued by a Bank and in a form acceptable to UNOPS.

4.2 The amounts of the payments referred to under section 3.6 above shall be subject to a deduction of **[INSERT PERCENTAGE THAT THE ADVANCE REPRESENTS OVER THE TOTAL PRICE OF THE CONTRACT]** % (... percent) of the amount accepted for payment until the cumulative amount of the deductions so effected shall equal the amount of the advance payment.

4.3   Owing to [..........................], Article(s) [.........] of the General Conditions in Annex I shall be amended to read/be deleted.

<div align="center">OR</div>

4.1   No special conditions shall apply.

Submission of invoices

An original invoice shall be submitted by mail by the Consultant for each payment under the Contract to the following address:

....

....

....

Invoices submitted by fax shall not be accepted by UNOPS.

Time and manner of payment

Invoices shall be paid within thirty (30) days of the date of their receipt and acceptance by UNOPS.

All payments shall be made by UNOPS to the following Bank account of the Consultant:
    [NAME OF THE BANK]
    [ACCOUNT NUMBER]
    [ADDRESS OF THE BANK]

Entry into force. Time limits.

The Contract shall enter into force upon its signature by both parties.

The Consultant shall commence the performance of the Services not later than [INSERT DATE] and shall complete the Services within [INSERT NUMBER OF DAYS OR MONTHS] of such commencement.

All time limits contained in this Contract shall be deemed to be of the essence in respect of the performance of the Services.

Modifications

Any modification to this Contract shall require an amendment in writing between both parties duly signed by the authorized representative of the Consultant and the Director, [.....] UNOPS.

Notifications

For the purpose of notifications under the Contract, the addresses of UNOPS and the Consultant are as follows:

UNOPS

For the UNOPS:

[INSERT NAME OF RO/OC DIRECTOR]
Director
[RO/OC.....]
UNOPS
Address
Ref._____/_____/_____
[INSERT CONTRACT REFERENCE & NUMBER]
Phone: _____
Fax: _____
Email: _____

For the Consultant:

[Insert Name, Address, Phone and Fax/Email]

Good Faith

The Parties undertake to act in good faith with respect to each other's rights and obligations under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

UNOPS

If the above terms and conditions meet with your agreement as they are typed in this letter and in the Contract Documents, please initial every page of this letter and its attachments and return to this office one original of this Contract, duly signed and dated.

Yours sincerely,

[INSERT NAME OF THE RO/OC DIRECTOR]

Director
[......] RO/OC

For [Insert name of the company/organization]

Agreed and Accepted:

Signature _____

Name _____

Title _____

Date _____

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ANNEX I

UNOPS GENERAL CONDITIONS OF CONTRACT

FOR PROFESSIONAL SERVICES

http://www.unops.org/english/whatweneed/Pages/Guidelinesforsuppliers.aspx

ANNEX II

STATEMENT OF WORK

(The Statement of Work should be prepared in accordance with
the instructions contained in the UNOPS Procurement Manual)

UNOPS

BREAKDOWN OF COSTS

(A model breakdown of costs is under development)

UNOPS General Conditions for Contracts for Professional Services will apply. They are available at:

http://www.unops.org/english/whatweneed/Pages/Guidelinesforsuppliers.aspx

Annex 2 - Prevention Web evaluation matrix

Headline evaluation questions	Detailed evaluation questions	*Notes*	Data sources and instruments
Is PW reaching the right people?	Which target audiences is PW currently designed to reach? What is the rationale for this?		PW management interviews.
	Who are likely to be the most important actors in DRR over the next five years? In this light, who should be PW's target audiences over the next five years ("future target audiences")?		Key informant interviews and focus groups.
	To what extent are these future target audiences already engaging with PW?		Web stats; web survey.
	If there is little or no engagement with any of the future target audiences, what are the reasons?	*E.g. lack of awareness; lack of trust; difficulty accessing and using; language; external constraints; mismatch of content/services with needs?*	Web survey; key informant interviews and focus groups.
Is PW meeting their needs?	Why do the current users engage with PW? What are they engaging with on PW? To what extent do they perceive that PW is meeting their needs?	*We need to understand about current usage to help to answer questions about the future*	Web stats; web survey; key informant interviews and focus groups.
	What needs do the future target audiences have – and are likely to have over the next five years - that could conceivably be met by PW? Do different future target audiences have different needs; and if so, what are the implications for PW's design?	*E.g. informing; linking; matchmaking; facilitating collaboration?*	Web survey; key informant interviews and focus groups; Mental Model process.
	How do the needs of future target audiences match with the current services offered by PW?		Observation and PW management interviews.
	How do the future target audiences currently meet their needs for PW-type services, apart from through PW? What lessons does this offer for PW?		Web survey; key informant interviews and focus groups.
	To what extent is PW serving UNISDR's needs, if different from above?	*E.g. reporting on the HFA process.*	Interviews with UNISDR key informants.

Annex 2 - Prevention Web evaluation matrix

	Does PW serve the gender perspective?		Key informant interviews and focus groups; observation; PW documentation.
What impact is PW having?	To what outcomes has PW contributed significantly? Are there examples of DRR initiatives that can be attributed to PW?	*E.g. new or better understanding of DRR, increased personal capacity, adoption of effective practice; other institutional change; new or extended networks. Specifically: improvements in policy and planning for risk reduction; in risk assessment; and in risk reduction.*	PW management and interviews; PW documentation; web survey; key informant interviews and focus groups.
	How valuable are those effects? Is there evidence that early outcomes are contributing to wider impact?		Web survey, key informant interviews and focus groups.
	What are the drivers of/conditions for positive outcomes from PW?		Web survey, key informant interviews and focus groups.
	What are the barriers to positive outcomes – both intrinsic and extrinsic to PW?		Web survey, key informant interviews and focus groups.
Is PW providing the optimum user experience?	How easy and satisfying is the experience of using PW?	*This would include questions regarding the different personas / mental models*	Web survey[1]; heuristic evaluation against Nielsen's guidelines[2]; task-based user tests; key informant interviews and focus groups; Mental Model process.

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[1] hell.meiert.org/core/pdf/**sus**.pdf
[2] http://www.useit.com/papers/heuristic/heuristic_list.html

Annex 2 - Prevention Web evaluation matrix

	What can good practice elsewhere lend to PW?		Web survey; key informant interviews and focus groups; observation and analysis.
	How well does PW facilitate engagement beyond access to information?		Web survey; key informant interviews and focus groups; observation and analysis.
	How easy is it to find PW materials?	*This is a search engine optimisation (SEO) question – we would need to determine some relevant, current keywords*	Review SEO strategy if available; observation and analysis.
	Is the PW website accessible to users with low-bandwidth?		Review selected pages against Aptivate / INASP low-bandwidth guidelines[3]; Google Analytics – locations / bounce rates.
	Are PW resources accessible to users of mobiles devices?		Testing of selected pages; Google Analytics – browser types / bounce rates.
	Are PW resources compliant with WCAG[4]?	*WCAG – W3C Web Content Accessibility Guidelines. All UN tools should be universally accessible.*	Testing of selected pages using automated tools.
	Are PW resources developed to the relevant W3C coding standards?		Automated testing tool[5].

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[3] http://www.aptivate.org/webguidelines/Home.html
[4] http://www.w3.org/TR/WCAG/
[5] http://validator.w3.org/

Annex 2 - Prevention Web evaluation matrix

How effective and efficient is PW's management model?	How is PW planned and managed strategically? Is this an effective process? How are target audiences kept under review, if so how?		PW management and UNISDR key informant interviews.
	What are its performance criteria? How is it monitored?		PW management and UNISDR key informant interviews.
	Are the necessary processes in place to maintain PW's relevance?		PW management and UNISDR key informant interviews.
	How is PW planned and managed operationally? Is this efficient and effective?		PW management and UNISDR key informant interviews.
	Does PW generate the right degree of participation in its design and content?		PW management and UNISDR key informant interviews.
	Is PW's marketing – both external and internal - effective?		PW management and UNISDR key informant interviews.
	Is PW's relationship with the rest of UNISDR effective?		PW management and UNISDR key informant interviews.
What changes should be made to PW to make it fit for the opportunities and challenges of the next five years?	What would happen if PW closed down? Should UNISDR continue to invest in PW?	*Ask: "If PW were shut down – how would you meet your needs for information etc?"*	Key informant interviews and focus groups.
	If PW continues, what should its main contribution be to DRR?		Key informant interviews and focus groups.
	What should PW's theory of change and results framework look like?		PW management and UNISDR key informant interviews.
	Does PW need a new design paradigm? Is there an alternative to the current aggregation model?	*E.g. Blogs, wikis*	PW management and key informant interviews and focus groups;

	At a more detailed level, what new things should PW do? What should it do differently, do less of, stop doing? What should it continue to do, do more of, or reinforce?		Web survey, key informant interviews and focus groups.
	What are the architectural, technical, organisational, and budget implications of the proposed changes?		PW management and UNISDR key informant interviews.

Annex 3 - List of people interviewed

Other names	Family name	Role	Organisation	Contact
Margareta	Wahlstrom	Special Representative to the Secretary General for Disaster Risk Reduction	UNISDR – Geneva	wahlstromm@un.org
Helena	Molin-Valdes	Director a.i.	UNISDR – Geneva	molinvaldes@un.org
Craig	Duncan	Senior Coordinator – Information Management Unit	UNISDR – Geneva	duncanc@un.org
Sarah	Wade-Apicella	Managing Editor - PreventionWeb	UNISDR – Geneva	wade-apicella@un.org
Revati	Mani Badola	Information System Officer - Information Architect	UNISDR – Geneva	manibadola@un.org
Sharon	Rusu	Independent Consultant to UNISDR / DRR specialist	Independent	sharonrusu@gmail.com
Bina	Desai	Programme Officer – HFA Monitoring and Global Assessment Report	UNISDR – Geneva	desaib@un.org
Michele	Cocchiglia	Programme Officer, Inter-Agency Cooperation (Cities)	UNISDR – Geneva	cocchiglia@un.org
Neil	McFarlane	Senior Coordinator, Global Platform	UNISDR – Geneva	mcfarlane2@un.org
Dave	Zervaas	Programme Officer, Resource Management	UNISDR – Geneva	zervaas@un.org
Andris	Valums	Consultant, IMU	UNISDR – Geneva	valums@un.org
Joel	Margate	Information Systems Officer, IMU	UNISDR – Geneva	margate@un.org
Katalin	Timar	Information Management Assistant, IMU	UNISDR – Geneva	timar@un.org

Other names	Family name	Role	Organisation	Contact
Marina	Keomanivong	Intern, IMU	UNISDR – Geneva	keomanivong@un.org
Sylvain	Ponserre	Associate Information Management Officer, IMU	UNISDR – Geneva	ponserre@un.org
Vincent	Fung	Information and Web Manager, Communications	UNISDR – Geneva	fungv@un.org
Ailsa	Holloway	Director Disaster Mitigation for Sustainable Livelihoods Programme (DIMP)	Stellenbosch University, SA	ailsajholloway@gmail.com
Nathalie	Zaarour	HFA Focal Point in Lebanon	Presidency of the Council of Ministers	nzaarour@pcm.gov.lb
Redha Hassan	Salman Nasser	Director	Public Health and Safety Dept, of Dubai Municipality	rhsalman@DM.GOV.AE
Amjad	Abbashar	Head of Office	UNISDR - Regional Office, Cairo	
Fatma A.	Mallah	(former) Senior Officer and GAR reviewer	League of Arab States	
Dr. Mahmoud	Hewehy	Executive Director	Regional Center for Disaster Risk Reduction	
Hicham	Ezzine	Risk Knowledge Programme Leader, Manager of GIS and Remote Sensing Lab	Regional Center for Disaster Risk Reduction	
Tamer M.	Abou Gharara	Programme Manager	Regional Center for Disaster Risk	

Other names	Family name	Role	Organisation	Contact
			Reduction	
Paola	Albrito	Head Regional Office for Europe	UNISDR	albrito@un.org
Stefanie	Dannennman	Programme Officer, Regional Office for Europe	UNISDR	dannenmann@un.org
Daniela	Topirceanu	Programme Manager, DG Enlargement	European Commission (EC)	Daniela.TOPIRCEANU@ec.europa.eu
Sandro	Cerrato	Policy Coordinator, DG ECHO	EC	sandro.cerrato@ec.europa.eu
Akiko	Kojima	Consultant / Lead – ISDR Functional Review	Independent	Akiko.hrm@gmail.com
Fernando	Hesse	Disaster Response Advisor	OCHA Regional Office Cairo	
Majed	Abu Kubi	Information Management Officer	OCHA OCHA Regional Office Cairo	
Ahmed	Badawi	Programme Assistant	UNDP Regional Office for Arab States	
Zubair	Murshed	Regional DRR Advisor	UNDP Bureau of Crisis Prevention and Recovery (BCRP) Regional Office	
Nehal	Hefny	Programmes and Projects Coordinator	Egyptian Red Crescent	nehal.hefny@egyptianrc.org
Jalal	Dabbeek	Director	Earth Sciences and Seismic Engineering Centre (ESSEC)	seiscen@mail.najah.edu
Wadid	Erian	Professor of Soil Science	The Arab Center for the Studies of Arid	erian@acsad.org

Other names	Family name	Role	Organisation	Contact
			Zones and Dry Lands (ACSAD)	
Hosam	Faysal	Disaster Management Coordinator	International Federation of Red Cross and Red Crescent Societies (IFRC)	hosam.faysal@ifrc.org
Angela	Santucci	DRR focal point	International Organisation for Migration (IOM)	asantucci@iom.int
Lars	Bernd	Regional Programme Officer	UNISDR - Regional Office, Cairo	bernd@un.org
Jonathan	Abrahams	Coordinator, Health Action in Crises, Risk Reduction & Emergency Preparedness	WHO, Geneva	abrahamsj@who.int
Carlos	Villacis	GRIP Coordinator	UNDP GVA	carlos.villacis@undp.org
Daniel	Kull	Senior DRR Specialist	World Bank GVA	dkull@worldbank.org
Dr Alistair	Humphrey	Public Health Physician	Canterbury District Heath Board, NZ	Alistair.humphrey@cbhb.health.nz
Alison	Ramp	Disaster Risk Reduction, Humanitarian Policy Sectio	AusAID	Alison.Ramp@ausaid.gov.au
Jutta	May	dviser, Information and Database Management / PDN Team Leader	Disaster Reduction Programme, Applied Geoscience and Technology Division (SOPAC)	juttam@spc.int
Charles	Perring	Pacific Information Management Officer	OCHA - UN Office for the Coordination of Humanitarian Affairs Sub-regional Office for the	perring@unocha.org

Other names	Family name	Role	Organisation	Contact
			Pacific	
Dhar	Chakrabarti	Ex-Director (SDMC) Ex-Executive Director (NIDM), India		dharc@nic.in
Madhavi	Ariyabandu	Regional Coordinator (South Asia)	UNISDR	riyabandu@un.org
Zulqarnain	Majeed	M&E Expert	UNISDR	majeedz@un.org
Abhilash	Panda	Regional Coordinator	UNISDR	pandaa@un.org
Hang	Thi Thanh	Regional Coordinator (South East Asia)	UNISDR	phamh@un.org
Nickolas	Ramos	IUNV	UNISDR	ramosn@un.org
Gabrielle	Iglesias	Project Officer	ADPC	iglesias@adpc.net
Sugeng	Tri Utomo	Deputy Chief for Prevention and Preparedness	BNPB	striutomo@bnpb.go.id
Vicky Eleen	Diopenes	Knowledge Manager	Disaster Risk Reduction ASEAN-UNISDR Technical Cooperation for the Implementation of HFA	vickydiopenes.asean@yahoo.com
Sanjay	Srivastava	Regional Advisor on DRR Information, Communication Technology	DRR Division, UN ESCAP	Srivastavas@un.org
Erik	Kjaergaard	Senior Emergency Specialist DRR	UNICEF	ekjaergaard@unicef.org
Bill	Ho	Project Support Manager ICTU	ADPC	bill@adpc.net
Craig	Williams	Head, Information and Advocay Unit, Regional Information Management Officer	OCHA	williamscv@un.org
Al	Arquillano	Mayor, San Fransisco-		al_arquillano@yahoo.com

Other names	Family name	Role	Organisation	Contact
		Philippines		
Ben	Wisner	DRR scholar	Independent	bwisner@igc.org
David	Sanderson	Director	Centre for Development and Emergency Practice (CENDEP) -	dsanderson@brookes.ac.uk
Mike	Clarke	Project Manager	Evidence Aid – Cochrane Collaboration	m.clarke@qub.ac.uk
Thomas	de Lannoy	Policy officer	European Commission, DG Humanitarian Aid	Thomas.DE-LANNOY@ec.europa.eu
Marcus	Oxley	Director	Global Network of Civil Society Organisations for Disaster Reduction	marcus.oxley@globalnetwork-dr.org
Terry	Gibson	Project Manager	Global Network of Civil Society Organisations for Disaster Reduction	terry.gibson@globalnetwork-dr.org
Belachew	Deneke	DRR National Consultant, Ethiopia	ISDR	belachewdeneke@yahoo.com
Samuel	Akera	DRR National Consultant, Uganda	ISDR	akerasamuel@yahoo.com
Daisy	Serem	Information Officer, Kenya	UNICEF	dserem@unicef.org
Edita Nsubuga,	Nsubuga	Chief Advocacy and Partnerships, Kenya	UNICEF	ensubuga@unicef.org
Jerry	Ambundo	Master Student	Masinde Muliro University, Kenya	ambundoarnold@ymail.com
Oyundi	Nehondo	Humanitarian Policy and	Oxfam	oyunehondo@yahoo.com

Other names	Family name	Role	Organisation	Contact
		Advocacy Officer - Horn Drought		
Aliou	Dia	Regional Programme Specialist on DRR for Southern and Eastern Africa,	UNDP	aliou.dia@undp.org
Jerry Kiptoo	Kiptoo	Desk and Field Officer	National Disaster Operations Centre, Kenya	jkiptoo@ndockenya.org
Ansa	Masaud	Human Settlements Officer, Risk Reduction and Rehabilitation	UN-Habitat	ansa.masaud@unhabitat.org
Moses	Mungoni	DRR National Consultant, Kenya	ISDR	moses.mungoni@unep.org
Samuel	Okello	Mayor	Kisumu City Council	
Choice	Okoro	Head of Advocacy and Communications	OCHA, Kenya	okoroc@un.org
Stanley	Omuterema	Snr Lecturer Centre for Disaster Management and Humanitarian Assistance	Masinde Muliro University, Kenya	omu53@yahoo.com
Vanessa	Tilstone	Monitoring, Evaluation and Learning Manager, Regional Learning and Advocacy Programme	Oxfam, Kenya	vtilstone@oxfam.org.uk
Youcef	Ait-Chellouche	Deputy Regional Coordinator	ISDR Africa	Youcef.Ait-Chellouche@unep.org
Pedro	Basabe	Regional Coordinator	ISDR Africa	Pedro.basabe@unep.org
Humphrey	Ngunjiri	Finance Officer	ISDR Africa	humphrey.ngunjiri@unep.org
Rhea	Katsanakis	Programme Officer	ISDR Africa	rhea.katsanakis@unep.org
Sarah	Wakasa	Information Officer	ISDR Africa	sarah.wakasa@unep.org

Annex 4 a and 4b - Web survey questionnaire - Users and non-user questions

Introduction

Thank you very much for taking the time to participate in this short survey about PreventionWeb. PreventionWeb (www.preventionweb.net) is the United Nations International Strategy for Disaster Reduction's (UNISDR) knowledge portal serving the information needs of the disaster reduction community.

We are interested in your perceptions of PreventionWeb as well as your thoughts on how PreventionWeb should evolve to serve the needs of the DRR stakeholder in the future. Even if you are not a PreventionWeb user please take the time to complete the survey – the opinions of non-users are as important to us.

The survey will take approximately 10 minutes. Please be assured that your responses will be treated with confidentiality so that no individuals can be identified.

If you have any questions or concerns, please don't hesitate to get in touch with the ITAD Survey Coordinator, Daisy Macdonald on d.macdonald@itad.com

Click the Next button to continue to the survey.

*Q.1 I am a:

○ NON-USER of PreventionWeb (had some contact with PreventionWeb but no longer visit the site, or have never used the website)

○ INFREQUENT user of PreventionWeb (e.g. visit at least once a year but less than once a month on average)

○ MODERATE user of PreventionWeb (e.g. visit at least once a month on average but not as much as weekly)

○ REGULAR user of PreventionWeb (visit at least weekly)

Your use of PreventionWeb

Q2. How easy is it for you to find what you're looking for on PreventionWeb?

○ Very difficult   ○ Fairly difficult   ○ Fairly easy   ○ Very easy

Q3. Which aspects of PreventionWeb do you find most useful? (select as many as apply)

☐ News, and announcements

☐ DRR documents and publications

☐ Educational and Training materials

☐ Conferences and Training events

☐ Academic programs

☐ Disaster Risk Reduction networks

☐ Official UN documents such as General Assembly Resolutions

☐ Organization profiles and contact information

☐ Disaster data and statistics

☐ Country Risk profiles

☐ Information organized by DRR themes and issues

☐ Information organized by hazard types

☐ Geographical information e.g. maps etc

☐ National policy documents, Plans and Statements

☐ Country and Regional profile pages

☐ Hyogo Framework for Action - National Progress Reports

☐ Hyogo Framework for Action - Background information

☐ Hyogo Framework for Action - Monitor

☐ DRR Jobs

☐ Making Cities Resilient campaign information

☐ Global Assessment Report web pages

☐ Links to other DRR websites

☐ PreventionWeb profile – save documents, tags,

☐ Filtered DRR search function

☐ Submit and share content

☐ Workspaces for online collaboration

☐ RSS feeds

☐ Email subscription services

Other (please specify)

Q4. If possible, can you provide a specific example where PreventionWeb has influenced your work?

Q5.What barriers restrict your use of PreventionWeb? (select as many as apply)

☐ There are no barriers

☐ Low bandwidth

☐ Intermittent / unreliable access to the internet

☐ Intermittent / unreliable electricity supply

☐ Language – PreventionWeb is only available in English

☐ A personal visual impairment

☐ Other

Other (please specify)

Q6. What other websites do you use for Disaster Risk Reduction information, resources and community networks? (Please list no more than 3 websites)

1.
2.
3.

Q7. Which devices do you use to browse the web on a daily basis? (Select as many as apply)

☐ Mobile phone

☐ Tablet (e.g. iPad)

☐ Laptop

☐ Desktop computer

Other (please specify)

Disaster Risk Reduction in the future

Q8. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

- ☐ National government policy makers
- ☐ DRR practitioners and experts
- ☐ Donor organisations
- ☐ The private sector
- ☐ Ordinary citizens and communities affected by disasters
- ☐ Youth / young people
- ☐ Local government and city officials
- ☐ Academic and scientific communities
- ☐ Civil Society or Community-based organisations (national/local)

Other (please specify)

[   ]

Q9. Up to now, PreventionWeb has provided the Disaster Risk Reduction community with an information repository and news aggregating service.

In your opinion, over the next 5 years, PreventionWeb should:

(please choose the 2 MOST important options)

- ☐ Continue providing an information repository and news aggregating service, as it has done to date
- ☐ Provide more tailored knowledge products for specific user groups
- ☐ Transfer more responsibility for content to users themselves, like Wikipedia for example
- ☐ Transfer hosting away from UNISDR to a non-UN organisation
- ☐ Devote more visible space to on-line discussion about DRR topics
- ☐ More closely align the website with UNISDR's capacity and leadership in DRR
- ☐ Close the site down, and allocate the resources elsewhere within the DRR domain
- ☐ Concentrate on improving accessibility for lower-bandwidth users
- ☐ Concentrate on adding a version in languages other than English (e.g. French, Spanish, Arabic etc.)

Q10. If you have additional comments on PreventionWeb's potential role and strategy over the next 5 years please provide a short explanation in the box below (no more than 200 words, please)

[   ]

About you

(This information will NOT be used to identify individuals but as aggregate information essential in informing us about the balance and profile of respondents)

* a) In what country are you based?

[   ]

* b) In what type of organisation do you work?

○ Higher education institution/research organization

○ School or technical college

○ Government ministry or department

○ Local government department

○ NGO (International)

○ NGO/Civil Society Organisation (national or regional within a country)

○ Community-based organisation

○ Official development assistance agency (e.g. Development Bank, United Nations agency, Bilateral donor)

○ Private sector / Business

○ Independent expert

○ News & Specialist Media

○ Other

Other (please specify)

[   ]

* c) What is your role within this organisation?

[   ]

* d) And finally, what is your gender?

○ Female

○ Male

Thank you very much for taking the time to complete this survey. Your responses will be very important for the evaluation of UNISDR resources.

Daisy Macdonald
ITAD Survey Coordinator

Introduction

Thank you very much for taking the time to participate in this short survey about PreventionWeb. PreventionWeb (www.preventionweb.net) is the United Nations International Strategy for Disaster Reduction's (UNISDR) knowledge portal serving the information needs of the disaster reduction community.

We are interested in your perceptions of PreventionWeb as well as your thoughts on how PreventionWeb should evolve to serve the needs of the DRR stakeholder in the future. Even if you are not a PreventionWeb user please take the time to complete the survey – the opinions of non-users are as important to us.

The survey will take approximately 10 minutes. Please be assured that your responses will be treated with confidentiality so that no individuals can be identified.

If you have any questions or concerns, please don't hesitate to get in touch with the ITAD Survey Coordinator, Daisy Macdonald on d.macdonald@itad.com

Click the Next button to continue to the survey.

*Q.1 I am a:

○ NON-USER of PreventionWeb (had some contact with PreventionWeb but no longer visit the site, or have never used the website)

○ INFREQUENT user of PreventionWeb (e.g. visit at least once a year but less than once a month on average)

○ MODERATE user of PreventionWeb (e.g. visit at least once a month on average but not as much as weekly)

○ REGULAR user of PreventionWeb (visit at least weekly)

Q2. What are the reasons that you don't use PreventionWeb?

(Please choose up to 3 which are the MOST important)

☐ I don't have time

☐ I don't have enough access to a computer

☐ I do not trust the information on PreventionWeb

☐ The connection to PreventionWeb is too slow

☐ I don't have enough interest in, or need for, DRR information

☐ It is difficult to find the DRR information I need on PreventionWeb

☐ Another website is more helpful in my DRR work (please name the site in the box below)

☐ PreventionWeb is not in my language (please state the language you would most like PreventionWeb to use, in addition to English, in the box below)

☐ Other

Other (please specify)

Q3. What other websites do you use for Disaster Risk Reduction information, resources and community networks? (Please list up to 3 websites)

1.

2.

3.

Q4. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

☐ The private sector

☐ Youth / young people

☐ National government policy makers

☐ Donor organisations

☐ DRR practitioners and experts

☐ Local government and city officials

☐ Academic and scientific communities

☐ Ordinary citizens and communities affected by disaster

☐ Civil Society or Community-based organisations (national/local)

Other (please specify)

Q5. In your opinion, of those groups listed above, which has the SINGLE greatest potential to contribute to Disaster Risk Reduction in the next 5 years, and what support would they require from web services to do this? (no more than 200 words, please)

About you

(This information will NOT be used to identify individuals but as aggregate information essential in informing us about the balance and profile of respondents)

*a) In what country are you based?

[   ]

*b) In what type of organisation do you work?

- ○ Higher education institution/research organization

- ○ School or technical college

- ○ Government ministry or department

- ○ Local government department

- ○ NGO (International)

- ○ NGO/Civil Society Organisation (national or regional within a country)

- ○ Community-based organisation

- ○ Official development assistance agency (e.g. Development Bank, United Nations agency, Bilateral donor)

- ○ Private sector / Business

- ○ Independent expert

- ○ News & Specialist Media

- ○ Other

Other (please specify)

[   ]

*c) What is your role within this organisation?

[   ]

*d) And finally, what is your gender?

- ○ Female

- ○ Male

Thank you very much for taking the time to complete this survey. Your responses will be very important for the evaluation of UNISDR resources.

Daisy Macdonald
ITAD Survey Coordinator

Annex 5 – Web survey results

The web survey used a 'skip logic' function to separate PW 'users' from those who consider themselves 'non-users' and through this function asked appropriate but comparable questions of users and non-users. The two sets of full results are shown in Annex 5a and 5b, respectively. Overall there were 1,037 responses – 788 from users and 249 from non-users. This generated a total of 864 usable responses of which 684 as users and 180 as non-users.

(Please note, automatic question numbering is added by Survey Monkey to the results display. This was not visible to respondents.)
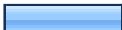
PreventionWeb Evaluation

1. Q.1 I am a:

		Response Percent	Response Count
NON-USER of PreventionWeb (had some contact with PreventionWeb but no longer visit the site, or have never used the website)		24.0%	249
INFREQUENT user of PreventionWeb (e.g. visit at least once a year but less than once a month on average)		27.9%	289
MODERATE user of PreventionWeb (e.g. visit at least once a month on average but not as much as weekly)		**29.1%**	**302**
REGULAR user of PreventionWeb (visit at least weekly)		19.0%	197
		answered question	1,037
		skipped question	0

2. Q2. How easy is it for you to find what you're looking for on PreventionWeb?

		Response Percent	Response Count
Very difficult		1.6%	10
Fairly difficult		11.3%	72
Fairly easy		**71.8%**	**459**
Very easy		15.3%	98
		answered question	639
		skipped question	398

3. Q3. Which aspects of PreventionWeb do you find most useful? (select as many as apply)

		Response Percent	Response Count
News, and announcements		49.9%	339
DRR documents and publications		**75.9%**	**516**
Educational and Training materials		41.3%	281
Conferences and Training events		44.3%	301
Academic programs		18.7%	127
Disaster Risk Reduction networks		40.3%	274
Official UN documents such as General Assembly Resolutions		20.0%	136
Organization profiles and contact information		13.7%	93
Disaster data and statistics		45.3%	308
Country Risk profiles		43.4%	295
Information organized by DRR themes and issues		26.0%	177
Information organized by hazard types		20.9%	142
Geographical information e.g. maps etc		23.7%	161
National policy documents, Plans and Statements		24.9%	169
Country and Regional profile pages		29.1%	198
Hyogo Framework for Action - National Progress Reports		35.7%	243
Hyogo Framework for Action - Background information		28.4%	193
Hyogo Framework for Action - Monitor		24.3%	165
DRR Jobs		29.1%	198

Making Cities Resilient campaign information		24.3%	165
Global Assessment Report web pages		27.5%	187
Links to other DRR websites		23.5%	160
PreventionWeb profile – save documents, tags,		8.8%	60
Filtered DRR search function		10.1%	69
Submit and share content		11.2%	76
Workspaces for online collaboration		6.6%	45
RSS feeds		4.3%	29
Email subscription services		15.0%	102
Other (please specify)			20

answered question	**680**
skipped question	**357**

4. Q4. If possible, can you provide a specific example where PreventionWeb has influenced your work?

	Response Count
	391

answered question	**391**
skipped question	**646**

5. Q5.What barriers restrict your use of PreventionWeb? (select as many as apply)

		Response Percent	Response Count
There are no barriers		72.4%	464
Low bandwidth		8.0%	51
Intermittent / unreliable access to the internet		8.7%	56
Intermittent / unreliable electricity supply		3.4%	22
Language – PreventionWeb is only available in English		12.9%	83
A personal visual impairment		0.6%	4
Other		4.4%	28
	Other (please specify)		56
	answered question		641
	skipped question		396
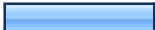
6. Q6. What other websites do you use for Disaster Risk Reduction information, resources and community networks? (Please list no more than 3 websites)

		Response Percent	Response Count
1.		100.0%	480
2.		71.5%	343
3.		47.5%	228
	answered question		480
	skipped question		557

7. Q7. Which devices do you use to browse the web on a daily basis? (Select as many as apply)

		Response Percent	Response Count
Mobile phone		19.9%	134
Tablet (e.g. iPad)		10.3%	69
Laptop		**72.4%**	**487**
Desktop computer		58.1%	391
	Other (please specify)		8

answered question	**673**
skipped question	**364**

8. Q8. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

		Response Percent	Response Count
Donor organisations		24.2%	160
The private sector		23.8%	157
National government policy makers		47.7%	315
Civil Society or Community-based organisations (national/local)		**56.9%**	**376**
Youth / young people		19.8%	131
DRR practitioners and experts		46.7%	309
Local government and city officials		51.3%	339
Ordinary citizens and communities affected by disasters		27.5%	182
Academic and scientific communities		32.5%	215
Other (please specify)			29

answered question	**661**
skipped question	**376**

9. Q9. Up to now, PreventionWeb has provided the Disaster Risk Reduction community with an information repository and news aggregating service. In your opinion, over the next 5 years, PreventionWeb should: (please choose the 2 MOST important options)

		Response Percent	Response Count
Continue providing an information repository and news aggregating service, as it has done to date		**71.1%**	**467**
Provide more tailored knowledge products for specific user groups		45.2%	297
Transfer more responsibility for content to users themselves, like Wikipedia for example		14.6%	96
Transfer hosting away from UNISDR to a non-UN organisation		7.2%	47
Devote more visible space to on-line discussion about DRR topics		22.7%	149
More closely align the website with UNISDR's capacity and leadership in DRR		19.3%	127
Close the site down, and allocate the resources elsewhere within the DRR domain		1.2%	8
Concentrate on improving accessibility for lower-bandwidth users		11.1%	73
Concentrate on adding a version in languages other than English (e.g. French, Spanish, Arabic etc.)		27.7%	182
	answered question		657
	skipped question		380

10. Q10. If you have additional comments on PreventionWeb's potential role and strategy over the next 5 years please provide a short explanation in the box below (no more than 200 words, please)

8 of 15	Response Count
	198
answered question	**198**
skipped question	**839**

11. a) In what country are you based?

	Response Count
	659
answered question	**659**
skipped question	**378**
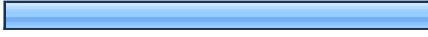
12. b) In what type of organisation do you work?

		Response Percent	Response Count
Higher education institution/research organization		16.5%	109
School or technical college		0.2%	1
Government ministry or department		15.2%	100
Local government department		3.6%	24
NGO (International)		16.1%	106
NGO/Civil Society Organisation (national or regional within a country)		9.0%	59
Community-based organisation		0.8%	5
Official development assistance agency (e.g. Development Bank, United Nations agency, Bilateral donor)		**17.5%**	**115**
Private sector / Business		4.1%	27
Independent expert		6.7%	44
News & Specialist Media		1.1%	7
Other		9.4%	62
	Other (please specify)		94
	answered question		**659**
	skipped question		**378**

13. c) What is your role within this organisation?

	Response Count
	659
answered question	659
skipped question	378

14. d) And finally, what is your gender?

		Response Percent	Response Count
Female		31.7%	209
Male		**68.3%**	**450**
	answered question		659
	skipped question		378
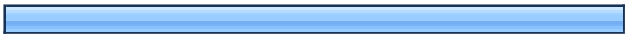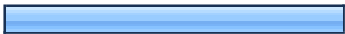
PreventionWeb Evaluation

1. Q.1 I am a:

		Response Percent	Response Count
NON-USER of PreventionWeb (had some contact with PreventionWeb but no longer visit the site, or have never used the website)		24.0%	249
INFREQUENT user of PreventionWeb (e.g. visit at least once a year but less than once a month on average)		27.9%	289
MODERATE user of PreventionWeb (e.g. visit at least once a month on average but not as much as weekly)		**29.1%**	**302**
REGULAR user of PreventionWeb (visit at least weekly)		19.0%	197
	answered question		1,037
	skipped question		0
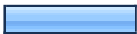
15. Q2. What are the reasons that you don't use PreventionWeb? (Please choose up to 3 which are the MOST important)

		Response Percent	Response Count
I don't have time		**41.6%**	**69**
I don't have enough access to a computer		2.4%	4
I do not trust the information on PreventionWeb		1.8%	3
The connection to PreventionWeb is too slow		3.0%	5
I don't have enough interest in, or need for, DRR information		20.5%	34
It is difficult to find the DRR information I need on PreventionWeb		7.8%	13
Another website is more helpful in my DRR work (please name the site in the box below)		3.6%	6
PreventionWeb is not in my language (please state the language you would most like PreventionWeb to use, in addition to English, in the box below)		7.8%	13
Other		39.8%	66
	Other (please specify)		89

answered question	**166**
skipped question	**871**

16. Q3. What other websites do you use for Disaster Risk Reduction information, resources and community networks? (Please list up to 3 websites)

		Response Percent	Response Count
1.		**100.0%**	**92**
2.		54.3%	50
3.		33.7%	31
	answered question		92
	skipped question		945

17. Q4. Which groups have the greatest potential to contribute to Disaster Risk Reduction in the next 5 years? (please select the 3 MOST important ones, in your opinion)

		Response Percent	Response Count
Donor organisations		20.6%	35
The private sector		20.0%	34
National government policy makers		50.0%	85
Civil Society or Community-based organisations (national/local)		45.3%	77
Youth / young people		20.0%	34
DRR practitioners and experts		34.1%	58
Local government and city officials		**56.5%**	**96**
Ordinary citizens and communities affected by disaster		32.4%	55
Academic and scientific communities		30.0%	51
Other (please specify)			7

answered question	**170**
skipped question	**867**

18. Q5. In your opinion, of those groups listed above, which has the SINGLE greatest potential to contribute to Disaster Risk Reduction in the next 5 years, and what support would they require from web services to do this? (no more than 200 words, please)

	Response Count
	137

answered question	**137**
skipped question	**900**

19. a) In what country are you based?

	Response Count
	171
answered question	171
skipped question	866

20. b) In what type of organisation do you work?

		Response Percent	Response Count
Higher education institution/research organization		22.8%	39
School or technical college		0.6%	1
Government ministry or department		17.5%	30
Local government department		4.7%	8
NGO (International)		10.5%	18
NGO/Civil Society Organisation (national or regional within a country)		8.8%	15
Community-based organisation		1.2%	2
Official development assistance agency (e.g. Development Bank, United Nations agency, Bilateral donor)		17.5%	30
Private sector / Business		7.0%	12
Independent expert		2.9%	5
News & Specialist Media		0.6%	1
Other		5.8%	10
	Other (please specify)		29
	answered question		171
	skipped question		866

21. c) What is your role within this organisation?

	Response Count
15 of 15	171
answered question	**171**
skipped question	**866**

22. d) And finally, what is your gender?

		Response Percent	Response Count
Female		27.5%	47
Male		**72.5%**	**124**
	answered question		**171**
	skipped question		**866**

Annex 6a – Strategic Informants interview checklist

Participant details:
Name / Position / Email

Assessment summary:

Headline evaluation questions	Interview/focus group questions	*Notes*
Current usage and functionality	**I would like to start by asking a few questions about your own use of PW.**	
	How often do you use PW at the moment? What do you use PW for at the moment? Has your usage – frequency and type - changed over the last 3 years? Why is that?	
	How easy and satisfying is the experience of using PW? What do you think about the way information is categorised and located? Does it work for you?	
	Apart from *accessing* information, How effective are PW's tools for: • Sharing your information with others? • Identifying and contacting other DRR organisations and actors? • Interacting and collaborating? Can you think of any other websites – not necessarily those that specialise in DRR - that are better than PW at those things?	
	To what extent is PW meeting your expectations – are you getting what you need from PW? Why do you use PW compared with alternatives?	

	In what other ways do you meet your needs for: • Accessing information • Sharing your information • Making contacts • Interacting and collaborating? How do they work for you?	
	If you were to recommend ways in which PW could improve, what would you advise? What new things should PW do? What should it do differently, do less of, stop doing? What should it do more of, or reinforce?	
Current outcomes and impact	Can you give any specific examples of a lasting difference that PW has made for you in your work? [If necessary, prompt with these examples: • New or better understanding of DRR. • Increased personal competence. • Adoption of effective practice from elsewhere. • Some other organisational change. • New or extended networks.] What was it about PW that was particularly helpful in bringing about these changes? Have any of these changes led to further benefits? Do you know of any examples of where use of PW has led to positive changes like these for other people and organisations? Are there any factors – anything to do with PW, or obstacles external to it – which hinder its potential for promoting positive outcomes like the ones you have mentioned?	Try to identify improvements in • Policy and planning for risk reduction • Risk assessment • Risk reduction.
Future target audiences, their needs and PW's response	**Now I would like us to talk more about the future of the wider DRR community and of PW**	
	How do you think the DRR sphere is likely to evolve over the next 5 years? What issues will be the most prominent? What are the main ways in which DRR actors will	

	need to respond? What are the differences between that picture and the one now?	
	What are likely to be the most important actors (organisations and roles within them) in DRR over the next five years?	This and the next question are pivotal, so it is important to dwell on them. Try to focus on 5-8 broad types of actor.
	Thinking about the type of service that PW and similar media can offer, what do you think the main needs for these types of service among these actors will be over the next 5 years? In what ways should PW develop to keep pace with these changing needs?	
	Thinking of your own experience of PW and what you know about other people working in DRR, are there factors preventing PW from maximising its reach among these key groups of people? Would you say that any of the following factors is significant in limiting the number of key DRR actors who are using PW: • Lack of awareness of PW • Lack of trust in it • Difficulty accessing and using it • Language (Web interface in English only) • Mismatch of content/services with needs • External constraints on potential users? [If yes to any of these] How significant do you think they are?	
	Finally a couple of big questions about the future of PW	
	What would happen if PW closed down? How would you meet your needs for information, contacts, and collaboration?	
	If PW didn't exist and you were responsible – now in 2012 - for designing a set of web-based services for important DRR actors? What would you aim to	

	offer? In what ways would the user experience differ from today's PW?	

Annex 6b - Prevention Web Checklist 2: UNISDR Staff

Participant details: Name / Position / Email

Assessment summary:

Headline evaluation questions	Interview/focus group questions	*Notes*
Current usage and functionality	**I would like to start by asking a few questions about your own use of PW.**	This section may not be so relevant for UNISDR informants as others. I suggest you use your discretion in asking these questions
	How often do you use PW at the moment? What do you use PW for at the moment? Has your usage – frequency and type - changed over the last 3 years? Why is that?	
	How easy and satisfying is the experience of using PW? What do you think about the way information is categorised and located? Does it work for you?	
	Apart from *accessing* information, How effective are PW's tools for: • Sharing your information with others? • Identifying and contacting other DRR organisations and actors? • Interacting and collaborating? Can you think of any other websites – not necessarily	

Annex 6b - Prevention Web Checklist 2: UNISDR Staff

	those that specialise in DRR - that are better than PW at those things?	
	To what extent is PW meeting your expectations – are you getting what you need from PW? Why do you use PW compared with alternatives?	
	In what other ways do you meet your needs for: • Accessing information • Sharing your information • Making contacts • Interacting and collaborating? How would you assess ……[alternative ways of meeting those needs] compared with PW ?	
	If you were to recommend ways in which PW could improve, what would you advise? What new things should PW do? What should it do differently, do less of, stop doing? What should it do more of, or reinforce?	
Current outcomes and impact	Can you give any specific examples of a lasting difference that PW has made for you in your work? [If necessary, prompt with these examples: • New or better understanding of DRR. • Increased personal competence. • Adoption of effective practice from elsewhere. • Some other organisational change. • New or extended networks.] What was it about PW that was particularly helpful in bringing about these changes? Have any of these changes led to further benefits? Do you know of any examples of where use of PW has led to positive changes like these for other people and organisations?	Try to identify improvements in • Policy and planning for risk reduction • Risk assessment • Risk reduction.

Annex 6b - Prevention Web Checklist 2: UNISDR Staff

	Are there any factors – anything to do with PW, or obstacles external to it – which hinder its potential for promoting positive outcomes like the ones you have mentioned?	
Future target audiences, their needs and PW's response	**Now I would like us to talk more about the future of the wider DRR community and of PW**	
	How do you think the DRR sphere is likely to evolve over the next 5 years? What issues will be the most prominent? What are the main ways in which DRR actors will need to respond? What are the differences between that picture and the one now?	
	What are likely to be the most important actors (organisations and roles within them) in DRR over the next five years?	This and the next question are pivotal, so it is important to dwell on them. Try to focus on 5-8 broad types of actor.
	Thinking about the type of service that PW and similar media can offer, what do you think the main needs for these types of service among these actors will be over the next 5 years? In what ways should PW develop to keep pace with these changing needs?	

Annex 6b - Prevention Web Checklist 2: UNISDR Staff

<table>
<tr>
<td></td>
<td>Thinking of your own experience of PW and what you know about other people working in DRR, are there factors preventing PW from maximising its reach among these key groups of people?
Would you say that any of the following factors is significant in limiting the
number of key DRR actors who are using PW:
•   Lack of awareness of PW
•   Lack of trust in it
•   Difficulty accessing and using it
•   Language (Web interface in English only)
•   Mismatch of content/services with needs
•   External constraints on potential users?
[If yes to any of these] How significant do you think they are?</td>
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<td></td>
<td>A couple of big questions about the future of PW</td>
<td></td>
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<td></td>
<td>What would happen if PW closed down? How would you meet your needs for information, contacts, and collaboration?</td>
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<td></td>
<td>If PW didn't exist and you were responsible – now in 2012 - for designing a set of web-based services for important DRR actors? What would you aim to offer? In what ways would the user experience differ from today's PW?</td>
<td></td>
</tr>
<tr>
<td>PW as an instrument for UNISDR</td>
<td>Finally I would like to ask you some questions about PW in the context of UNISDR's work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How important is PW as an instrument for achieving UNISDR's objectives?
What are its main contributions?
Are there any aspects of it which are not particularly helpful for achieving UNISDR's objectives?</td>
<td></td>
</tr>
</table>

Annex 6b - Prevention Web Checklist 2: UNISDR Staff

	How would you characterise the relationship between PW and your office? How typical is that of PW's relationships with other parts of UNISDR? Are there aspects of PW's relationship with wider UNISDR that need to improve? How might that happen?	
	From what you know of PW: • How effective is its strategic planning? • Does it have effective mechanisms for maintaining its relevance, for example for reviewing its target audience? • Does PW generate the right degree of participation in its content and design? • Is its marketing effective?	Among other things, we should be looking here for evidence of market research/feedback through the UNISDR offices.

Annex 7 – Interview Case Studies

Case Study 1 – A community development NGO

Audience group

This is a national NGO in Ethiopia with about 100 staff. It works with community-based organisations (CBOs) in several regions of the country to promote integrated community development.

One of its five strategic goals is to enhance communities' capacity to adapt to climate change and reduce the risk of disasters. Although the NGO and its CBO partners have been helping communities become more resilient for years, the adoption of explicit DRR approaches is a new departure for them.

Knowledge needs

It is not altogether surprising then that none of the NGO's senior managers had heard of PW. Yet it is an organisation that would benefit from the orientation to DRR that PW currently provides, and access to community-level effective practice and networking opportunities that PW has the potential to offer.

Implications for PW

To serve organisations like this NGO, PW would need to extend its marketing reach. This could best be done locally – through regional offices and national networks.

The NGO's staff – and particularly the CBOs it works with – do not have regular access to the internet in their work. As they operate in urban areas, this though should not be a hurdle if they are convinced of the value of visiting PW or similar web-based resources. But this should be made easy for them – a compelling web location which packages the material relevant to them in an accessible way.

There is the wider question of whether PW can and should serve the needs of locally-focused NGOs like this, beyond the phase of initial orientation.

Case Study 2 – Two academics working in DRR

Audience group

University-based professional personnel often combine teaching, research and consultancy work, so they are not always easy to define in terms of a needs-related audience. The two examples below however work predominantly in research or in teaching.

1. The research-oriented professor

She is a senior academic who has worked in DRR, mainly in Africa, for a number of years.

Knowledge needs

She has been fully aware of PW and what it can offer since its inception. She is not however a regular user, visiting it purposefully about once a month. She said that most of PW's information and other services are irrelevant to her and other academics with longstanding involvement in DRR. PW tries to be all things to all people. Too much generic material.

She mostly gets her DRR information elsewhere. She needs peer-reviewed articles which she doesn't find on PW (she uses Google Scholar a lot); and raw information which she gets from trawling other more focused sites e.g. specific NGOs. Some material on PW is useful to her – such as the GAR annexes - but she doesn't need PW to locate them. General search engines are easier to use.

She also would not find a PW networking facility useful. She doesn't think that online communities in this field would be very effective, unless they are short term, focused on a specific issue, and well publicised and

Case Study 2 – Two academics working in DRR

facilitated. Face to face and VOIP are her ways of initiating and maintaining contact with people.

Implications for PW
To meet the needs of audiences like this, PW would need to devote substantial resources to providing and curating highly specialised information in a wide range of DRR sub-domains. This is probably an unrealistic proposition.

2. The university teacher
He is a teaching-oriented academic based in the Middle East.

Knowledge needs
He is a regular user of PW, and encourages his students to use it. He thinks the site is very good informationally, and as such could be appropriate for a wide range of audiences, including non-experts.
He has no problem navigating, searching and uploading, but he knows that some of his students find it incoherent - hard to distinguish between topics. He thinks that it could be improved substantially if it was made clearer how to access material – such as case studies - appropriate to particular interest groups.
He would also like to see more areas for interaction on specialist topics, discussion forums etc. on topics such as 'levels of acceptable risk'. This would be a very useful facility for experts and students to discuss internationally and learn from common experiences.

Implications for PW
Meeting the knowledge needs of post-secondary teachers and their students is a realistic proposition for PW. Much of the general material about DRR appropriate to undergraduate students of DRR and related subjects like geography is available on PW. However it is not always easy to locate, and this may need to be addressed if this audience is seen as a priority.

Case Study 3 - A city manager

Audience group
He is the deputy mayor of a city in the Philippines. He has been a participant in the Making Cities Resilient campaign and is an advocate of DRR in local government policy.

Knowledge needs
He uses UNISDR information services almost every day and has done so consistently for the last three years. Contributes content and events to PW. Also uses it to find contacts. PW has contributed to increased personal competence and a better understanding of DRR.PW has provided examples that have helped influence policy for his city.
He believes the main priority is to bring DRR issues down to local level. He doesn't feel there is enough clearly signposted material on effective practice. He would also like to see more educational material suitable for promoting community awareness and involvement.

Implications for PW
PW and the MCR site are clearly supporting this city DRR activist with useful material, contacts etc. To help him to promote awareness and involvement in DRR both among city managers and communities, there is a need for

Case Study 3 - A city manager

more contextually-specific material, presented and packaged in an accessible way. PW is not meeting this need. A global website may not be the right vehicle, however, and UNISDR may instead do better to support local initiatives.

Case Study 4 – A civil society activist

Audience group
He works with a network of civil society organisations, national and international NGOs who are working in DRR.

Knowledge needs
He is personally not a regular user of PW and suspects that most of the network members are not regular users either. They are very busy, often suffer from poor connectivity, and may not have English as their working language.
He believes that PW is not the right instrument to serve local actors with information – his network is better equipped to do this – better reach and connections. However they need UNISDR to broker better linkages with the actors at national and supra-national levels - donors, DRR experts, and policy-makers and to provide these audience groups with the resources and capability to link up with 'local level actors' from the top down, and from the supply-side. PW's niche and role – expressly not to reach all the way down to the local level but niche is to facilitate International and regional actors to be able to link to local levels.

Implications for PW
PW is not the appropriate channel to reach actors at community level. But it could work as a partner with on-line networks that do, providing material that transcends the local context, but is nevertheless relevant, and perhaps supporting them technically.

Annex 8 - PW Usability testing

Imagine that you are a government employee in a small African country which is affected by regular droughts and occasional earthquakes.

You have recently been promoted. You are now in charge of national planning for disaster risk reduction – i.e. it is your responsibility to make sure that everything that can be done has been done when it comes to minimising the impact of 'hazards' such as droughts and earthquakes so that they don't become 'disasters'.

Your predecessor was not in post long and has not given you a proper handover. You are unsure where to start.

In order to find out more you will search the internet, looking for sources of information and communities where you might interact with other people in your position. Your main objective is to find a distance learning programme on disaster management.

Please follow the list of tasks below and bear in mind that this is not a test of your ability or knowledge – it is a way of testing the effectiveness of a particular website.

1. If you have any questions at the beginning, don't hesitate to ask. However, once you start, the facilitator will provide minimal guidance.

   Please speak your thoughts aloud as you progress.

2. A web browser is open on the screen – go to www.preventionweb.net

3. Using the website's navigation and / or search function, try to find a distance learning certificate (in any country). Choose a course and tell the name to the facilitator.

4. Register as a user of the website and confirm your registration via the automated email.

   (You will need to register using an email account that you can access now, via the web browser)

5. Imagine you have now finished your distance learning course and you wish to share some ideas with other users of the website.

   Upload document 'Test.pdf' from the desktop to the appropriate place on the website.

   (For any required form fields, simply enter the word 'test')

6. Finish.