May 2019

Evaluating and Improving the Digital Presence of MSR

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Evaluating and Improving the Digital Presence of MSR

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Evaluating and Improving the Digital Presence of MSR

IQP Report

An Interactive Qualifying Project Report
Submitted to the Faculty of the
WORCESTER POLYTECHNIC INSTITUTE
in partial requirements for the
Degree of Bachelor of Science

Submitted to:
On-Site Liason: Crystal Beukes, CEO of MSR
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Submitted on: May 3, 2019
Abstract

Throughout our eight weeks working with our sponsor Men on the Side of the Road (MSR) we evaluated MSR’s previous digital platform and implemented a new one. Through the Web Design Best Practice Checklist and interviews with stakeholders, the team was able to determine the best structure and visual design for MSR’s new digital platform. MSR’s revised digital presence was then created and implemented. Next, we reviewed the new digital presence through surveys and observational studies to ensure that the new website and social media created would be sustainable and usable. Additionally, to ensure the sustainability of the website, MSR staff members were taught how to use the website and provided with user-guides. Updating and redefining MSR on a digital level allows us to support MSR as they strive to connect people to employment opportunities.
Dedication

This report is dedicated to our project sponsor and dear colleague, Hilya Kambanda

Hilya unexpectedly passed away on April, 29, 2019. She was the General Manager at the Windhoek office, since 2011. Her dedication and contributions to this branch made a difference in many people’s lives, including our own. We hope that by dedicating this paper in her honor, her legacy will live on forever.
Acknowledgments

We would like to extend our gratitude and appreciation to the individuals and organizations below for their help in completing and improving our project:

- Our Sponsor, Men on the Side of the Road (MSR) for letting us be a part of their organization for the past seven weeks.
- Crystal Beukes, for answering any question that we had and being there if we ever needed her.
- Hilya Kambanda, for always helping out every day at work and being a great person to work with, you will be greatly missed.
- Tomas Shilongo, for always helping us and showing us around Namibia.
- Albe Louw, for helping with any IT issue we faced and being our consultant with Bank Windhoek.
- Bank Windhoek Representatives, for answering all questions about how the original website was hosted and maintained.
- Our Advisors, Dr. Joe Doiron, and Dr. Bethel Eddy, for helping us every step along the way.
Executive Summary

Gaining its independence in 1990 from South Africa as the apartheid regime began to crumble under Frederik Willem de Klerk, Namibia is a relatively new country (Frangsmyr, 1999). However, before South Africa colonized Namibia, it was colonized for 31 years by German forces (Wallace & Kinahan, 2013, p. 1). The German colonization period in Namibia, is marked by the exploitation of the Namibian resources and subjection of the Namibian people (Wallace & Kinahan, 2013, p. 155). A particularly harrowing event under the German colonization period was when Germans launched a genocidal war against the Herero and Namaqua killing more than 50% of the total Herero and Nama people (Harris, Jones, & Schnitzer, 2012, p. 124). Then in 1915, during World War One (WW1), South African troops outnumbered German troops, thus allowing South Africa to occupy Namibia (Wallace & Kinahan, 2013, p. 211). Although UN mandated that South Africa protect Namibia, South Africa instead instituted their own white supremacist rule of Namibia, ensuring that gross social and economic inequalities remained (Wallace & Kinahan, 2013, p. 205). Furthermore, South Africa became over involved with the affairs of Namibia, and in 1990 Namibians, with the help of the United Nations, fought against South African rule and gained independence (“The Namibian struggle for independence – 1966 – 1990 – a historical background,” 2017). But, independence and the death of the white supremacist rule didn’t instantly solve the problems of economic and social inequality. Lasting issues regarding education, skills development, and unemployment can still be seen today (Wallace & Kinahan, 2013, p. 205).

Namibia’s post-independence unemployment rate continues to hover around 33%. In October 2018, the Namibia Statistics Agency reported the unemployment rate at 33.4% which is not a significant change from 34% in 2016. There are many different explanations being offered for why the unemployment rate remains so high. One reason is that the current labor market is not big enough to support the population. Additionally, a large part of the rural population continues to leave the smaller towns and rural areas to move to the big cities, such as Windhoek, hoping that better economic
opportunities can be found there (H. Kambanda, personal communication, March 14, 2019). The consequences of this high unemployment rate is a higher rate of crime, drug and alcohol abuse, as well as a variety of other social issues (“Namibia 2018 crime & safety report,” 2018). Consequently, the lingering underemployment and unemployment problem in Namibia not only impacts the country in terms of the spread of economic prosperity, but it also continues to impact the country socially.

MSR is a nonprofit, non-governmental organization, that was created in 2007 to actively combat Namibia’s high unemployment rate. By providing their members with workshops, CV help, workplace training, and vocational training, MSR addresses the unemployment issue for women, men, and grade ten to twelve dropouts. Their mission is to connect people to employment opportunities and they aim to provide their 1555+ members with the opportunities they need to succeed. These opportunities include vocational trainings in fields such as: forklift driving and fashion design. However, due to a recent lack in funding MSR has not been able to support their members to the degree that they wish.

One of the reasons MSR lacks funding, is their underdeveloped digital presence. MSR’s digital presence previously consisted of a Facebook page, and an outdated, inaccurate website. The website had not been updated since 2014, which is an issues as MSR went under a large rebranding in 2016. They not only remade their logo, but also made their services inclusive to women, and grade ten to twelve dropouts, which is not present on the original website. In addition, the old website had a number of technical and communication issues. In particular, the original website had incomplete or missing information, incomplete bullet points, incomplete sentences, and more.

Due to their incomplete online presence, MSR is unable to complete their two goals; gain more funding, and recruit more employers for their members. This is mainly because there is simply not enough information about the organization that exists online, as well as a lack of online attention. Additionally, MSR gets limited technical support for updating and maintaining their online presence. Because of these reasons, MSR needed to not only redo their digital presence to be on par with other organizations, but also needed to ensure that MSR employees understood how the website works and operates, so that they can
be in charge of operating the website in the future. It was believed that a better online presence could help MSR in both of their goals.

To understand what MSR desired from their new website, as well as what is lacking in the original website, interviews were conducted with the influential stakeholders of MSR. The purpose of the interviews with the staff of MSR was to determine what information MSR wanted included on the website, as well as to determine how MSR desired the website to be designed. The interviews revealed that MSR wanted the website to focus on the members, in particular the skills the members have and their success stories. The staff provided the team with a general outline of the website, as well as recommendations for what to include on the new website. MSR staff hoped that by having a new website highlighting their members, MSR would be able to gain more funding and employers.

In addition to the interviews with staff members, an interview was also arranged with Bank Windhoek to understand how to properly host the website, and keep it on the same domain name, as they provide all technical support to MSR. Bank Windhoek recommended we build the new website on WordPress, since that was how the original website had been built. They also suggested that we keep the original website running while we made the new website, and then make the website “live” once we finish the first iteration of our website.

To assess the website, we first used the Web Design Best Practice Checklist to determine the technical and communication flaws that existed on the original website. The checklist checked for eight different categories on the website: page layout, content presentation, multimedia, functionality, accessibility, color and graphics, navigation, and browser compatibility. It was found through the checklist, that MSR had improper page layout, content presentation, color and graphics, navigation, functionality, and accessibility, cumulatively missing 25 out of the 69 best practices for a website, or missing 36% of the criteria.
To further understand how MSR’s original website compares to other nonprofit or employment agencies websites, the checklist was used on five other websites and then compared to MSR’s website. The websites chosen were: Ripple Africa, Develop Africa, Africare, Africa Personnel Services, and American Red Cross. Comparing MSR’s completed checklist to the peer websites’ completed checklist revealed the degree to which MSR’s website is inadequate. Specifically, all other websites had less than 12% of the criteria missing. The checklists revealed how the technical and communication issues with the original website were considerably more than the standard. Therefore, the original website required a total transformation in order to achieve the same level as the peer websites.

The information gained from the interviews and the checklist were then used to design and create the website. The decision was made to build the website on WordPress due to the information gathered from the interview with Bank Windhoek IT team. A benefit of using WordPress, was that it comes with a large selection of unique templates that can be used to design the website. For the purpose of our website, we choose the theme called “mesmerize.” The theme placed a primary focus on pictures and other multimedia, criteria MSR staff said they desired in their interviews.

After the template was decided, a visual site map was created to determine how the website should be set up. A visual site map is essentially the skeleton of a website; it provides an outline of how the website should be set up, as well as shows the relationship between pages. In particular, the site map revealed which tabs would be present on the website, and what would be included in each tab. To populate the visual site map, we analyzed and evaluated the results of the interviews and checklists. For our website we thought it was best to have six pages: About Us, Our Services, Recent Updates, Recruit a Member, How You Can Help, and Contact Us. Each tab then had additional pages within the tab, to ensure the website fully explains and provides all information about MSR. Completing the general design of the website, allowed us to begin to enter the content into the website. Content was implemented by creating outlines for what was to be on each page. After these outlines were completed, the pages were built on the website.
To ensure that the website we created was sustainable and surpassable to the original website, we performed the web design best practices checklist on the new website, as well as conducted direct observation studies, and administered surveys. Re-using the checklist evaluated if the new website is accessible, up to the standards of the aspirational peer websites, and visually appealing. The checklist revealed that the new website had 86.95% of the criteria present, a large increase from the original 64%. Once the checklist had assured that the website had no technical and communication issues, the website went “live” to receive more user feedback.

The direct observation study, and the surveys found that the website had little to no issues. The direct observation studies, proved that the website was more usable than the previous, as well as much more visually appealing. The surveys revealed that the website was appealing to a larger public audience. However, there still existed some issues with a “phishing” warning, in addition some users were unable to open the website due to it being seen by certain anti-virus protection software as an “unsafe” website. These issues were brought forth to the IT department at Bank Windhoek, who discerned the issue and came forth with a solution.

Finally, to ensure the sustainability of the website, we provided staff at MSR user guides detailing how the staff can update, and maintain the website. In particular, we detailed how the staff can upload new announcements, member updates, and more, to ensure that website remains relevant. In addition to providing MSR with a user guide, recommendations were made for future projects and updates to the website, so that the website will always be evolving and becoming a more advanced product.

The hope is that a well-designed contemporary website free of any technical issues and integrated with social media will increase MSR’s web presence; and hopefully, an increased web presence will increase their ability to match members to economic opportunities with employers, and increase their ability to fundraise.
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1. Introduction

The most challenging issue in Namibia that holds the country back from developing is its unemployment and income inequality. Between 2014 and 2017, the unemployment rate increased significantly, reaching a high of 34%. Today, it stands at 33.4% in 2018 (Namibia Statistics Agency, 2018). Unemployment has been an issue since Namibia gained independence from South Africa in 1990. The apartheid regulations that previously existed during the South African Rule left racial tensions and caused massive education problems, and language barriers leading to the economic decline in Namibia that still exists today (Jaunch, 2012). Men on the Side of the Road (MSR) is a nonprofit, non-governmental organization, providing social services to unemployed individuals in Namibia. Their goal is to increase employment, and thus, improve the Namibian economy.

Men on the Side of the Road was created in 2007 as a welfare organization to give aid to the men who line up on the side of the road each day hoping that someone will pick them up for a day job. Today, MSR aims to help its registered members find work opportunities and strives to better equip them to find employment for themselves (“Men on the Side of the Road”, 2014). Since the creation of MSR in 2007, the organization has helped more than 1,300 individuals. In 2016, MSR expanded their reach beyond the men on the side of the road to include all unemployed individuals, women and grade ten to twelve dropouts. However, while MSR expanded their programmatic activities to include men and women, it is still unable to reach a broad audience with regard to their organizational activities due to their online presence. Their website was outdated, and had a variety of technical and communication problems. To help MSR communicate to broader, more global, audience, MSR wanted to create “a website that not only excites its readers and followers about the good work MSR does, but also shares the story and convinces [the readers] to participate and support the cause” (C. Beukes, personal communication, January 8, 2018). While a website will not directly solve the unemployment problems in Namibia, it
will help MSR spread awareness of their organization and their mission. It will provide information to
their members and clients, and provide a way for people to donate to the cause.

Our team worked to redesign MSR’s website, to improve its usability, display of content, online
branding, and ensure that its online presence matches or exceeds the quality of aspirational peer nonprofit
websites. In order to understand the technical and communication issues with the old website, as well as
to create a new website that properly addressed the needs and aspirations of the stakeholders, we
completed interviews with influential people involved with MSR and a comprehensive web design
checklist. Both the interviews and the checklist we used helped us to determine which platform would be
best able to satisfy MSR’s needs. Additionally, the interviews and checklists were also used to determine
how the website should be arranged both visually and with regard to content. By utilizing a visual site
map, the team was able to come up with a general idea of how the content on the website should be
arranged. After the first design iteration of the website was completed, the resulting prototype was sent
out to the stakeholders to receive feedback and that would be used to update the site as needed. Lastly,
before we left Namibia, we trained the staff at MSR to use the website and update it. We also provided
the staff with future recommendations on how to improve the website. Through our collaboration with
MSR we hoped to create a website that MSR can continue to use as a way of marketing themselves
globally, long after the team leaves Namibia.
2. Background

Once independent from South African rule in 1990, Namibia faced many consequences from apartheid such as racial, gender, and ethnic inequalities, creating the perfect setting for a staggering rate of unemployment (Jaunch, 2012). Many of the racist policies in place during apartheid prevented black Namibians from having political rights, thus restricting their social and economic freedoms (Wallace & Kinahan, 2013, p. 205). Today many Namibians are still struggling to find jobs primarily due to the diversity of languages spoken in the country and lack of proper education or skills. Unemployed Namibians frequently turn to day labor since it requires minimal skills and experience. However, finding a job this way can be difficult because every time a job ends, a new opportunity must be sought. Particularly in larger cities such as Windhoek, where those trying to find employment tend to be moving, the job market is not large enough (H. Kambanda, personal communication, March 14, 2019). Additionally, this method prevents a gain in experience necessary for more permanent jobs.

Men on the Side of the Road Namibia (MSR) is a nonprofit organization founded in 2007 by Johan Swanepoel, a managing director at Capricorn Investments, to help relieve the high unemployment rate in Namibia. MSR offers a variety of services to help people find jobs including an active list of MSR member’s skills for employers to view, various workshops for members to learn new skills, and other career building resources such as a CV writing and printing center. Additionally, MSR encourages its members to seek long term employment by helping them improve their confidence through multiple trainings that allow them to compete in the labor market. Unfortunately, due to monetary constraints, MSR’s digital presence is insufficient. Specifically, the current website has not been updated since 2014, and any social media presence has been improperly set up.

Today nonprofit organizations need an effective digital presence to be able to adequately communicate their goals and gain funding. Websites are used to share the organization’s story and encourage global users to support the organization, while social media is used to gain an audience. MSR
hopes to have their digital presence updated so they can share their story, attract an international audience, and gain the support they need to expand their presence and further their impact. Donors will want to know that their money is going directly to solving the problem of unemployment, and not getting siphoned off somewhere else. To do this, it is important to understand what makes a digital presence effective for gathering funds, as well as how to keep the social media and the websites properly updated. The goal of our project is to help MSR further their goal of alleviating Namibian unemployment by improving the effectiveness of their digital presence and giving them the necessary tools to keep it running.

2.1 Background on Namibia

Namibia’s economy today is a legacy of its colonial past. Namibia was colonized by various powers over its recent history, including the Germans during most of the late 19th and 20th centuries and then South Africa after WWI. During the age of European imperialism in Africa, Germany occupied Namibia, which at the time went by the name “South West Africa” (Wallace & Kinahan, 2013, p. 8). Namibia’s resources such as diamonds, uranium, copper, and gold made the country very attractive to the imperial countries (Thomas, 2012). The German forces, in efforts to maintain control of the valuable country treated the native people who fought for independence brutally (Wallace & Kinahan, 2013, p. 155). The tragic events known as the Herero and Namaqua genocide resulted in the death of over 24,000 people, weakening the country dramatically (Klaus, 2005). The genocide caused lasting negative effects on the native people and social progress of Namibia. The legacy of German colonization, and the policies implemented by the governing German regime, continue to impact Namibian society to this day.

Due to the rich resources in Namibia, several other countries besides Germany sought control of the Namibian territory. South Africa was one of these countries that set their sights on Namibia. In 1915, during WWI, South Africa occupied the colony of South West Africa. South African troops outnumbered the German troops and were successful in taking control of the German underdeveloped territories, and
thus the administration of Namibia (Wallace & Kinahan, 2013, p. 211). In a mandate with the League of Nations, South Africa had the power of administration in Namibia, but was supposed to be providing aid, and promoting the moral well-being and social progress of Namibians (Wallace & Kinahan, 2013, p. 205). South Africa failed to uphold this agreement, and instead caused lasting damage to the social status of natives in Namibia. During the time of South African colonization apartheid policies in South Africa that took power away from, incriminated, and inconvenienced black people across the country, extended into Namibia, causing racial tensions to spread throughout the country (Wallace & Kinahan, 2013, p. 205). Although the policies have since been abolished, they caused a large amount of damage, including lingering racism and race inequality that is still prevalent today.

Although it was a long struggle, forces from a liberation army formed by Namibians, along with pressure from the United Nations eventually forced South Africa out of the country, and Namibia declared independence (“The Namibian struggle for independence – 1966 – 1990 – a historical background,” 2017). Nevertheless, the transition away from South Africa’s rule did not fully solve the problems that decades of foreign control created. Wealth inequality, specifically between different races, and governmental instability were a lasting legacy of past colonization in Namibia. These inequalities separated different social classes, creating a large amount of income inequality and the economic issues existing in Namibia today.

### 2.1.1 Namibia Economic Trends

According to the recent statistics posted by the Namibian Statistics Agency in 2019, there are 725,742 people who are actively employed in Namibia and 364,411 people who are unemployed (Namibia Statistics Agency, 2019, p. 16). This is a large increase in the labor force from the last time the report came out in 2016, where only 676,885 people were employed and 349,383 people were unemployed (Namibia Statistics Agency, 2017, p. 41). Even though the number of actively employed individuals in the Namibian labor market has increased, a large amount of the Namibian public still
Currently, the largest employment sector in Namibia is the agriculture, forestry and fishing sector, which accounts for 23% of employment and populated by males and females evenly. The second and third highest sector are the accommodation and food-service industries, and the wholesale and retail trade, respectively, both of which primarily consist of entry-level or low-skilled positions. However, it is very common in developing countries for the agricultural sector to employ the largest share of workers. (International Labour Organization, 2018, p. 30).

In the past few years, there has been a rise in unemployment in Namibia. The unemployment rate represents the percentage of people who are unemployed and are actively seeking employment out of the total labor force. Additionally, the total labor force is calculated by summing the amount of unemployed
and employed individuals together. (O'Connell, 2018). Namibia’s unemployment rate is currently at 33.4%. This was a decrease from 2016’s 34%, however it is still quite high considering the rate was 27.9% in 2014 (Namibia Statistics Agency, 2019). Although the current unemployment rate is lower than the rate in 2016, the unemployment rate is still incredibly high, and if it continues to rise, can cause unrest and a whole host of other problems in Namibia. If the unemployment issue in Namibia is not fixed, it stands to only reach a higher rate, resulting in long term effects that will hurt the citizens and the overall economy.

2.1.2 Reasons for Unemployment

Since Namibia's independence from South Africa in 1990, the lingering consequences of apartheid rules combined with an underdeveloped economy created the perfect setting for unemployment issues to emerge (Jauch, 2012). Independence left Namibia as one of the “most unequal countries in the world,” due to its gender, race, regional, and ethnic inequalities (Jauch, 2012). The large social inequalities that existed led to a large amount of the population being unable to obtain employment. However, as time passes, regulations are being enacted to try to mitigate these inequalities, and to allow a larger demographic to enter the working class. These include social protections, such as pensions for the disabled and old age, as well as gender equality acts (Jauch, 2012).

Population growth and a changing demographic in Namibia has also contributed to a growing unemployment rate in Namibia. Namibia's youthful population has recently been growing due to mortality rates decreasing, and an increase in general health conditions (Mwinga, 2012). The improved health of the general Namibian demographic increases the amount of younger people entering the labor force, however, due to the scarce amounts of employment opportunities available, many young people find themselves unemployed. When the youth fail to be absorbed into the economy, it creates a waste of human resources, and therefore causes social instability (Mwinga, 2012). Additionally, the number of learners or students who qualified for grade 11 in 2019 was 53.3%, meaning that the other 47.7% of the
population was unable to continue with their education (Nakale, 2018). This means a large amount of youth will enter the labor market without having the proper education to gain employment. In addition, many entry-level jobs in Namibia have unrealistic standards for employment making it hard if not impossible for drop-outs of secondary level education to secure any means of permanent employment (Ngava, 2017). The chart below shows the breakdown of the Namibian unemployment rate by educational level and sex. The chart shows how the unemployment rate is much higher for those who have not completed secondary school.

Table 2
Namibia Unemployment Rate by Educational Level and Sex (Namibia Statistics Agency, 2019).

<table>
<thead>
<tr>
<th>Highest Educational level completed</th>
<th>Both sexes</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unemployed</td>
<td>Labour force</td>
<td>Rate</td>
</tr>
<tr>
<td>None</td>
<td>34,199</td>
<td>119,551</td>
<td>28.6</td>
</tr>
<tr>
<td>Primary</td>
<td>77,302</td>
<td>223,392</td>
<td>34.6</td>
</tr>
<tr>
<td>Junior secondary</td>
<td>153,617</td>
<td>382,875</td>
<td>40.1</td>
</tr>
<tr>
<td>Senior secondary</td>
<td>71,461</td>
<td>218,335</td>
<td>32.7</td>
</tr>
<tr>
<td>Technical/vocational certificate or Diploma</td>
<td>8,127</td>
<td>24,419</td>
<td>33.3</td>
</tr>
<tr>
<td>Completed year 1 or 2 or 3</td>
<td>4,838</td>
<td>17,432</td>
<td>27.8</td>
</tr>
<tr>
<td>University certificate, diploma or degree</td>
<td>9,933</td>
<td>69,261</td>
<td>14.3</td>
</tr>
<tr>
<td>Postgraduate certificate, diploma or degree</td>
<td>1,928</td>
<td>20,306</td>
<td>9.5</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3,006</td>
<td>14,582</td>
<td>20.6</td>
</tr>
<tr>
<td>Namibia</td>
<td>364,411</td>
<td>1,090,153</td>
<td>33.4</td>
</tr>
</tbody>
</table>

Additionally, due to the entry of women into the labor force, unemployment has also started to grow. In 1998 Namibia passed the affirmative action employment act, which stated that “racially disadvantageous persons, women and persons with disabilities will enjoy equal employment opportunities at all levels of employment and are equitably represented in the workforce of a relevant employer” (“Namibia affirmative action (employment) act, 1998”, 1998). As you can see by the chart above, the Female unemployment rate is greater than that of males. Even though affirmative action aimed to provide
equal employment opportunities, it sadly instead increased unemployment, due new demographics of individuals entering the workforce.

Furthermore, non-English speakers have a disadvantage in the Namibian economy. English is the language of commerce and the official language of Namibia. Having a higher proficiency in English provides greater access to economic opportunity. However, a majority of Namibian citizens do not speak English as their native language. In addition, a study found that 98% of teachers in Namibia are not sufficiently proficient in English, and therefore are unable to teach English adequately (Kisting, 2012). Due to improper English education, or to the students not completing their education as mentioned before, many Namibians fail to have the proper language skills required for employment.

In addition to the other reasons stated, unemployment in Namibia is further hindered by the limited market that exists. Even many college graduates in Namibia are unable to find jobs due to the limited amount of employment opportunities (Namwandi, 2019, p. 20). Simply, there is currently not a large enough market to employ the growing amount of unemployed individuals in Namibia. Due to the market staying stagnant and more and more people entering the job market, the unemployment rate will only continue to increase.

2.1.3 Effects of Unemployment

Namibia’s rising unemployment rate leads to many individual and social consequences. On an individual scale, unemployment can cause many health issues. Particularly, unemployment affects individuals who are not actively searching for jobs. Unemployment causes severe health consequences, for example, “mixed symptoms of distress, depression, anxiety, psychosomatic symptoms, subjective well-being and self-esteem” (Moser and Paul, 2009, p. 264). These consequences diminish the overall mental health and happiness among Namibian people over time. Additionally, there is a large link between unemployed individuals and drug and alcohol usage as “unemployment increases psychological
distress which increases drug use” (Nagelhout, Hummel, de Goeij, de Vries, Kaner, & Lemmens, 2017, p. 69). As unemployment rates rise, the rates of drug and alcohol abuse increase, creating a negative cycle.

There are also a variety of social consequences affecting Namibia due to the rising unemployment, namely a large crime and malnourishment rate. Studies find that “persons who are unemployed for "socially unacceptable reasons" and unemployed individuals who are also not seeking employment are "significantly more likely" to commit robbery or burglary” (Gleeson, 2019). In the Namibian 2018 crime and safety report, Namibia was reported as having high levels of street crime, such as muggings, pickpocketing, or vehicle break-ins (“Namibia 2018 crime & safety report,” 2018). As the unemployment rates continue to rise, it is likely that the crime rates in Namibia, particularly in larger cities such as Windhoek, will also continue to go up.

Unemployment remains as a major factor of the relatively large hunger and undernourishment rates in Namibia (The Namibia Ministry of Health and Social Services, 2014). Although the number of malnourished individuals has been decreasing since achieving independence, the malnourishment rate is still comparatively high. Out of 120 countries, Namibia was ranked 80 on the 2018 Global Hunger Index (Bernstein, Ekstrom, Fahlbusch, Foley, Fritschel, Gitter, Grebmer, Hammond, Klaus, Patterson, Sonntag, and Towey, 2018, p. 13). Although the overall ranking has been improving over the last 30 years, Namibia still has a serious food shortage problem. As the unemployment rates in Namibia continue to rise, the individual and social issues tied to unemployment continue to get worse. In order to help prevent the social conditions from deteriorating, steps need to be taken to reduce unemployment in Namibia.

### 2.2 Men on the Side of the Road (MSR)

Men on the Side of the Road is a nonprofit, non-governmental organization focused on combating Namibia’s high unemployment and underemployment rate (“Men on the Side of the Road,” 2014). By providing its members with workplace training and opportunities for employment, MSR helps foster the skills its members need to become permanently employed. In this section, we provide context about the
Men on the Side of Road organization, including the structure and organization of MSR, its mission statement, challenges associated with its current digital presence, and MSR’s stakeholders.

2.2.1 MSR’s Organization and Mission Statement

MSR is a nonprofit organization striving “to link registered members to work opportunities and to better equip members to find employment for themselves” (“Men on the Side of the Road,” 2014). MSR was created in 2007 as a welfare organization by members of the Dutch Reformed Church in Eros, who noticed a large amount of unemployed individuals congregating daily on the side of the road seeking employment opportunities. Johan Swanepoel, a member of this church as well as the managing director at Capricorn Investments, decided to start MSR, a nonprofit focused on providing support exclusively for these men. His vision was that by providing the men who congregate daily on the side of the road with different employment opportunities and services, the men would be able to become self-sufficient and move off the streets. Thus John Swanepoel founded the first MSR headquarters in Katutura, Namibia. (H. Kambanda, personal communication, March 14, 2019).

After MSR’s rebranding in 2016, MSR’s mission expanded to include all types of unemployed individuals, not just men. This includes women, and grade ten to twelve dropouts. Shifting the branding enabled MSR to impact a more diverse crowd and made their services “inclusive to all Namibians” (“MSR gets new look,” 2016). MSR’s aim to mitigate unemployment has led to the creation of their motto “Connecting People to Employment Opportunities” (H. Kambanda, personal communication, March 14, 2019). In addition to expanding MSR’s target demographic, the organization also expanded their workspace in 2016, as the office relocated from Katutura to Khomasdal, and proceeded to open a second office in Swakopmund in 2017 (H.Kambanda, personal communication, March 14, 2019).

MSR is currently run by a small staff who daily coordinate the members with employment opportunities. In addition to coordinating jobs with those seeking employment, the MSR staff is also in charge of marketing MSR to the unemployed and employers, while also creating beneficial financial
relationships with stakeholders. Three people currently run the organization in Windhoek and Swakopmund: the CEO of the organization and General Manager of the Swakopmund Office (CEO), the MSR Trainer, Project Coordinator, and General Manager of the Windhoek office (GM), and Fieldworker (AA). The passion of this small group of individuals sustains the continued success of MSR in helping the unemployed (McDonald, Poirier, Wittenberg, & Wojnowski, 2018, p. 14).

In addition to the three staff members, MSR has an external Board of Directors that serves as the governance for the organization. This board includes representatives from Bank Windhoek, PricewaterhouseCoopers, Eden Imports and Exports CC, Schoemans Office Systems, and Walvis Bay Corridor Group, and some self-marketed social entrepreneurs (McDonald et al., 2018, p. 15). The board connects with donors and helps set the strategic plan for the organization, while the day to day operations of MSR are left to the staff at the MSR offices (C. Beukes, personal communication, March 19, 2019).

2.2.2 MSR’s Members

MSR serves a wide range of unemployed individuals, referred to as members. Since the rebranding of the organization in 2016, the program has been inclusive of men, women, grade ten to twelve dropouts, and anyone who is unemployed. As of 2018, the program has added 1,555 members to its database, and 1,451 members were placed in part-time or full-time employment. MSR’s services range from providing the members with the opportunity to find employment, to teaching the members vocational skills (T. Shilongo, personal communication, March 20, 2019). Each new member in MSR goes through a seven-step program, shown below. The aim of the program is to provide the members with the skills necessary to find employment, as well as to best equip them for employment.
Membership in MSR provides many benefits for unemployed individuals. Once a member is registered, they are added to an extensive database enabling them to be viewed by employers.

Membership in MSR requires a couple of introductory workshops. Attendance at these workshops is mandatory in the first two years as a member. Essential Skills for the World of Work, a course covering the “soft skills required in the workplace” provides them with knowledge about how to be an employee by covering topics such as “communication, negotiation, roles and responsibilities of an employee, as well as interview skills and CV writing” (“Men on the Side of the Road,” 2014). The Ministry of Finance course, “Budget wise, Save wise, Spend wise” teaches the new members how to develop proper skills in handling money. The requirement of these two workshops is crucial in order for the new members to gain the basic knowledge they need to find a job and be successful. Failure to complete these two classes in the first two years and find employment results in the members having to renew their membership with MSR.
In addition to these courses, MSR provides different vocational trainings which are: Forklift training, fashion design, a computer course, and grade 10 and 12 upgrading (similar to receiving a GED in America). Additionally, MSR provides its members with English literacy help, entrepreneurship classes, and career guidance. MSR’s “Drop-in Centre” encourages members “to write their own CVs, taking ownership of their skills and abilities” (“Men on the side of the road,” 2014), as well as provides resources such as printing, computers, phones, faxing, and email availability.

MSR was not created to offer employment to its members; instead, it focuses on fostering the skills they need to become employed. However, many members still view MSR as a job provider. Instead MSR helps match its members with potential employers. Employers can reach out to MSR and give details on a job. The details normally include the day, type of labor, skills needed, and pay. MSR then helps match employers with an MSR member who has the correct skill set and can complete the job. Some of the companies that frequently hire MSR members are Bokomo Foods (a food manufacturer and distributor), 16 CYMOT (an outdoor sport store), and Polyoak Packaging (a packaging supply store) (McDonald et al., 2018, p. 15 - 16). MSR is hoping that by marketing its employees better they will be able to help job seekers find employment.

2.2.3 Bank Windhoek

Bank Windhoek is a commercial bank in the Namibian market and a subsidiary of Capricorn Investment Holdings. They offer international services and have one of the largest branch footprints in Namibia; additionally, Bank Windhoek has a social investment fund. This fund goes toward various development projects in job creation, education, and health and welfare. Part of the fund goes to social investment contributors, such as MSR (Capricorn Group, 2019). Bank Windhoek helped to found MSR using this fund and gives them a yearly donation as long as MSR provides a budget. This is where MSR gets the majority of its funding (C. Beukes, personal communication, March 19, 2019). Due to Bank Windhoek's goal of improving the community and their part in founding MSR, the bank currently
provides marketing services, including making pamphlets and other materials for them, and provides IT support to MSR. Additionally, Bank Windhoek has control over the MSR website.

2.2.4 MSR’s Digital Presence

MSR’s expansion is currently hindered by its inadequate digital presence. As an organization hoping to reach a global market and provide its members with the best possible opportunities, MSR requires an up-to-date, well-kept online presence. Currently, their website lacks a lot of valuable information; it tends to be unappealing and delivers incorrect information. The last update of the website was in 2014 and it fails to accurately represent the rebranding of MSR. The website software is also corrupt in that it gets flagged for phishing if one tries to open the website on a safe network provider. Phishing is “a scam by which an Internet user is duped (as by a deceptive e-mail message) into revealing personal or confidential information which the scammer can use illicitly” (“Phishing,” n.d.). Although MSR does not actually facilitate phishing, if the website is accessed from certain servers or geographical locations, a phishing warning webpage appears. It is possible to click a “continue” button on this page to reach MSR’s website, however, this warning scares off many potential viewers from the website. In addition to the website, MSR’s current social media, which includes a Facebook page, is setup incorrectly and has not been updated in the past six-plus months. Additionally, the Facebook page is set up as a user profile, instead of a business page. In addition to these technical issues, the past posts are not engaging, and do not accurately portray the current goal and mission of MSR. Due to the Facebook page being set up improperly and its lack of engaging posts, the organization loses both credibility and their audience, making people less likely to donate or to hire members from MSR.

2.3 Websites for Nonprofits

A website having a strong, user-friendly layout is imperative to making sure a website has a positive impact on the user. A strong design conveys a good impression of the company or organization. Therefore, it is important that a website appears usable, intuitive, and aesthetically pleasing. If a website
has these aspects, it is more likely that the user will return to it; accordingly, a poorly designed website can deter users. In a study done on human computer interaction (HCI) with the websites of small businesses, Everett found that design is the biggest factor in surface level judgements on the web. Upon looking at a website’s homepage for the first time, design was the biggest factor that affected the users attitude towards the website, and played a role on the user’s interpretation of the credibility of the business. The study found that if this judgement is a negative reaction, it will deter users from continuing with using the website (Everett, 2018, p. 41-42). Principles that were commonly used for effective web design are, alignment, balance, consistency, contrast, emphasis, flow, and proximity (Everett, 2018, p. 43). These principles help create an uncluttered website, that has a clear style pattern and is the same throughout the website. Not following these practices can be viewed as unprofessional web design. When users viewed websites that only followed very few of these principles, the reaction was negative (Everett, 2018, p. 49). With a nonprofit organization like MSR, it is especially important to not deter any users, as the business is formed by people knowing about this organization and their mission. By using the design principles above, and the correct display of information, a website can be an incredibly useful tool to spread the word about an organization.

2.3.1 Technology and the Namibian Domain

Separate from online interactions, Namibian media consists of two TV stations, nineteen radio stations, five newspapers, and several other types of publications (“Namibia profile - media,” 2017). The Namibian Constitution protects freedom of the press, so publications are free to post what they would like without worry of government repercussions. (“Namibia profile - media,” 2017). Currently, media is produced in English, German, and Afrikaans and is a major form of communication for many organizations (“Namibia profile - media,” 2017). At present, MSR uses newspaper advertisements within Namibia as a way of marketing themselves to potential members. These advertisements are meant to lead people to the website, which will give them a full and complete look at MSR.
Additionally, internet access has been firmly established in Namibia and internet speed is stable. The Namibian Domain is the popular domain to use while in Namibia. Established in 1991, “.na” is the two-letter internet country code used to access the Namibian domain (Lourens, 2018). The Communications Act guarantees to people using the Namibian domain that internet access is not restricted in any way by the government (Communications Act 8 of 2009, 2018). However, the intelligence services are authorized to monitor email and other internet usages. From 2000 to 2017, internet user growth increased 2,657% (Lourens, 2018). As internet usage continues to grow, it is important that Namibian-based organizations such as MSR have a digital presence. By having a website, potential MSR members and other interested audiences can learn about MSR and join forces with the organization whether through funding, employing a member, or becoming a member. Improving the MSR website and making it more accessible, will allow for MSR to expand their reach to a larger audience.

### 2.3.2 A User-Friendly Web Design

MSR hopes for their website to reach two different audiences; a global audience that is willing to donate and support MSR, and Namibian employers who can hire members (C. Beukes, personal communication, March 19, 2019). This means that the website needs to be accessible to audiences from all different cultures. Communication strategies in the United States and the Western world, differ from those that are used in Namibia (Fendler, & Winschiers, 2007, p. 452). A study done in Namibia shows how Namibian users differ in their views about a usable website compared to the traditional perceptions in the Western world. Words that normally come up when discussing usability in the Western world, are “speed,” “memorable,” and “learnable,” however, these terms did not come up as much when proposed to Namibians (Fendler, & Winschiers, 2007, p. 452). The study proposes that the when designing for different cultures such as Namibians, usability needs to be redefined to match the perception of the culture (Fendler, & Winschiers, 2007, p. 452). However, MSR does not intend for the website to be solely for a Namibian audience, so we cannot completely change the terminology so that it no longer applies for other parts of the world. It must be redefined to be accessible for all cultures. Therefore, it is important
that a design strategy is used that fits the definition of the website being accessible for all cultures, not just one or the other.

One way of ensuring the website is usable for both Namibian and international audiences is by applying the concepts of Universal Design. The principles of Universal Design are defined as “the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design” (Zheng, 2019). The seven principles outlined by Universal Design are: equitable use, flexibility in use, simple and intuitive use, perceptible information, tolerance for error, low physical effort, and size and space for approach and use. A chart explaining the Principles can be seen below, and more detail on specific principles can be found in Appendix A.

Table 4
Principles of Universal Design (NC State University, The Center for Universal Design, 1997)

<table>
<thead>
<tr>
<th>Principal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equitable Use</td>
<td>Useful and marketable to people with diverse abilities</td>
</tr>
<tr>
<td>Flexibility in Use</td>
<td>Accommodates a wide range of preferences and abilities</td>
</tr>
<tr>
<td>Simple and Intuitive to Use</td>
<td>Easy to understand regardless of experience, knowledge, language skills, or concentration used</td>
</tr>
<tr>
<td>Perceptible Information</td>
<td>Communicates the information regardless of ambient conditions or sensory abilities</td>
</tr>
<tr>
<td>Tolerance for Error</td>
<td>Minimized hazards and consequences of unintentional actions</td>
</tr>
<tr>
<td>Low Physical Effort</td>
<td>Can be used comfortably with minimal fatigue</td>
</tr>
</tbody>
</table>
Table 4 (continued)

| Size and Space for Approach and Use | Appropriate space for use regardless of body posture, size or mobility |

Web design is similar to any other design project where accessibility is incredibly important. In an article for the International Design Foundation, Ruby Zheng outlines how applying the concepts of Universal Design to web design can boost the accessibility of the website, and therefore improve the user interaction (Zheng, 2019). While discussing the principles of Universal Design, Zheng gives examples on ways each of the seven principles can be followed on a website design. For example, one way to ensure the principle of equitable use is by making sure that colors used for words and background on a webpage are contrasted enough that those who are colorblind can still read the content (Zheng, 2019). Using Universal Design principles will eliminate many of the problems that might arise if you were to design based on one culture’s needs (Zheng, 2019). Following these standards allows for an inclusive design style that will increase the usability and the appeal of the website for multiple cultures. Since countries differ about their ideas of usability, it is not possible to make the website perfect for all countries, however, Universal Design will allow for a strong compromise that most countries will find usable.

2.3.3 Benefits of Having a Website for a Nonprofit

It is also important for non-profit websites to have aspects that reassure users of the credibility of the organization. Website credibility to the user is “a perceived quality that derives from user expectations based on prior Web experiences, interaction with a Website, and motivations for visiting a Website” (Everett, 2018, p. 43). On websites, people are often asked to enter personal information, download files, or complete surveys, which many people may be hesitant to do if they do not find the website credible (Chiagouris & Long, 2006, p. 242). One study assesses individual’s attitudes on websites being used by two different nonprofits. The study analyzed individual reactions to the website, and identified specific
aspects present on nonprofit’s websites that convinced the individual of the website’s credibility. Some of
these aspects included easy navigation, lists of well-known donors and partners, and advertisements on
other forms of media (Chiagouris & Long, 2006, p. 244). When these aspects were clear to the user the
individuals find the site more credible. By incorporating these ideas highlighted for nonprofits in the
study, MSR can improve their website and communicate effectively with a target audience.

In addition to a credible design, the content on a nonprofit website is also important. The website
must be able to educate the readers on the organization and related issues, while being engaging and fun.
Possible content that works well for nonprofit websites are articles about related topics or the
organization, photos, videos, and blog style posts (Fritz, 2018). For example, MSR would want to share
articles about themselves, or about changes in Namibian unemployment rates. Photos and videos can be
used to showcase members and events happening at the MSR office. Blog-style posts can be written by
staff to give updates on MSR, such as welcoming new members, or explaining what was discussed at a
community meeting. User-generated content is also a very powerful tool. Having users submit their own
content to be posted and shared can help an organization grow the range of content they have (Fritz,
2018). An employer can share the behind-the-scenes aspects of a job they want to hire an MSR worker
for, or write a post to acknowledge how hardworking a MSR member was on a job. Combining strong
content and credible design can lead to an extremely successful nonprofit website for MSR.

2.4 Background Summary

Namibia is currently facing high unemployment due to a lack of education, language barriers, and
a lack of employment opportunities. MSR was founded to reduce unemployment by connecting
unemployed individuals with employers and to provide a variety of trainings. These trainings, such as
courses in English, computer skills, and soft skills for the workplace, are meant to increase laborers’
abilities in order to provide them with the necessary skills to gain and maintain employment. The goals of
this project are to improve MSR’s current digital presence, and help with their mission of reducing
unemployment in Namibia. With our assistance in updating their digital presence, MSR will ideally gain a more global presence, which can increase funding to create more training programs and help maintain the IT center for MSR members.
3. Methodology

The nonprofit organization, MSR, seeks an up-to-date website that rebrands and accurately displays its mission so that it is better able to reach a global audience. In order to achieve this goal, we worked with MSR staff and other stakeholders to first understand their organization, their needs, their aspirations, and then provided informed recommendations to update their digital presence. To meet the project objectives, we carried out the following steps:

1. Perform a needs analysis through the utilization of a checklist website evaluation protocol and the collection of qualitative data through exploratory interviews with MSR staff in order to reveal the technical and communications issues that existed with the original website;

2. Identify and select both a theoretical approach to the overall design of the website and identify the specific criteria required to articulate that design;

3. Build a website prototype that is based on what was learned in steps one and two;

4. Administer a survey and complete an observation study to solicit feedback in order to ensure the website prototype meets stakeholder needs;

5. Suggest improvements and make other recommendations to MSR with regard to future design iterations for the website, as well as teach MSR staff how to update and maintain the website.

Following the steps listed above allowed for a well-organized and designed prototype of the website to be created. The prototype adhered to the principles of a well-designed website, and is usable for a Namibian user, and the staff at MSR. This section will go into more detail about the specific steps taken toward accomplishing the goals of the project.
3.1 Needs Analysis

This section outlines the methods that were followed for the evaluation of the technical and communication failures of the original website. In the project description seen in Appendix B, MSR identified certain problems on the website that need fixing; specifically the issues were that: MSR’s website is flagged for “phishing,” allowing only certain servers to access the information on the website; often displaying an unattractive warning about the website’s insecurity; numerous design flaws and contextual issues with the current website; and MSR, as an organization, has rebranded since the website was last updated in 2014, making the current website outdated with the current branding and focus of MSR. The methodology in the following sections includes the solutions that were found for these issues.

Figure 1
MSR’s original website homepage.

To further analyze the strength and weaknesses of MSR’s current website design, the content of MSR’s website was evaluated through a comprehensive checklist that covers the criteria of a successful nonprofit. After pre-evaluating the website with a checklist, interviews with MSR staff and Bank Windhoek were conducted to determine their goals for the website. The data collected from the interviews helped determine the characteristics of an ideal website. A comparative analysis between MSR’s current website and the “ideal website” generated through the methods presented in this chapter helped to determine MSR’s aspirations for the website and aided in the web-design process.
3.1.1 Evaluation of MSR’s Website

According to web users, certain criteria are present in a well-designed website (Gehrke, & Turban, 1999). The “Web Design Best Practices Checklist,” seen in Appendix C, is a comprehensive checklist that states the criteria for a well-designed website. The checklist covers basic design aspects such as: page layout, browser compatibility, navigation, color and graphics, multimedia, content presentation, functionality, and accessibility. Any website user is supposed to check for these things before using any information from a website.

The basic design aspects listed in the checklist were chosen as a standard of measurement by the web design community for a variety of reasons. All the features listed above help contribute to the appeal and credibility of a website. For example, the graphic design of a website including the page layout, color, and graphics affect how a user views such information. Website designers have found that “visual appeal is vital to web design because it promotes communication of ideas to your viewers by stimulating aesthetic senses and increasing a feeling of connection” (“Why is graphic design important to web design?”, 2011). However, a balance between graphic design and relevant content needs to be established. Specifically, “web content has been identified as one of the main factors contributing to repeat visits” (Purinton & Rosen, 2004, p. 787). Establishing a balance between content and visual appeal allows a website to not only be engaging but also informative. The Web Design Best Practice Checklist was used to evaluate the original website because it pointed out design aspect flaws (Moris, 2014). Team MSR identified the essential elements of website design which are missing from MSR’s current website in order to understand the underlying technical and communications problems that needed to be addressed. The full checklist can be seen in Appendix D; the findings from this protocol can be found in section 4.1.1 in the findings chapter.
3.1.2 Interviews with MSR Staff Members and Bank Windhoek

In addition, to the checklist protocol that evaluated the original website against industry standards and aspirational websites, the team also needed to better understand what MSR’s and Bank Windhoek’s needs and aspirations for the website were. MSR requested in their project description (Appendix B) an evaluation of the current website, establishment of a user-friendly website, and testing of the created website. Even with the information provided by MSR, it was still necessary to gather more specific information and guidelines from the stakeholders for the design and content of the new website.

Since MSR has ownership of their website, their input and ideas are valuable to include in the updated version. Individual interviews with the three staff members of MSR allowed the group to better understand the MSR employees and what an optimal website for their organization should be. The focus of the interviews was to determine what MSR is seeking from an updated website, what contextual information they wanted to be displayed, and the desired overall appearance of the website. The interview questions for each specific staff member at MSR is presented in Appendix E, F, and G and are aimed to reflect these goals. A question of importance to the team was, “what websites do you feel MSR’s website should emulate?” This question helps direct attention to concrete examples of websites that will aid in the development of the prototype of the new MSR website.

In addition to an interview with MSR employees, Bank Windhoek employees were interviewed. MSR works closely with Bank Windhoek. The bank acts as the main sponsor of, and does the marketing for MSR. The interview with Bank Windhoek was vital to determine their expectations for the website, to find out how to align the website with their marketing efforts, and to better understand the Namibian market. The questions proposed to Bank Windhoek expressed these goals and can be found in Appendix H. An example question that the team asked is “who owns the hosting and domain of MSR’s original website?” This question guided the graphic design of the website and influenced the decisions on the web design as a whole.
3.1.3 Analysis of Comparable Peer Websites

A useful way to design a website is through the identification of other websites that have desirable characteristics and are within the same industry. In order to create MSR’s new website, we identified aspirational peer organizations and analyzed their websites. We determined that the websites that would serve as references should also be nonprofits, and should have similar relationships to their sponsors, donors, and clients. In addition, the organization’s website should be visually appealing, easy to navigate, and have all content arranged in a clear and organized manner. In short, the websites that were selected according to the criteria listed above were used as the standards of comparison for the analysis of MSR’s website. These criteria aided in identifying four different websites of nonprofit organizations in Africa, as well as one employment agency in Africa. The following five websites all share commonalities with MSR’s company as a whole and have a high functioning website. Each website is further described below, and the results of the comparison can be found in chapter 4:

1. **Ripple Africa** - Ripple Africa is a nonprofit company in Malawi and performs charity work in both educational development and environmental conservation. Ripple Africa aims to empower communities to achieve a sustainable future. They request donors and volunteers to help improve the future of African people. An image of the Ripple Africa website can be seen in Figure 2 below.

Figure 2
*Homepage of the nonprofit Ripple Africa (Ripple Africa, 2019).*
2. **Red Cross** - Red Cross is a successful nonprofit professional organization. They cover a wide range of services from disaster relief and medical care to checking on prisoners of war and tracking human rights violations. The Red Cross works to help people, requests donors, and employs people, similar to MSR. An image of the Red Cross website can be seen in Figure 3 below.

Figure 3
*Homepage of the nonprofit Red Cross (American Red Cross, 2019).*

3. **Develop Africa** - Develop Africa is an organization that aims to decrease unemployment by developing client skills. The organization aims to empower lives in Africa by providing its clients with the tools necessary to become self-sufficient. This includes providing its clients with solar lights to study at night, mosquito nets, loans, and disaster relief, thus allowing the clients to become self-reliant. The Develop Africa website can be seen below in Figure 4.

Figure 4
*Homepage of the nonprofit Develop Africa (Develop Africa, 2019).*
4. **Africare**—Africare is one of the oldest nonprofit organizations in Africa. The organization aims to improve the quality of life for all people in Africa. There are many focus areas of Africare programs such as health, food and water, economics, and more. Despite Africare being a larger company than MSR, a detailed analysis of this website is useful because of their online funding efforts. The Africare website can be seen below in Figure 5.

Figure 5
*Homepage of the nonprofit Africare* (Africare, 2019).

5. **Africa Personnel Services (APS)** is an employment agency located in Namibia. Created in 1996, APS aims to place its members into career opportunities, thus allowing the members to live up to APS core values of honesty, integrity, and reliability. Even though APS is a much larger and more developed company than MSR, it is an appropriate website to study because both APS and MSR are employment agencies. The APS website can be seen below in Figure 6.
These five websites underwent the “Web Design Best Practices Checklist,” seen in Appendix I. This checklist helps determine what features of a website are most prevalent in a nonprofit website. The team will then compare the completed checklist of MSR’s website with the completed checklists of the aspirational websites, to determine what practices from the aspirational websites are missing from MSR’s. These findings combined with the interviews conducted in the previous section, created a complete needs analysis for a new website.

3.2 Website Design

A successful website for MSR incorporates design and content needs, the most appropriate website building platform, and a design that makes it accessible to people of all abilities. Utilizing the information gained from the checklists combined with the information learned from interviews we were able to determine what platform would fit MSR’s needs and aspirations the best, how to arrange and design the website, and decide on a design environment that was flattering and usable to all cultures and abilities.
3.2.1 Website Building Platform

Many website building platforms offer certain benefits that are used to create unique websites. The selection of the most appropriate platform is an important step in building a strong website, and critical to its future maintenance and upkeep. Additionally, website building platforms are a simple and practical alternative to coding a website from scratch. Many are intuitive and easy to use, making it so that virtually anyone with access to the builder can create a fully-fledged website. There are many free and inexpensive platforms available to build websites, each with its own special qualities. For example, some builders are better for blogs, while others are better built for marketing. There are multiple website builders available that fit MSR’s stated needs. For example, Squarespace, Weebly, Go Daddy, and WordPress all offer website building software. However, MSR needed a website builder that is easy to learn how to use, requires minimal technical skills, is inexpensive, requires minimal updates, is customizable, and is secure. The design requirements stated above were then used to determine which building platform fit MSR’s needs. It was imperative a website builder with these requirements were chosen to ensure the sustainability and usability of the website.

3.2.2 Content Development

Evaluating and analyzing the checklists and interviews of influential stakeholders of MSR determined what content should be implemented into the website. Specifically, the interviews were used to determine what information should be available on the website, while the checklist was used to determine how the information should be displayed. Analyzing both the interview and checklists simultaneously allowed for a website that not only respected the wishes of the stakeholders but was also up to the standards of aspirational peer websites.

The Best Web Design Practice Checklist outlines certain criteria that creates a visually appealing and credible website, such as having four colors or less on the homepage and having text color with significant contrast with the background. In addition, each website building platform has their own
distinctive template that creates a basic page layout that uniquely incorporates the Best Web Design Practice criteria into the website design and layout. Using the principles designated by the checklist, we choose a website platform and used it as the basic structure for our new website. The template we chose needed to adhere to any wishes MSR stakeholders presented in the interviews.

After the page layout was chosen the content for the website had to be decided upon. This step was extremely important because the content is the backbone of any website. Because of that, the content needed to be both engaging and interesting. To determine what content should be created and incorporated into the website, the responses from the interviews were analyzed and evaluated. To determine the content to be used on the website, we created a visual sitemap. An example of a visual sitemap is shown below in Figure 7.

Figure 7

*Example of a visual sitemap (PowerMapper, n.d.)*

A visual sitemap creates the skeleton of a website. Specifically, it shows the relationships between the different pages of a website and clearly designs the structure or layout of the website. To populate the visual sitemap, the results from the interviews and checklists were analyzed. The finalized
visual sitemap is presented in chapter 4 and can also be found in Appendix J. Once the structure and
design of the website was determined through the visual site map, an outline for each page was created to
specify what information would be inserted into each page. The specific content for each page was
determined from interviews with influential stakeholders. For instance, one of the key questions we asked
staff members to determine appropriate content was, “what would you like to see implemented on the
website?” The responses to this question helped to determine what content the stakeholders wanted and
identify where that content should be located on the website. The findings from this process will be
presented in the following chapter. After the content was determined and implemented accordingly into
the website, the website was re-evaluated using the Web Design Best Practice Checklist.

3.3 Feedback and Future Design Iterations

After the prototype of the MSR website was created, we began a process of product testing.
Product testing is vital because it can point out the flaws of the website as well as any technical or
communications issues that still exist. Product testing for this study was performed by a participant
observation study and a client satisfaction survey. A participant observation study was chosen because it
provided the rich descriptive qualitative data that was needed to determine how each aspect of the website
was received by the MSR staff and stakeholders. The client satisfaction survey was created to provide the
quantitative data that helped us to determine if the website was understandable and usable to a more
general audience. Once all the feedback was collected, another design iteration of the prototype was
performed that incorporated the recommendations received from those data collection procedures.

3.3.1 Participation Observation Study

Participation observation studies are useful because they directly “connect the researcher to the
most basic of human experiences,”, allowing discovery through immersion to occur (“Guest, Namey, &
Mitchell, 2013, p. 75). We choose Rauterberg’s method for our observational study because it allowed for
an observational form to be created that entailed the “occurrence of different behavioral categories”
The participants for this study were the MSR staff. MSR staff are the primary stakeholders and consequently, their opinions ultimately count the most, and they can also provide feedback that could help verify the usability of the website, design, content arrangement, and visual appearance.

We asked participants to navigate through the updated website by clicking on the different tabs and directly observed them while they did so. We noted an analyzed the participants’ reactions and general comments while using the website. This helped to determine the overall usability of the website. A detailed structure of the direct observation study is seen in Appendix K. After completing the observation, we compiled a compilation of the raw data, and counted the “frequencies and durations of different categories of activity” (Rauterberg, 2018, p. 42). To increase the validity and reliability of our findings, reported in section 4.3.2, we followed the same observational protocol as stated in Appendix K, with each participant.

3.3.2 Survey on Client Satisfaction

A survey is useful because it is “inclusive in the types and number of variables that can be studied, require[s] minimal investment to develop and administer, and [is] relatively easy for making generalizations” (Glasow, 2005, p. 1). When creating the survey, the questions focused on the overall usability and client satisfaction. We achieved this by focusing the questions on content, graphic design, interactivity, and navigability. As seen in Appendix L, the questions we asked are aimed to uncover any underlying issue that exists with the prototype. Once all responses to the survey were gathered, we performed a quantitative analysis on the results to determine any overarching problems with the prototype. We administered the client satisfaction survey for our study to MSR employees, Bank Windhoek, MSR members, as well as a general audience. In doing so, we ensured that our responses came from a mix of stakeholders and non-stakeholders. Non-stakeholders were used in the survey to gain feedback from an outsider’s perspective of the image of MSR created through the website. Due to the
anonymity of the survey, it will be impossible to distinguish between those affiliated with MSR and those who are not. Since the survey is seeking to determine client satisfaction with the website, we administered the survey electronically. The results and analysis of the survey are found in the findings section 4.3.3.

### 3.3.3 Future Design Iteration and Maintenance of Website

After the product observation and surveys concluded, specific technical and communication issues emerged. Collecting data that suggested design problems led us toward a design iteration, based on correcting the issues that emerged from the feedback. In theory, additional rounds of product observations and surveys should occur, launching a never-ending cycle of feedback and improvements on the website. However, due to the time constraints of this project and limits on the teams’ time in Namibia, the design iteration process only occurred once.

To ensure the future use and maintenance of the website, it is important that the MSR staff know how to make future design iterations themselves. In order to achieve this, we held a training session with the staff members of MSR to show each step in the process for making changes to the website as well as to allow the staff to ask any clarifying questions about updating the website. Additionally, the team created documentation and additional resources that detailed the various processes associated with updating and maintaining the website.

### 3.4 Methods Summary

In order to accomplish the research objectives of this project we developed a seven-week plan of action in Namibia that consisted of three major steps. First, we conducted the needs analysis. This consisted of an evaluation of the current site, interviews, and comparison to other nonprofit websites to evaluate the quality and usability of the current website. The needs analysis revealed the website’s strengths and weaknesses. Second, we created a prototype of the website. The objective was to create an optimal website for MSR using the information gathered in the needs analysis. Third, we created and tested the prototype; then we gathered data about client satisfaction and overall usability. Each step in this
research plan was dependent on the successful completion of the prior step. In summary, the research plan for this project was to evaluate, construct, and then re-evaluate what was constructed. The next chapter will present the findings from all of our data collection procedures that were detailed here in Chapter 3.
4. Findings

The design and implementation of the website emerged from our analysis of the data collected through the methods that were detailed in the previous chapter. The findings from the interviews with influential people related to MSR, as well as the results from the Web Design Best Practice Checklist were used to drive the design process of the new website. In this chapter, we will discuss how the website was designed and implemented, and how the future design iteration process was used to ensure the sustainability and usability of the designed digital platforms.

4.1 Determining the Best Web Design

By utilizing and analyzing the Web Design Best Practice Checklist combined with information from interviews of influential people in MSR and Bank Windhoek, we were able to identify the key aspects of what will make MSR a successful nonprofit website. The section below outlines and explains our findings from the analysis of MSR’s original website, then compares it to aspirational peer websites. The section also details the findings from the interviews with MSR’s three staff members, and Bank Windhoek representatives.

4.1.1 Analyzing MSR’s Original Website

To determine the general technical and communication issues that inhibited the original MSR website from being successful we completed the Web Design Best Practice Checklist. Completing the checklist also helped the team to determine the specific criteria lacking in content, development and visual appearance of the original website. In addition, the checklist outlined certain criteria that needed to be implemented into MSR’s new website to be on par with other successful websites.

By performing the checklist on MSR’s website we were able to identify that MSR’s current website was missing 25 out of 69 of the best practices for a website, approximately missing 36% of the criteria. Due to so many of the boxes on the Web Design Best Practice Checklist unchecked, as presented
in Appendix D as well as below in Figure 8, it was determined that the original website, is not only lacking credibility, but is also not up to the standards of professional organization websites.

Figure 8

*Web Design Best Practice Checklist for MSR’s original website.*

To better understand the missing criteria from MSR’s original website, all of the criteria marked as not present was compiled and analyzed, thus allowing the technical and communication issues with the original website to be revealed. Analyzing the missing criteria, revealed that most of the missing best practices were related to the visual appearance of the website, falling under the Page Layout category on the checklist. Specifically, these best practices were: a lack of visual aids, poor use of color, and improper use of whitespace. As seen on the graphic above over 60% of the criteria required for a successful page layout and thus visual appeal was missing or not present on the website. By failing to have these practices the website not only was unattractive, it also appeared unorganized and unstructured.

Another noticeable issue with the original website, was the failure to have any multimedia content, further diminishing the overall appeal of the website. As seen in the graphic above or Figure 8, all multimedia criteria was marked as not relevant, strictly because there was no multimedia content
presented on the original website therefore making any of the criteria to be irrelevant or inapplicable. For example, one of the criteria we were looking for was that each audio or video file used serves a clear purpose. However, since there was no multimedia content to evaluate, all the multimedia criteria were marked as not relevant to MSR’s original website. In addition, even though there was no multimedia, there were open and empty spaces on the original website for MSR to input multimedia content. For example, there was a section in the top left corner of the homepage of the website for the logo of MSR to appear, however instead of MSR’s logo there was a small box which stated: “Your logo will display here.” Overall, due to the lack of multimedia, and an unsuccessful page layout, the website failed to provide an accurate representation of the good work MSR is doing.

The incompleteness of the homepage, combined with the lack of visual appearance of the website diminished the overall credibility of the content of the website. Because of the lack of fundamental criteria from the checklist on the website, it was determined that the original website was not an acceptable representation of MSR. Additionally, because of the complexity and the number of issues that existed with MSR’s original website, it was determined that building a completely new website would be more practical than updating the original version. Lastly, by using the data from the checklist, the team determined that the new website must have a more polished and clean homepage. Additionally, the homepage must use different forms of multimedia and have a strong page layout to ensure that the website is usable to all demographics and able to draw in potential donors; thus addressing the issues with the previous website.

4.1.2 Interview Findings

For the next phase of the needs analysis, interviews were conducted with MSR staff members and Bank Windhoek IT department. The goal of these interviews was to determine two things; what MSR and Bank Windhoek dislike about the current website, and what they want to see on the finalized version of the website. Interviews with the staff at MSR were necessary to understand their ideas for the information
to include in an ideal website. Additionally, due to the fact that Bank Windhoek provides a large proportion of the funding for MSR it was imperative to ensure that their wishes for the website were respected and adhered to. The interviews with both Bank Windhoek representatives and staff members of MSR were essential in order to determine the best structure, page layout, and content for the new MSR website.

Interviews with the MSR staff were aimed at discovering what should be included on the website so that the new website accurately adheres to the new MSR brand, as well as acknowledges the goals and aspirations of the organization. The interviews conducted with the three staff members at MSR provided insight into their roles as employees for MSR, their aspirations for the MSR website, and their thoughts on why the old website was insufficient. The specific answers to the interviews with MSR’s three staff members are seen in Appendix D. At the beginning of the interview, questions were geared towards learning about employees’ roles and responsibilities at MSR shown below. The aims of these questions were to provide us with the perspective each interviewee has of MSR, as well as inform us how important the website is to each one of their jobs.

Table 5
Chart of all Employees at MSR

<table>
<thead>
<tr>
<th>Employee Number</th>
<th>Date Started at MSR</th>
<th>Job at MSR</th>
<th>Importance of the Website to their Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee 1 (AA)</td>
<td>2008</td>
<td>Field Worker, and Administrative Assistant at the Windhoek Office</td>
<td>Important for getting in contact with employers</td>
</tr>
<tr>
<td>Employee 2 (GM)</td>
<td>2011</td>
<td>General Manager of the Windhoek Office, PR Coordinator, New Member Trainer</td>
<td>Important for PR, and for getting in contact with employers</td>
</tr>
</tbody>
</table>
Table 5 (continued)

<table>
<thead>
<tr>
<th>Employee 3 (CEO)</th>
<th>2016</th>
<th>CEO, General Manager at the Swakopmund Office</th>
<th>Important for stakeholder engagement, and gaining sponsorship</th>
</tr>
</thead>
</table>

Due to the fact that the number of staff who run MSR is very small, the CEO of the organization is also responsible for stakeholder engagement, sponsorship, and managing the office in Swakopmund. Therefore, the CEO’s views on not only the content but also the appearance of the website was very important. The GM of the Windhoek Office has multiple roles within MSR; these roles include Public Relations (PR) Coordinator, Placement Officer, and New Member Trainer. Due to the GM working with MSR for over eight years, the knowledge that she has about the organization was influential in determining the content that should be presented on the website. The last staff member is not only the AA in the Windhoek office but also manager of the fieldworkers. The AA goes out twice a week to find men on the side of the road to inform them about MSR and convince them to become a member. In addition to finding new members, the AA has also been in charge of maintaining the member database and the social media account. In the future, the AA will be in charge of maintaining and updating the website. Therefore, the AA’s views on the usability and navigation of the website were very important.

Once the questions relating to the staff members’ roles were completed, the interview transitioned to focus more on what was wrong with the original website. With regard to the previous website, the AA stated that his main problem was related to the navigation and overall usability, claiming it was hard to find information. However, when the usability of the website was proposed to both the GM and CEO, both stated that the website was not hard to use, instead she claimed the primary issue with the original website was that it was inaccurate with regard to how MSR’s current state. Specifically, they mentioned that the information is outdated, missing some of MSR’s activities, and is visually unappealing.

When the staff members were questioned on how to address these issues with the original website both the GM and the CEO proposed that the website must be completely redone rather than updated. Re-
doing rather than updating the original website will allow the website to become more engaging and thus more effectual. In addition to completely redoing the website, both the GM and CEO asked for certain requirements to be implemented into the website. These requirements were:

- A focus on multimedia content;
- An ability to crowdfund;
- Connections to and optimization for social media;
- A link to the member portal or database.

The GM and CEO’s specific requirements for these additions to the website are explained in greater detail below.

Both the GM and CEO stated that the old website was drab and unappealing because of that both parties proposed to create a more media-centric website. They believed that by creating a website more focused on images and videos of the members, it would make the website have more of effect. In particular, both the GM and CEO wanted to include video clips on the website. Through conversations with GM, three different ideas for video clips on the website were proposed.

- Videos of member’s success stories;
- Videos of a live resume of a member;
  - Includes skills of the member;
  - Includes the education of the member;
  - Includes the permanent job the member hopes to gain;
- Videos asking people to sponsor a member;
  - Includes what training a member is hoping to achieve;
  - Includes why they want this training;
  - Includes what they hope to do once complete training.

The GM believed that the array of videos would allow the website to be more interactive, while also allowing for more people to directly see the impact MSR is having on the community and their members. The CEO agreed with this idea, and added that pictures could then be used to highlight the members’ skills because they believe that one of the main selling points of MSR is the broad range of skills that members have. Both the CEO and GM agreed that by making the website centered on different forms of
multimedia, and thus making the website more visual, a larger demographic would be interested in the website and therefore more interested in MSR and willing to donate.

The second objective the CEO and GM wanted incorporated into the website was a crowdfunding function. Originally the CEO suggested creating a GoFundMe page that would link directly to the website allowing people to easily donate to MSR. Both the CEO and GM stressed how important this part of the website is because MSR has faced funding difficulties over the past few years. These funding issues have prevented MSR from sending its members to training sessions, one of the stated goals of MSR. This is an issue because MSR promises its members this benefit when they join, thus not being able to send their members to training sessions has negatively impacted their ability to achieve their mission.

The third objective MSR wished to incorporate into the website was different social media accounts. Both the CEO and GM thought that creating different social media accounts would raise awareness of MSR and therefore funding. The GM mentioned how they already had a Facebook account, however, it hadn’t been updated recently and did not have a large following. Additionally, they stated that their old Facebook account stopped being updated regularly and that they did not know what to post, or when to post. When questioned, both the GM and CEO agreed that the Facebook account should provide information about upcoming trainings, events, the success stories of their members, as well as provide general information about MSR. Additionally, both parties wanted to include a donate button on the Facebook Page that would link to the website to solicit more donations.

In addition to the Facebook page, the CEO also proposed creating a LinkedIn account that would be a more professional version of the Facebook page. In prior research, the team had found a LinkedIn page, but when proposed to all three staff members, none had any recollection of the page. It was assumed the LinkedIn page was created long enough ago that no one remembers it being created and therefore all account information is lost. The CEO thought that by having a LinkedIn page, or a more professionally focused social media account, MSR would be able to connect professionally with other
companies. This would not only ensure more employment opportunities for members but also allow MSR to reach out to larger organizations for donations.

The last social media account that was proposed was an Instagram account, a form of social media that MSR has never used before. The CEO thought an Instagram account would be a good way to inform a large audience about MSR. Through deliberation, it was decided to post on the Instagram account in a style similar to the Humans of New York page which showcases a picture about an individual accompanied by a short story about them.

Figure 9
*Humans of New York Instagram post (Humans of New York, 2019).*

Both the CEO and GM liked this idea but would prefer to use member’s success stories as the blurb. By incorporating social media into the website both the GM and CEO agreed MSR could reach a broader audience and obtain more awareness for the organization as well as increase funding.

The last objective MSR wished for the website was to have the member database be connected to the website so employers could search for job seekers based on their skill sets. Unfortunately, since their database is a google sheet it was proposed to both the GM and CEO that it is unlikely that connecting the database to the website can be achieved. However, both parties were appeased with the idea of creating an online form. This form would be used by employers looking for job seekers and would contain:
This form would then be sent to either the GM in Windhoek or GM in Swakopmund ensuring that employers can easily request job seekers.

The interviews with staff members at MSR helped the team to gain insight on different objectives that MSR wished to be incorporated into the website. These objectives were a website focused on multimedia, crowdfunding capabilities, social media optimization, and the incorporation of the member database. In addition, the interviews with MSR staff members revealed the goals MSR had for the new website, which were to draw in donors and provide information about MSR to a global audience.
In addition to meeting with the MSR staff, a meeting occurred with the IT department of Bank Windhoek to determine logistical information on the old website. Specifically, how to access the old website, and other information about the platform that was used to originally build the website. Bank Windhoek informed us that the original website was originally built on WordPress. Through deliberation with the representatives, it was decided that the easiest way to build the new website was to create a second hosting location where the new website will be built, and then once completed, the website will be posted to the same domain as the old website. In the meeting, it was found that Bank Windhoek is working on an online payment service for the bank that will accept credit card payments allowing for funds to be directly deposited into MSR’s account. This was determined to be ideal for MSR as it would be a very direct and convenient way for them to receive donations with minimal fees. For consistency in the website, they suggested creating a Corporate Identity (CI), which would outline stylistic choices in order to ensure consistent brand and ease the design process. These recommendations and answers to our other questions helped the team gain access to the old website and begin the new website.

In summary, the interviews with three staff members and Bank Windhoek guided the team through the initial design and content development processes for the website. The MSR staff member’s interviews were important to guide decisions on content for the website, while the deliberation with the Bank were important to ensure that the new website was technically sound. By combining and analyzing all interviews, it was possible to design a website that addressed both the technical and communication issues that existed in the original website.

4.1.3 Comparison of Aspirational Websites Findings

Using the feedback from the interviews, five different aspirational peer websites were chosen to accurately represent MSR’s goals for the new website. When MSR staff were posed with the question “Is there a website you want MSR’s new website to emulate/what is the ideal website?” only the CEO had a specific answer. The CEO identified Africa Personnel Services because it is an employment agency like
MSR, is located in Namibia, and the website presents information about the organization in a visually appealing manner. When the GM was probed with the same question, she stated that she simply wanted the new website to be on par with other nonprofits in Africa. Using the feedback that both the GM and CEO supplied, five different aspirational peer nonprofit websites were chosen that the team felt met the criteria stated above. The nonprofit websites chosen were: Ripple Africa, Develop Africa, the American Red Cross, Africare, and Africa Personnel Services. All five of the websites were then analyzed using the Web Design Best Practice Checklist to determine how MSR’s website compared to other nonprofits websites.

The first website used as a standard of comparison was Ripple Africa. Ripple Africa was chosen due to it being an excellent example of a high functioning charity website that is not only visually appealing but also easy to navigate and use. The website’s homepage contains information about the organization and details everything their perspective audience could want to know. Ripple Africa does have some design issues, as some of the fonts and stylistic choices are a bit distracting, however, due to the overall strong appearance of the website it does not take away from the content of the website. By performing the checklist on Ripple Africa’s website it was determined the website was missing minimal criteria seen in Appendix I, and shown graphically below.
As seen by the graphic above, the major issue with Ripple Africa page is content presentation. Due to inconsistent fonts and colors, as well as broken hyperlinks, some of the information becomes lost within the pages. However, the website is still extremely visually appealing, and as seen by the graphic above has almost all the criteria to be deemed a well-designed website.

The second aspirational website chosen was Develop Africa. Develop Africa’s homepage is not only visually appealing, but it also clearly lists the actions of the organization and encourages visitors to donate. However, once any navigation pages within the website are clicked the page background reverts to a white page with black text thus losing the visual appeal of the homepage. By performing the checklist on Develop Africa’s website it was determined the website was missing minimal criteria shown graphically below and seen in Appendix B.
The main issue with Develop Africa’s page is the improper use of color and graphics, and accessibility of the site. Specifically, the website, failed to use the alt attribute, which specifies alternative text to be rendered when the image cannot be properly displayed (Beal, 2019). The Develop Africa website not only fails to provide the alt attribute in the code of the website, they also fail to add any captions to their photos, making the images’ relevance unclear. However, even though the Develop Africa website contains a couple of small technical issues, it still presents the information in a way that draws the audience in and convinces them to donate; therefore, successfully completing the goal of the website.

The third website chosen to be analyzed was the American Red Cross website. The American Red Cross website’s homepage is easy to use and interesting to look at. Not only that, it is also intuitive and clear where to go to find information, and is a good mix of words, visual aids, and whitespace. However, some of the internal links, such as “donate” and “training” take you to new pages of the website that do not link the user back to the homepage easily. By performing the checklist on the American Red Cross website it was determined that the website was missing almost no criteria shown graphically below and seen in Appendix I.
The checklist revealed that the American Red Cross website has an insufficient multimedia display and accessibility. Specifically, the website does not optimize graphics, meaning that a lower quality version of the image does not appear if the page is having any sorts of technical issue. By not optimizing the photos and by having a homepage that is mainly visual, it is impossible to open the page and quickly search for information. Apart from the images not being optimized, the website is designed extremely well according to the Web Design Best Practice Checklist. In particular, the website is easy to navigate, and the content is arranged in a way that is not only engaging but also visually appealing.

The fourth website analyzed was a nonprofit called Africare. The Africare’s website design and page layout is not only pleasing to look at but is also consistent within pages. Due to the strong visual appeal of the first page, the website is very successful at drawing a reader in. However, due to a couple of technical issues, such as resizing for phones and sizing of images and content, the overall visual appeal of the website diminishes slightly. By performing the checklist on Africare’s website it was determined the website was missing the criteria shown graphically below and seen in Appendix B.
The Africare website is mainly missing criteria from the page layout section as well as the content presentation section. Specifically, the website fails to use techniques of writing for the web, such as using an appropriate heading, bullet points, and brief paragraphs. Instead, the website has very lengthy paragraphs and is unorganized. Even though the missing checklist criteria might be deemed small, it does hinder the otherwise strong visual appearance of Africare’s website.

The fifth website is an employment agency called Africa Personnel Services (APS). The APS homepage is simple yet intuitive. After opening up the website it pulls up to a screen that has two buttons to click, either “clients” or “vacancy seekers”. By providing these two options right away it greatly eases the navigation and overall usability of the website. By performing the checklist on Africa Personnel Services website it was determined that APS’s website was missing the least amount of criteria shown graphically below and seen in Appendix I.
The checklist revealed that the main issues with the APS’s website involved the accessibility of the website. Specifically, the website failed to provide alternative texts for any graphics used. Failing to provide the text equivalence for an image can provide confusion if the graphic is not a hundred percent clear on what it is trying to convey. However, even with this technical issue, APSs’ website was extremely intuitive and easy to navigate and use.

Once each website was individually reviewed and studied, a comprehensive checklist of all six websites was made to easily view the results from analyzing each website, seen in Appendix I. Analyzing the websites simultaneously, revealed what practices work well for a website and what practices make a website unappealing. For example, Africare and Develop Africa’s homepage features a large graphic section that not only pulls in the reader but also is extremely appealing to look at. Additionally, analyzing the websites revealed that the most successful website had a consistent page layout and design throughout the website as seen with Africa Personnel Services’, Africare’s, American Red Cross’, and Ripple
Africa’s website. A summary of the comparison of each website can be seen in the graphic below as well as the comprehensive checklist that is shown in Appendix I.

Figure 15

*Web Design Best Practice Checklist comparison of the six websites.*

The stacked bar graph highlights the percentage of criteria not present on the website, percent of criteria present on the website, and the percent of criteria not applicable to the website. Quickly glancing at the graph it was obvious that MSR’s website, seen by the bar all the way to the right, was missing a much larger percentage of criteria than any other website. Specifically, it was missing around 36% of the criteria. This means that out of 69 criteria MSR’s website was missing a total of 25 criteria, while all of the other websites were missing eight or fewer criteria, or 12% or less. Comparing the amount of criteria missing from all six websites reinforced the idea that the prior MSR website needed to be completely redone instead of simply updated due to the vast array of issues that existed with the website.

In conclusion, the completion of the checklists and interviews provided the team with the baseline knowledge necessary to start designing and determining the content for the website. The interviews provided us with information related to the content that should be included on the website. While the
checklist provided us with the specific technical and communication criteria that must be incorporated into the website to ensure the success of the website.

4.2 Website Design Process Findings

The interviews and Web Design Best Practice Checklists’ results both provided lots of ideas for what we should include on the website. The needs analysis overall produced lots of ideas for content, and how to incorporate this content within the website. After reviewing and acknowledging all of the data and information from the needs analysis, we decided which suggestions we would pursue, which we would have to alter, and how to actually implement the ideas presented.

4.2.1 Determining the Website Building Platform

The first conclusion we came to after gathering the data was the platform upon which the website should be built. The team selected WordPress. From the interview with the Bank Windhoek IT Department, we learned that the original website was built using WordPress. Since WordPress had already been used, this meant that Bank Windhoek would already be familiar with using and updating WordPress. However, we still wanted to determine that WordPress was the best option for the new website.

Table 7
Website builder platform comparison (based on the most basic plan offered by each platform)

<table>
<thead>
<tr>
<th></th>
<th>WordPress</th>
<th>Wix</th>
<th>GoDaddy</th>
<th>Weebly</th>
<th>Squarespace</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build custom sites</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Hosting</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Can Use Custom Domain Name</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>
Table 7 (continued)

<table>
<thead>
<tr>
<th>Extra plug-ins, apps, and developer tools</th>
<th>✓</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Source</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Pricing</td>
<td>Free</td>
<td>Free with ads</td>
</tr>
</tbody>
</table>

In order to determine the most appropriate building platform, we did a comparison of the most basic plans offered by 5 of the top platforms; WordPress, Wix, GoDaddy, Weebly, and Squarespace shown above. After completing the comparison, it was clear that WordPress offered the most for their basic plan. The one downside to WordPress is that hosting is not included, which means it would have to be purchased separately. However, the cost of a host is cheaper than the plans that would need to purchase for the other builders in order to reach the same capabilities as WordPress. After completing this comparison, we looked further into WordPress to confirm that it would work for the website we were hoping to build.

WordPress is the world’s most popular website building platforms. It is free and open source. Over 28% of all websites are powered by WordPress (Editorial Staff, 2019). Additionally, WordPress offers over 54,000 plugins to help websites with different needs. The platform has thousands of different themes, and also allows a drag and drop option for users to build any website they want. Furthermore, WordPress can also be used in multiple languages, and can be used to make multilingual websites. While WordPress is free, and free to connect a domain, however you would have to pay for hosting (Meet WordPress, n.d.). There will most likely be updates for WordPress and the plugins that will need to be installed at times for a WordPress website. However, with regular maintenance checks these are easy to catch and update.
WordPress, due to all of the considerations listed above, is the best option for MSR’s needs. Additionally, MSR’s current website is built on WordPress, MSR already owns a domain for their current website, and is already paying a service to host the website. This means that the WordPress website that is built will not cost any more than what MSR is already paying. By using WordPress, we were able to create and tailor a website to MSR’s exact needs.

4.2.2 Systems Design and Development

In order to build the website, we first needed to decide on and organize the content. MSR staff decided the content of the website and had an idea on how they wanted it organized. It was found through interviews that the MSR staff wanted pages dedicated to MSR’s history, hiring a member, MSR’s contact information, MSR’s projects, the skills MSR workers have, and the services MSR offers. We then looked at the organization of the peer websites for concrete examples of how successful websites organize and present their information and communicate their goals. The peer sites tended to have a small number of tabs shown on the main navigation bar, but when hovered over with the cursor, would expand to show other content areas under each section. For example, the “donate blood” tab on the American Red Cross page expands to include “How to Donate, “Blood Donation Process” and “Learn About Hosting”. This was an organization tactic that proved to be clear and successful for the peer websites. Lastly, MSR’s Peace Corp volunteer had created an example web map to give his input on the new website. After considering all the information MSR wanted, the navigation bars from more successful sites, and the example web map provided, we created our own web map for the website, shown below. The web map follows the style of the peer websites navigation, and includes the information MSR wants. The map was then checked by MSR staff to ensure they agreed with the organization, and that it included all wanted information.
Next, we decided on the visual design of the website. The Web Design Best Practice Checklist comparison made it clear that visual appeal and ease of navigation are major parts in making a website effective. Therefore, we had to be careful in picking the template to use for the website design. When looking at the aspirational sites, it was noted that they all had navigation bars at the top of all web pages and large glossy pictures on the homepage. The aspirational sites also highlight the problems the nonprofits are trying to solve on the homepage. This was unlike MSR’s old website, which had a much bulkier panel on the side of the site, almost no pictures and only generally stated they were an organization for helping people to get jobs. It was decided that MSR should have a similar design to the aspirational sites since this was more aesthetically pleasing, and would better communicate the company's mission and the relevance to the Namibian community. It was further noted that while evaluating Develop Africa’s site, that stylistic differences between the homepage and the content pages was distracting. For this reason, the template chosen for MSR’s site had to have a consistent visual design to prevent a similar distraction in MSR’s site. In interviews with MSR staff, it was found that they wanted the website to stay
consistent with the current branding. The MSR staff are also interested in having the website be more picture heavy, highlighting members and different services on the site. The Web Design Best Practice Checklist emphasized that having high quality pictures on all the pages will further increase the visual appeal and the liveliness of the pages. In order to incorporate all of these design aspects, we decided to use a WordPress theme called the “mesmerize theme”. This theme incorporated the design we wanted for the homepage, had consistent design style between pages, and was easy to incorporate pictures into.

There were also a few ideas MSR had for the site that we determined would not be ideal to implement. The Peace Corp Volunteer had recommended a search bar but it was decided that this would be overly complicated without adding a lot of value to the website. Specifically, the website now has an organized navigation bar, making the information easy to find without a search bar. The MSR staff also asked for their database to be linked to the hire a member page such that potential employers could search for a skill and have members with that skill listed with their contact information and CV’s. Since MSR’s database is currently a google sheet, linking the database to transfer all of the information was determined to be out of the scope of our project as designing a database to MSR’s specification would be beyond our skills, and take a long amount of time. Through discussion with MSR staff, it was agreed that an online form that would email MSR staff with a job request would be sufficient since they would easily get all the information they need to match the employees to jobs themselves. The graphic below shows what specific items MSR asked for and how they were incorporated into the design of the website. The green indicates that we were able to implement their idea with minimal changes, while the red is what was not able to be implemented due to our limited amount of time here, and the yellow indicated the idea was implemented with a considerable amount of changes.
The other popular suggestion we acknowledged was crowdfunding. Crowdfunding is known for helping raise money for nonprofits, and charities. The “GoFundMe” suggestion from MSR was not implemented on the website or social media. It was decided this would be a poor fit for MSR due to the fact that “GoFundMe” collections only last for a set amount of time and the MSR staff might have a hard time updating with a new campaign. Instead, we decided to use the Bank Windhoek ecommerce tool. As stated previously, we learned through our meeting with Bank Windhoek that they are constructing an ecommerce tool that can be incorporated into the website. In the meantime, the donate now button will encourage users to donate through MSR’s bank code, which is how they currently accept donations.
In summary, we used the information gathered in the interviews, the analyzed aspirational websites, and the Website Best Design Practices Checklist to create a prototype website that would be easy to use, aesthetically pleasing to look at, and accurately represent MSR. We combined the content and design information we had received in our needs analysis, with the theoretical framework of universal design to create a plan for each page of the website. We then built each page based off of the plan on WordPress. Once the website was built, each of the team members took turns reviewing the entire site for any errors or changes that needed to be made. The CEO also did the same thing with the website, helping check for errors and most importantly accurate information about MSR. We fixed any errors that were found, and tweaked areas of the site we felt could be improved. Upon viewing of the website the CEO also gave us some extra information they also wanted displayed on the website. Once all of these errors were caught and fixed, and the new information was added, the first iteration of the website was complete.

4.2.3 Social Media

The MSR staff suggested implementing and updating their social media presence as a part of the project, as previously mentioned in our reporting of both of our interviews with the CEO and GM. Although creating and updating social media was not originally outlined, we decided it was necessary, since the Facebook, LinkedIn, and Instagram are linked to the website, and do not want the updated website to direct users to an outdated or nonexistent social media page. We choose to implement the Facebook into the website, because Facebook is very popular in Namibia and would have the largest local audience. Additionally, we linked the LinkedIn to the website, because one of MSR’s main goals for the website and social media is to attract more employers, and it is meant for working professionals. Lastly, we linked the Instagram because it attracts a more worldwide audience and potentially more donors.

MSR already had a Facebook account, which is used as an additional form of marketing and a way of communicating with their current members. However, the page had not been updated since
September 6, 2018. The team revamped MSR’s Facebook, so displayed current and important information. The page was changed from a user account to a business, a more professional page style. On the page, photos, updated logos, information, and events were added. Setting up the Facebook page gave a new way of marketing MSR. It could potentially help them connect with more people on a global level (Hopkins, 2012, p. 131).

LinkedIn is a social networking site for the professional world. Its goal is to connect people and businesses together in order to establish a strong business network in a particular field. (Ng, Zimmerman, n.d.). MSR has a LinkedIn page, however it was not properly filled out and did not have much information on it. The team developed a more complete LinkedIn profile that contains a comprehensive profile of MSR. People who have ties to MSR, and have a LinkedIn profile, have been reached out to through LinkedIn to connect on the MSR page.

Additionally, Instagram is a great way of sharing the mission of companies, and running marketing campaigns to attract the attention of global audiences (Millwood, 2016). MSR does not have an Instagram account set up. An Instagram account was created, and some posts were made. The account created features some photos from the website, and videos and photos of members.

4.3 Systems Effectiveness

Before the website was allowed to go live, certain systematic checks had to be performed to ensure that that the website was portraying MSR in the correct way as well as to ensure that the website was up to the standards of the aspirational peer websites. By utilizing and analyzing direct observation studies and surveys, any remaining technical and communication issues with the created website could be distinguished. The section below explains our findings after performing a direct observation study and survey study to complete additional design iterations.
4.3.1 Checklist Evaluation

The first systematic check before the website was evaluated by others was performing the Web Design Best Practice Checklist. Performing the Web Design Best Practice Checklist on the new website ensured that the website was now up to the standards of aspirational peer websites, is usable to a general audience, is visually appealing, and is entertaining. The results of the checklist is shown below in Figure 18, as well as the full results can be seen in Appendix M.

Figure 18
Web Design Best Practice Checklist for MSR’s new website.

Performing the checklist revealed that there were no missing criteria on the website. Furthermore, it also revealed that the website had 86.95% of the criteria present, with only 13.05% of the criteria being not applicable to the website. Most of the criteria currently being considered not applicable to the website related to the incorporation of multimedia. Specifically, one of the criteria considered not applicable was, captions are provided for each audio or video file. This criterion was considered not applicable because currently there are no video files on the website. However, there is a page on the website for MSR to
upload videos of their success stories, live resumes of members, and desired training of members. Once the videos are made for MSR, almost all of the not applicable criteria will be completed and MSR will have a hundred percent of the criteria listed on the Best Web Design Practice Checklist. To compare the changes made to the website a graphical summary of the original and the new website can be seen in the figure below.

Figure 19
*Pie charts of the Best Web Design Practice Checklist.*

The pie charts show how much of the criteria was present on the website, not present on the website, or not applicable to the website. Comparatively, the new website had a lot more criteria present then what was on the original website. Additionally, the new website had zero criteria not present on the website, a big decrease from the original website which was missing 36% of the criteria. By adhering the new website to the checklist, a much cleaner and intuitive page design and layout was successfully created for the new website.

### 4.3.2 Participant Observation Findings

In order to determine the usability of the website we held observation studies with two MSR employees who will be using and updating the website in the future. To begin the study, we had the website open in front of them and let them navigate around the site on their own. We gave simple
instructions on things to look at, but let the participants guide themselves through the website. This gave us an accurate sense of how easy the website is to use, whether it was hard to find information, and see if there were any technical errors left on the site. The guide for the observation study, and notes can be found in Appendix K.

Our first observation study took place with the GM. When it came to the usability of the website the GM seemed to naturally understand how to use and navigate around the website. They struggled a bit after going to a page, and was confused on how to return to the homepage. There were a few ways they could return to the homepage, though it showed that we may need to make it more apparent to the user. As the GM viewed, they pointed out some images that they would prefer to have changed throughout the site. For example, one of the photos made it seem as if we were referring to one of the MSR board members as a volunteer. The titles of some of the sections on the website also needed some rewording, as they differed from the language MSR uses to refer to them.

We also conducted a second observation study with the AA. This was an especially important observation study as the AA will most likely be using the website the most, and They had expressed in their earlier interview that she struggled to use the previous website. The AA seemed very pleased with the website. They were able to navigate around the website with ease, and expressed that it was much better than the previous site.

All the employees were very happy with the new website’s aesthetic and navigation, there specific answers can be found in Appendix N. Overall, they felt that it was easy to understand and navigate throughout the site. The few fixes they noted were primarily content related and were able to be quickly improved. The observation studies proved that we were able to make a successfully user friendly website that the staff and other audiences will be able to understand.
4.3.3 Survey Findings

To ensure that the website was universally easy to use, aesthetically pleasing, and easy to understand, we wrote and administered a survey to a general audience. Since the website needs to be understandable on a world-wide level, this was essential for determining if the website was clear to a mix of audiences with a variety of knowledge MSR. The survey had questions to determine how easy the website is to navigate and understand, identify whether there were any technical issues or errors left on the site, and understand if the design was aesthetically pleasing to most users. The survey included questions that asked for the rating different categories, as well as more open-ended questions for specific feedback. The survey received 26 responses and the full results of the survey can be found in Appendix O.

Figure 20
*Bar graph of the average responses of survey questions.*

![Bar graph of the average responses of survey questions.](image)
The first section of the survey asked the respondents to rank a variety of categories on a scale of 1 to 10, 1 being low. The average response to these questions can be seen above. From these responses we were able to gauge the usability of the website, as well as how the users felt about the visual and overall appeal. The averages for the surveys were all together on the high end. The only category that was not in the same range as the rest was engagement. This meant that in the next iteration, we needed to add some elements to the website that would make it more engaging for the user.

The survey also gave more specific feedback regarding what needed to be changed. We received suggestions on pictures and design choices that could be improved. For example, multiple people mentioned that the blue circles with the seven step approach were distractingly large. The survey also helped identify typos and inconsistencies in the formatting. These comments were taken into account for the next iteration of the website.

**4.3.4 Design Iteration Results**

Once the datum from the observational studies and surveys were collected, we used the findings to make changes to the new website. Many of the changes that were made were to ensure the visual appeal of the website, and to make it more engaging. We took the recommendations given through the surveys and observational studies and made changes, removing aspects that were found to be visually unappealing or confusing. Some photos were also changed to increase understanding and make the website more consistent. Some improper wording, spelling errors, and incorrect titles were also corrected. To deal with the engagement problem found by the surveys, we included more visuals, and some of the member videos. One issue that we found still present after the first issue was the phishing problem. In order to combat this issue, Bank Windhoek IT was consulted and their expertise was used to resolve the issue. After completing all the changes to the website, the second iteration was complete.
4.4 Summary

Through our study, we were able to gather information regarding the needs for a new MSR website, use that data to develop a plan for building a new website, and then assess the quality of and stakeholder satisfaction with our new website. Through the Web Design Best Practice Checklist analysis, it became clear that the old MSR website was far below the standards of other websites. It also identified the design aspects of the website that needed to be included in order to meet that standard. By conducting interviews with the MSR staff and bank Windhoek we were able to gather the content that the stakeholders expected to be on the website. Lastly, we analyzed the information that we gathered, weighed the benefits to the website and stakeholders, and ultimately considered whether the features were achievable within our time frame. The resulting website, not only correctly branded MSR, it was also visually appealing and informative.
5. Deliverables

Due to the original website being outdated, and not being visually appealing, the website was completely reconstructed to more accurately fit the image of MSR. The purpose of this section is to show the pages of the new developed website and the original website, to be able to show the changes implemented in the new website. We first started the build of the website, by creating a completely new site map, which outlined the new pages to be made on the site. This map was based on the requests of MSR staff, and what worked well on the peer reviewed websites. There are two parts of the website that the user will always see; these are the top navigation bar, and the footer.

5.1.1 Homepage

The original homepage of MSR website, was not only drab, but also inconsistent with the new rebranding of MSR. The first major change was the theme of the website. We decided to make the website with a brighter theme, that also provided a structure that improved the usability of the site.
The homepage includes, at the top, a static navigation bar with seven drop-down tabs. Each tab, if selected, directs the user to the designated page on the website. The tabs are “Home”, “About Us”, “Our Services”, “Recent Updates”, “Recruit a Member”, “How You Can Help”, and “Contact Us”. The bar
travels with the user, when the user navigates from page to page. The rest of the page includes a very necessary “Donate” button, that leads users to a donation page, social media links, statistics about MSR, and general skills of the MSR members.

5.1.2 About Us

The “About Us” section provides information about what MSR does, the structure of the organization, and additional information about who MSR works with. There are five subsections in the “About Us” page. These are “What We Do”, “History of MSR”, “MSR Team”, “Our Governance”, and “Our Affiliations”.

Figure 22
“What We Do”
The “What We Do” page explains how MSR works, and the seven-step program that each member in MSR undertakes.

Figure 23

“History of MSR”

History

In 2007 it was noticed that a large group of individuals sat at strategic places around town, usually at traffic lights, hoping to be offered a job for the day. A group of caring individuals decided to start an organization dedicated to helping these individuals gain the necessary tools to find employment. In 2007 Men on the Side of the Road, (MSR), a registered Welfare Organization, (Reg. No, W0348) and incorporated Association Not for Gain (Reg. No: 21/2007/0021) was created in Katutura, Namibia. The vision of the project was to empower the unemployed men who gathered at municipal job sites in Windhoek to be better able to compete in the labour market through a comprehensive program of self-development, life skills training, and technical skills training. All of which gives the unemployed men the skills and confidence needed to actively seek long-term job opportunities.

Expansion and Rebranding

Since the creation of MSR in 2007, we have opened up brand new offices and experienced regional and national expansion. In 2016, we moved the office from Katutura to Khomasdal in Windhoek, Namibia and then later in 2017, opened up another office in Usakos. In 2016, we expanded our services and began to aid women and school leavers. We became a service inclusive to anyone who falls under the term unemployed. At this point in time, MSR was rebranded to accurately address our new goals and services. This included creating new logos and allowing a larger demographic to use our facilities and services. In addition to expanding operationally, we have also been undergoing virtual expansion. In particular, we aim to have a presence in all regions of Namibia by partnering with other institutions, in order to offer our members a wide variety of trainings and opportunities.

Goals

We are a nonprofit organization dedicated to providing our members with the skills and opportunities necessary to gain employment. Our intent is that by connecting the unemployed with training and employment opportunities, connecting employers with skilled employees, providing financial assistance to members for training, and by providing entrepreneurship assistance through training and mentoring our members will be prepared to start their own business or gain employment.
The history of MSR page describes how MSR was founded, and details the steps MSR took toward expanding and rebranding.

Figure 24

“MSR Team”
This page details the employees at MSR. It also provides insight into the other organizations that contribute to the MSR mission.

Figure 25
“Our Governance”

This page gives information about MSR’s seven board members.
Figure 26

“Our Affiliations”

We could not accomplish our goals without the support, involvement, and enthusiasm of all our affiliations. Specifically, we would like to thank Bank Windhoek and Capricorn Investments for being a committed sponsor since the creation of MSR in 2007.

- Capricorn Group
- Bank Windhoek
- PARATUS
- Imaga Dei
- KAYEC
- WPI

This page recognizes organizations and companies that partner with, fund, and work with MSR.

Additionally, the logos are hyperlinks to each organization's website.
5.1.3 Our Services

The “Our Services” page provides information and links to learn more about what MSR does for its members. There are four subsections describing each aspect of MSR’s services to its members: “Training,” “Job Placement,” “Job Creation,” and “Other Resources”.

Figure 27
“Our Services”
Figure 28

"Training"

Training

Key Steps for the Ward of Work:

The training course will teach the essential work-related and organizational skills, such as teamwork, responsibility, and employment etiquette. All members will also learn safety, hygiene, and communication skills. This course is provided by the Labor Standards Authority and is required by law for all members.

Basic Skills:

This course focuses on developing the members’ ability to adapt quickly and efficiently to their job. This course will cover the basics of writing, reading, and numeracy.

Computer Literacy:

This course teaches the basics of using computers, with a focus on word processing and spreadsheet applications. It is designed for members who have limited computer experience.

Instructional Training:

If you have a specific interest or if your job requires it, we have the training you need. We offer courses in a variety of fields, including engineering, design, and business administration.

Certified Training:

Many of our training courses are certified. Upon completion, you will receive a certificate that will be recognized by employers.

English for the Workplace:

Improve your English language skills to increase your employability. This course will teach you basic language skills, including listening, speaking, reading, and writing.

Health and Safety:

Health and safety are our top priorities. This course covers the basics of health and safety in the workplace, including first aid and emergency procedures.

Future Work:

After completing the training program, you will be better prepared for future work opportunities. We provide job search assistance and help you develop a résumé.

Contact Us:

If you have any questions or need further assistance, please contact us at 123-456-7890. We are here to help you succeed.
This page first details the steps that MSR members are taken through when they join, and then displays the different types of training that are available to their members.

Figure 29
“Job Placement Page”

The page talks about how MSR members are given job opportunities, both for long-term and for short-term. It also has a “Recruit a Member” button which directs the user to the “Recruit a Member” page.
Due to the saturation in the Namibian market, MSR encourages its members to start their own businesses. Members who are interested in starting their own business or who already have their own business and are in need of support are enrolled at the institute, offering entrepreneurship training. MSR provides members with information regarding the process of registering your own business as well as assistance offering technical and financial support to young entrepreneurs.

MSR also has a variety of projects to help employ its members seen below:

Furniture Manufacturing:
Members created tables and chairs out of scrapwood to sell. This made affordable furniture and provides members with entrepreneurial skills.

Christmas Trees:
Members created decorative trees out of wire and beads to sell for the holiday season. The trees made quality decoration for the season and gave members an entrepreneurial experience.

Paper Brick Project:
Members used recycled paper and newspaper to make paper bricks that can be used as fuel, which will reduce the indoor smoke wood gathering that happens every day around Windhoek. This project has been financed by Afdaf Finance Institutions. Thank you to the United Nations Development Programme for their assistance with this project.

Waterwise Car Wash:
Members were assisted to start a waterwise car wash business. MSR provided the startup materials and guided five of the members in running their business.
This page shows some examples of projects that MSR members have participated in in order to fundraise, and obtain an entrepreneurial business experience.

Figure 31
‘Other Resources’

Computer Center:
The IT Drop-In Centre enables unemployed members to take ownership of their job search activities. There are computers available to type a CV, or do job-related research on the internet as well as access to photocopier facilities, and access to phones, fax and email services. These centers are located at the MSR offices. This was created with funding received from the Canadian Fund for Local Initiatives and Metropolitan Pinnacle Empowerment Trust.

Resource center:
One way we strive to make the job search easier for our members is through our resource center, located inside our offices. The center has newspapers for the members to read and search for job listings. Additionally, there is a job board with info on vacancies that members can apply to online, business loans, trainings, workshops, and meetings. There is also a library where members can check out various books, both for learning new skills and for casual readings. The purpose of this center is to provide our members with a designated space to search for and find employment opportunities.

Lend out Tools:
If a member gets a job related to yard work but doesn’t have the tools for it, MSR offers tools for the employer to rent for the member to use. The tools available include rakes for leaves and gravel, sheers, and a pick axe.
This page shows the other resources that MSR provides its members, in order to allow the members to be as successful as possible.

5.1.4 Recent Updates

The “Recent Updates” section is a live section that should be updated regularly. It provides links to social media, announcements, a calendar, and videos of members.

Figure 32
‘Recent Updates Page’

This page provides recent updates on what MSR and its members have been doing.
This page posts updates about what MSR has been doing lately.
This page provides a calendar with updated events related to MSR.
Figure 35
“Member Updates Page”

This page has member update videos, where members talk about their experience with MSR.

5.1.5 Recruit a Member

The “Recruit a Member” page gives potential employers information about MSR members’ skills, and also provides them with a way to request a worker. It has links to “Worker Request Form” and “Available Skills” pages.
Figure 36

“Recruit a Member Page”

The “Recruit a Member” page provides links to the worker request form, and the “Available Skills” page.
Figure 37

"Worker Request Form Page"

This page allows for employers to request a MSR member to work for them. The requests are sent to MSR’s email.
Available Skills

Our members are trained in different skills, and can be retrained in a variety of jobs. Below is a list of all the available skills.

[Images of various construction and maintenance tasks]

Recruit a Member
This page details the skills that MSR members have, so that employers can see the wide variety of fields MSR members have experience and knowledge in.

### 5.1.6 How You Can Help

This section of the website details different ways that is possible for the general public to donate to MSR. The pages within this section are: “Donate”, “Volunteer”, and “Recruit a Member Page”.

Figure 39

“How You Can Help Page”

This page details the different ways that people can donate to MSR, volunteer with MSR, or hire an MSR member.
Figure 40

"Donate"

This page tells the donors where their money will go, and gives a button that directs them to the place they can donate.

**Donate**

Or send you contribution to:

Bank Windhoek Main Branch (Code 481972)

MSR Main Account

Account no: 8001384357

**Why should you donate?**

Unemployment in Namibia has been growing every year, and combined with the limited job market more and more Namibian are becoming unemployed every day. We, at MSR, are actively trying to lower the unemployment rate by providing our members with the skills and training they need to become employable. By donating to MSR you are helping a member receive vocational training in their desired field, gain self-confidence, and learn the entrepreneurial skills necessary to be successful in life. A little bit goes a long way towards helping MSR put Namibians to work, one person and one job at a time.

**Where does your donation go?**

Donations to MSR go to but are not limited to:

- Providing Vocational Training
- Providing Educational Classes for School Leavers
- Providing English Classes
- Providing Entrepreneurial Training
- Maintaining the IT Center and its Services

All donations go towards helping the goal of MSR, of giving members the skills and confidence they need to gain employment.
Figure 41

"Donate Page"

Online donation portal coming soon!

For now, please use our bank code for all donations. Thank You!
Bank Windhoek Main Branch (Code 481972)
MSR Main Account
Account no: 8001384357

This page provides specific information on how to donate monetarily to MSR.
This page details why, and how people can potentially volunteer to help with MSR.
5.1.7 Contact Us

This section provides all the information necessary to get into contact with MSR staff at either the Windhoek or the Swakopmund office.

Figure 43
“Contact Us”

This page provides links for contact information and location information for both the Windhoek and Swakopmund offices.
This page provides information about the Windhoek office, its location, and its employees’ contact information.
This page provides information about the Swakopmund office, its location, and its employees’ contact information.
This form gives MSR members and others associated with MSR the ability to provide MSR with feedback.

5.2 User Guides

In order to ensure the continued use of the website we have created a set of user guides for MSR with instructions on maintaining the website. There are guides on how to use WordPress, as well as Facebook, Instagram, LinkedIn, and YouTube. The WordPress guide covers how to install updates, post announcements, upload videos, create events, and make other edits on the website. The social media
guides cover how to post on each of the sites, as well as change any of the profile information if necessary. These guides can be found at the following link:

https://docs.google.com/document/d/1vHos7wAesd8GmU4nSGWLyyLDkT0kJKfjzjCov7NBK11s/edit?usp=sharing
6. Conclusion and Recommendations

In addition to creating the website, we have compiled a list of recommendations to ensure the sustainability of MSR’s new website as well as improve MSR’s digital presence as a whole. It is imperative that MSR maintains and systematically updates their digital presence to gain the global sponsorship they desire and ensure that the website stays relevant. In this section, we provide MSR with recommendations to ensure that the website is sustainable and continually updated as well as to ascertain that it remains accurate to MSR as an organization.

6.1 Recommendations for Website Maintenance

Systematic updates of the website are imperative to ensure that the website remains relevant and accurate. If MSR is not able to keep the website up-to-date, the website will lose relevance and accuracy. We thus encourage MSR staff members to systematically check for updates to ensure all information on the website remains accurate and up-to-date. Additionally, to ensure the maintenance of the website, we encourage MSR to log in and check for updates on WordPress on a regular basis. Lastly, information such as new trainings, contact information, or skills available should be systematically updated, to ensure the website’s relevancy. If staff at MSR are unable to remember how to update the website or use WordPress, we encourage the staff at MSR to refer to the user-guides we made, which provide helpful and detailed information on how to update and add additional media or content to the website. If they are still having problems with the website, we recommend that they consult Bank Windhoek IT department.

6.2 Recommendations for Future Additions to the Website

To ensure that MSR’s website is always displaying relevant information we recommend to MSR that they add certain features to the website. Currently, on MSR’s website there is a recent updates page that contains announcements, a calendar, and a members update page. We encourage MSR staff to continuously update these pages as they will provide current updates and information that visitors
will be interested in seeing. Specifically, MSR should add current and relevant announcements using a blog post style. The post should update viewers on news about MSR, for example, how many new members there are, recaps of community meetings, any changes or updates within the offices, and more. We also have a calendar page on the website that can display events, which can help people stay updated on events that are happening with MSR.

Another section we built was a member updates section. In this section, successes, virtual live resumes, and request for sponsorship can be shown in video format. The stories would be aimed at potential donors and employers in order to showcase the good work that MSR does. Each video should contain a personalized message about how MSR helped that person to succeed and should showcase them at work. We recommend that MSR begin to make these videos with as many members as possible and begin to add them to the website. The videos will add a human element to the website that will resonate with donors, and seeing the success of MSR will make them more likely to donate.

In addition to keeping the website up to date and relevant, MSR should also ensure that they are always able to easily receive donations through the website. We learned in interviews that Bank Windhoek is developing an ecommerce system to make online transactions easy and simple. Due to the fact that the ecommerce system is not yet operational, we were unable to include it on the website. However, once Bank Windhoek has completed their ecommerce application, we highly encourage MSR to include it on the website under the donation tab. Having an ecommerce tab would allow for sponsors to easily donate to MSR, therefore allowing MSR to receive funding quickly and easily.

6.3 Recommendations for Maintaining the Social Media

Maintaining and updating the social media platforms is important to maintaining the relevancy of MSR. If the social media is not updated, MSR will appear inactive and therefore will lose potential donors. It is also important to update the social media periodically because the website is linked to the social medias thus making the social media platforms another avenue for people to get information on MSR. MSR should try to make posts every other day on the Facebook, about topics such as upcoming
trainings, how many new members there are, reports on community meetings, and videos of members getting permanent jobs. In addition, MSR should try to update the Instagram twice a week with a Humans of New York Style Post, which is a post that only requires a still photo plus a text of narrated testimony from the person pictured, and the LinkedIn weekly with employee information. If MSR staff forgets how to update the social medias, we encourage them to reread the user guides we left them with so that they can make systematic updates to the social media. If they are still having problems with the social media, we recommend that they ask Bank Windhoek IT department.

**6.4 Recommendations for Future Projects**

Through creating a website for MSR, the team became aware of a couple of different projects that could strengthen MSR as an organization overall, and improve upon the work we completed. In particular, MSR is currently lacking funds and employers due to a general lack of a marketing plan. Another idea that would help the organization is linking a database to the website and creating an employer portal, so employers would be easily able to find employees. Both of these projects require a substantial amount of time and research, but could be very beneficial for MSR.

In multiple meetings, staff members at MSR mentioned how previous attempts at a marketing strategy have failed to increase MSR’s overall funding. Due to past marketing methods being unsuccessful, we believe that MSR needs to research a proven marketing strategy that works for them in Namibia, and gains them funds. Another funding mechanism MSR can try to market is crowdfunding, a method that staff at MSR had initially expressed interest in. A crowdfunding campaign could prove useful in gaining a large amount of donations in a short period of time. If MSR is having problems marketing we recommend that they reach out to Bank Windhoek for help, or have the next group of interns or students focus on creating a successful marketing method.

In addition to a marketing effort, an employer portal could be added to the website, to ease the process of hiring members, and encourage more employers to work with MSR. Ideally an employer could search for a skill and have a list of MSR members with that skill appear along with the member’s contact
information. MSR staff was interested in linking their database to the website because it would ease the job request process for employers. However, because the current MSR database is a Google Sheet, running this type of service is not possible. If this was to be implemented, a new database would need to be created. This is why in the future we encourage MSR staff to create a new database system that can easily be integrated into the website.

6.5 Conclusion

A well designed website is: properly maintained, connected to social media, and equipped with new features as they become available. A website with these features will allow MSR to connect with a more global audience and gain more global recognition. Additionally, by supplying guides for maintaining and updating the website, MSR’s website will be able to stay relevant and up-to-date. Our team was able to facilitate the creation of a new, and one hopes, effective website by analyzing and evaluating the stakeholders needs, implementing their needs into an appropriate digital platform, and then evaluating the website that was created. A new website for MSR will help the organization gain funds and facilitate member/employer communications, and ultimately support them in their goal of reducing unemployment in Namibia.
References


Jauch, H (2012), Poverty, unemployment and inequality in Namibia. *TEMTI Series of Economic*


Appendix A: Universal Design Principles

Universal Design Principles (NC State University, The Center for Universal Design, 1997). Universal Design Principles are a guideline for making a website usable for a general audience.

Principle 1: Equitable Use
The design is useful and marketable to people with diverse abilities.
Guidelines:
1a. Provide the same means of use for all users: identical whenever possible; equivalent when not.
1b. Avoid segregating or stigmatizing any users.
1c. Provisions for privacy, security, and safety should be equally available to all users.
1d. Make the design appealing to all users.

Principle 2: Flexibility in Use
The design accommodates a wide range of individual preferences and abilities.
Guidelines:
2a. Provide choice in methods of use.
2b. Accommodate right- or left-handed access and use.
2c. Facilitate the user's accuracy and precision.
2d. Provide adaptability to the user's pace.

Principle 3: Simple and Intuitive Use
Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
Guidelines:
3a. Eliminate unnecessary complexity.
3b. Be consistent with user expectations and intuition.
3c. Accommodate a wide range of literacy and language skills.
3d. Arrange information consistent with its importance.
3e. Provide effective prompting and feedback during and after task completion.

Principle 4: Perceptible Information
The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

Guidelines:

4a. Use different modes (pictorial, verbal, tactile) for redundant presentation of essential information.
4b. Provide adequate contrast between essential information and its surroundings.
4c. Maximize "legibility" of essential information.
4d. Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions).
4e. Provide compatibility with a variety of techniques or devices used by people with sensory limitations.

Principle 5: Tolerance for Error
The design minimizes hazards and the adverse consequences of accidental or unintended actions.
Guidelines:

5a. Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded.
5b. Provide warnings of hazards and errors.
5c. Provide fail safe features.
5d. Discourage unconscious action in tasks that require vigilance.

Principle 6: Low Physical Effort
The design can be used efficiently and comfortably and with a minimum of fatigue.
Guidelines:

6a. Allow user to maintain a neutral body position.
6b. Use reasonable operating forces.
6c. Minimize repetitive actions.
6d. Minimize sustained physical effort.

Principle 7: Size and Space for Approach and Use
Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.
Guidelines:
7a. Provide a clear line of sight to important elements for any seated or standing user.
7b. Make reach to all components comfortable for any seated or standing user.
7c. Accommodate variations in hand and grip size.
7d. Provide adequate space for the use of assistive devices or personal assistance.
Appendix B: Proposal to the WPI Students for 2019

A project proposal sent by staff at MSR to the team to describe the project goals.

As MSR continues to gain momentum and recognition across Namibia, it is important that the organization provides a universally accessible deposit of information about our services and successes. While MSR frequently runs advertisements in the newspapers and television as well as prints brochures, our website is critical for those who seek additional information as well as those who haven’t seen our advertisements before. The website links the gap between basic-message marketing and complete information by showcasing our organization’s comprehensive story, detailing our services, and highlighting our success stories and statistics.

In addition to showcasing MSR to our Namibian audience for use, our updated website will also serve us abroad as we attract funding for our organization and our beneficiaries. With modern technology and networks, a new wave for international philanthropy, and an ever-shrinking world, MSR hopes to utilize various crowdfunding and donor-based platforms to expand our presence and impact here in Namibia. However, despite having these goals locked in the pipeline, we cannot afford to conduct the much needed update of our website that will enable us to attract the interest of an international audience.

The WPI students will be tasked with updating and rebranding the MSR website and ensuring that the organization is well represented to the world. While we have an existing website it has not been updated since 2014. This is extremely problematic since MSR has, in the past three years, completely rebranded our name and logo, expanded our operations with a second office on the coast, and has shifted our focus from the “men sitting on the side of the road” to all unemployed individuals. In addition to our website not displaying our true message, we have also recently been running into several technical issues with the website, as it seems to be red-flagged as a “phishing URL” by certain security programs.

MSR thus hopes for a website that not only excite our readers and followers about the good work MSR does, but also share the story and convince them to participate and support the cause.

Desired outcomes

The aim of the project by WPI students is to:

- Evaluate the current website
- Familiarization with the Namibian domain and internet providers
- Collaboration with the current marketing and communications department in Bank Windhoek who provides marketing services to MSR
- Establish a user-friendly and safe website for MSR
- Train MSR staff on the updating of the website
- Test the website
Appendix C: Web Design Best Practice Checklist
A checklist that determines any technical or communication issues on a website.

Background Information

- URL:
- Target Audience:
- Purpose:

Page Layout

1.Appealing to target audience
2. Consistent site header/logo
3. Consistent navigation area
4. Informative page title that includes the company/organization/site name
5. Page footer area includes copyright, last update, contact e-mail address
6. Good use of basic design principles: repetition, contrast, proximity, and alignment
7. Balance of text/graphics/white space on page
8. Good contrast between text and background
9. Viewport meta tag is used to enhance display on smartphones
10. Media queries configure responsive page layout for smartphone and tablet display

Browser Compatibility

1. Displays on popular/current versions of Microsoft Edge
2. Displays on current versions of Firefox
3. Displays on current versions of Google Chrome
4. Displays on current versions of Opera
5. Displays on current versions of Safari (both Mac and Windows)
6. Displays on popular/current versions of Internet Explorer
7. Displays on popular mobile devices (including tablets and smartphones)

Navigation

1. Main navigation links are clearly and consistently labeled
2. Navigation is easy to use for target audience
3. If main navigation uses images, clear text links are in the footer section of the page
4. If main navigation uses media, clear text links are in the footer section of the page
5. Navigation is structured in an unordered list
6. Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
7. All navigation hyperlinks "work" — are not broken

Color and Graphics

1. Color scheme is limited to a maximum of three or four colors plus neutrals
2. Color is used consistently
3. Text color has sufficient contrast with background color
4. Color is not used alone to convey meaning
5. Use of color and graphics enhances rather than distracts from the site
6. □ Graphics are optimized and do not significantly slow download
7. □ Each graphic used serves a clear purpose
8. □ Image tags use the alt attribute to configure an alternate text description
9. □ Animated images do not distract from the site and do not endlessly repeat

Multimedia

1. □ Each audio/video file used serves a clear purpose
2. □ Any animation used enhances rather than distracts
3. □ Captions are provided for each audio or video file used
4. □ If needed, links to downloads for media plug-ins are provided

Content Presentation

1. □ Common fonts such as Arial or Times New Roman are used
2. □ No more than one web font is used
3. □ Techniques of writing for the Web are used: headings, bullet points, brief paragraphs
4. □ Fonts, font sizes, and font colors are consistently used
5. □ Content provides meaningful, useful information
6. □ Content is organized in a consistent manner
7. □ Information is easy to find (minimal clicks)
8. □ Timeliness: The date of the last revision and/or copyright date is accurate
9. □ Content does not include outdated material
10. □ Content provides links to other useful sites
11. □ Avoids the use of "Click here" when writing text for hyperlinks
12. □ Hyperlinks use a consistent set of colors to indicate visited/nonvisited status
13. □ If graphics are used to convey meaning, the alternate text equivalent is provided
14. □ If media is used to convey meaning, the alternate text equivalent is provided

Functionality

1. □ All internal hyperlinks work
2. □ All external hyperlinks work
3. □ All forms function as expected
4. □ No JavaScript errors are generated

Accessibility

1. □ If main navigation uses images or other media, text links are in the footer section of the page
2. □ Navigation is structured in an unordered list
3. □ Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
4. □ Color is not used alone to convey meaning
5. □ Text color has sufficient contrast with background color
6. □ Img elements use the alt attribute to configure an alternate text description
7. □ If graphics are used to convey meaning, the alternate text equivalent is provided
8. □ If media is used to convey meaning, the alternate text equivalent is provided
9. □ Captions are provided for each audio or video file used
10. □ Use attributes designed to improve accessibility such as title when appropriate
11. Use the id and headers attributes to improve the accessibility of table data
12. Configure frames with frame titles and place meaningful content in the noframes area
13. The html element's lang attribute indicates the spoken
Appendix D: Completed Checklist for MSR’s Original Website

A completed checklist for MSR’s original website that highlights the technical and communication issues that exist on the original website.

Key:  ❑ Yellow Box = present on the website  
      ❑ Green Box = not applicable  
      ❑ Empty Box = not present on the website

Background Information

- URL: http://msr.org.na/
- Target Audience: donors, and potential members and employers
- Purpose: To market MSR and increase funding from new donors, attract new potential members, and connect employers with current members

Page Layout

1. ❑ Appealing to target audience
2. ❑ Consistent site header/logo
3. ❑ Consistent navigation area
4. ❑ Informative page title that includes the company/organization/site name
5. ❑ Page footer area includes copyright, last update, contact e-mail address
6. ❑ Good use of basic design principles: repetition, contrast, proximity, and alignment
7. ❑ Balance of text/graphics/white space on page
8. ❑ Good contrast between text and background
9. ❑ Viewport meta tag is used to enhance display on smartphones
10. ❑ Media queries configure responsive page layout for smartphone and tablet display

Browser Compatibility

1. ❑ Displays on popular/current versions of Microsoft Edge
2. ❑ Displays on current versions of Firefox
3. ❑ Displays on current versions of Google Chrome
4. ❑ Displays on current versions of Opera
5. ❑ Displays on current versions of Safari (both Mac and Windows)
6. ❑ Displays on popular/current versions of Internet Explorer
7. ❑ Displays on popular mobile devices (including tablets and smartphones)

Navigation

1. ❑ Main navigation links are clearly and consistently labeled
2. ❑ Navigation is easy to use for target audience
3. ❑ If main navigation uses images, clear text links are in the footer section of the page
4. ❑ If main navigation uses media, clear text links are in the footer section of the page
5. ❑ Navigation is structured in an unordered list
6. Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
7. All navigation hyperlinks "work" — are not broken

Color and Graphics

1. Color scheme is limited to a maximum of three or four colors plus neutrals
2. Color is used consistently
3. Text color has sufficient contrast with background color
4. Color is not used alone to convey meaning
5. Use of color and graphics enhances rather than distracts from the site
6. Graphics are optimized and do not significantly slow download
7. Each graphic used serves a clear purpose
8. Image tags use the alt attribute to configure an alternate text description
9. Animated images do not distract from the site and do not endlessly repeat

Multimedia

1. Each audio/video file used serves a clear purpose
2. Any animation used enhances rather than distracts
3. Captions are provided for each audio or video file used
4. If needed, links to downloads for media plug-ins are provided

Content Presentation

1. Common fonts such as Arial or Times New Roman are used
2. No more than one web font is used
3. Techniques of writing for the Web are used: headings, bullet points, brief paragraphs
4. Fonts, font sizes, and font colors are consistently used
5. Content provides meaningful, useful information
6. Content is organized in a consistent manner
7. Information is easy to find (minimal clicks)
8. Timeliness: The date of the last revision and/or copyright date is accurate
9. Content does not include outdated material
10. Content is free of typographical and grammatical errors
11. Content provides links to other useful sites
12. Avoids the use of "Click here" when writing text for hyperlinks
13. Hyperlinks use a consistent set of colors to indicate visited/nonvisited status
14. If graphics are used to convey meaning, the alternate text equivalent is provided
15. If media is used to convey meaning, the alternate text equivalent is provided

Functionality

1. All internal hyperlinks work
2. All external hyperlinks work
3. All forms function as expected
4. No JavaScript errors are generated

Accessibility

1. If main navigation uses images or other media, text links are in the footer section of the page
2. Navigation is structured in an unordered list
3. Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
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7. If graphics are used to convey meaning, the alternate text equivalent is provided
8. If media is used to convey meaning, the alternate text equivalent is provided
9. Captions are provided for each audio or video file used
10. Use attributes designed to improve accessibility such as title when appropriate
11. Use the id and headers attributes to improve the accessibility of table data
12. Configure frames with frame titles and place meaningful content in the noframes area
13. The html element's lang attribute indicates the spoken
Appendix E: Interview with the CEO

Interview with the CEO of MSR to determine what their aspirations for the new website are.

Phone Interview with the CEO on 3/12/2019 10 am
Video Call
Questions:

1. **Would it be ok to make a completely new website?**
   Advised to make a new one, unsure if existing website could be fixed
   
   a. **If so are you okay with us using a platform such as WordPress?**
   Can have domain hosted in Namibia, pay an annual subscription to have domain name
   prefer to stay with them, get domain name though company (Telecom)

2. **What is the key aspects they want addressed in the website?**
   Employers can access database through the website, select a person and get in contact with them
   
   Crowdfunding
   Small Pictures and Videos
   
   Small story or video clip of them working, any smartphone camera will probably work,
   want a small video, and share their story→ used to sell their story
   
   Can arrange to get more pictures
   Logo on wall is the correct logo
   
   Sent Questions to MSR board members

3. **Is there any known stipulations Bank Windhoek has for the website?**
   Quite strict on correct color coding, and physical appearance, need to schedule a meeting with
   them to make sure the website aligns with their wants

4. **Is there a website you want MSR’s to look like/what is the ideal website?**
   More lively then current website, unable to get in contact with current Bank Windhoek staff, easy
   to update and teach how to use

5. **What would we link the crowdfunding page to?**
   Look into GoFundMe
6. Would you like any social media other than a Facebook?
   Would like a Facebook with a section for funding
   a. i.e. LinkedIn
      Update and Create a LinkedIn, maybe try Instagram

7. Do you have any marketing ideas for donors/have a target donor?
   Videos and using other platforms, talking to them individually, can email

Interview with CEO
Date: March 19, 2019
Time: 10 AM
Location: MSR Office/WhatsApp call

What is your position at MSR?
   a. CEO, responsible for management, stakeholder engagement, looking for sponsorship, in Swakopmund run the office, overall management,

How long have you worked for MSR?
   a. Started February 2016

How would you define MSR’s goal, mission and vision statement?
   a. The purpose is to provide unemployed with linkages to training and unemployment opportunities

Who are the board members and what do they do for MSR?
   a. The board members are there for the governance of MSR, give strategic direction and then the office executes it, overall decision making, not involved in the operations, decision making end

What are the current passwords for Facebook and LinkedIn?
   a. Login information: for Facebook ask the AA-- he should now
   b. For LinkedIn: do not have an account

For the social media accounts what email can we use to set the accounts up to?
   a. Msr.ioa.na email
      ○ What would you like the messages and posts to be about on the social media
The posts should include regular updates on training, general messages about MSR, opportunities for employers, success stories of members.

The current Facebook page is set up as a user (i.e. a person) instead of a page (i.e. for an organization) would it be ok to change this as a page? You may lose some of the connections made on Facebook, however it would mean you could be recognized as a non-profit by Facebook.

○ If yes, who would you like to be admins (it can be one or more)
  a. Yes, okay with new page set up, only issue is maintaining likes and followers, only wants one page

LinkedIn is also set up as a user instead of an organization. If you set it up as an organization it is more likely that posts will be seen by users not connected with you, and you can post job listings directly on LinkedIn. We could connect with all the people currently connected with the user account on LinkedIn so there would be less of a loss of connections.

If we were to make an Instagram, what kind of content would you like posted?

○ i.e. member highlights (like humans of New York), advertisements for trainings
  a. Relying on our guidance here

What are the different tabs you want on the website?

○ For example, about us, contact info, how you can help etc.
  a. Derek the Peace Corp volunteer, he uses the same tabs, for now goes under those and can add additional ones if wanted

Do you have information you want worded in a specific way?

○ For example, the mission and vision?
  a. Yes, will write how she wants it worded

Who should we videotape for the success stories, are there specific members?

• Also had video idea of live resume, as well as sponsor this member for this class
  a. Nice idea, other types of training that they don’t have on regular training list, so would be nice to get other training, example heavy truck training they can’t afford, or more advanced paramedic training, current funding is much lower than they can afford, a page for people to start their own business, so a general sponsor a member page

Do you have a high quality image of the logo we can use for the website?

○ Is there a drive or a way to access any photos already taken?
a. For the logo ask Bank Windhoek, have it in PDF, the AA and GM have lots of pictures also

Do you have any statistics we can use for the website, and social media?

a. Get into contact with the Peace Corp volunteer
   i. Google Drive document

Would you like the website to be more words or picture heavy?

a. More Pictures

What is one thing you like about the old website and would want to keep?

a. Do it all over

Is there anything that could be added to the website that can help you do your job at MSR?

- Other than linking the database
  a. Look at First National Bank, happiness store, and can sponsor a project, give a different name, see all different stories, and how MSR has helped them, if they need funding, and how it can help, videos of MSR staff saying what they need funding more.
  b. Bank Windhoek is working on e-commerce; as a placeholder would PayPal be ok?
     i. Can talk to bank about
     ii. Will talk to them about it next week
     iii. The ecommerce thing would be easier once we leave
  c. Setting up database with website
     i. Google form on website,
     ii. View only google sheets on members for database
     iii. Need to look into more
     iv. Name of job and pictures with members

Are there any websites you know of that you would like MSR’s website to look like?

a. Not any that come to mind

How would you like sponsorship to be portrayed on the website?

a. Talk to Bank Windhoek
   i. Ask them how
   ii. She says can do one page with all sponsors logos of each of the companies
Would you be ok to have your contact information and a photo of yourself on the new website, similar to how it is on the current one?

a. Yes, no problem with it

Anything else you would like to share?

a. Nothing at the moment
b. Really want to meet with marketing at Bank Windhoek
c. Can forward us login information for website
d. By Monday we would have gotten a little further
e. The GoFundMe is not up and running just an idea
   i. He will be back on Tuesday
Appendix F: Interview with the GM

Interview with the GM of MSR to determine what their aspirations for the new website are.

Interview with GM
Date: March 14, 2019
Time: 3:00-4:00 PM
Location: MSR Office

Questions:

1. **What is your position at MSR?**
   a. Head of the Windhoek branch
   b. PR coordinator
   c. Placement Officer
   d. General Manager for Windhoek Office

2. **How long have you worked for MSR?**
   a. Since 2011

3. **How did you get involved working with MSR?**
   a. They made a vacancy call out for an office administrator got moved to placement office, then training officer, then PR, then general manager

4. **How would you define MSR’s goal and mission statement?**
   a. Mission: connect unemployed with training and employment opportunities
   b. Vision: empower through technical skills and training to compete in labor market
   c. Objective: to reduce unemployment rate in country, and give them a second chance because many of them have never had a higher education due to financial changes or failed grade ten or twelve (have to pay to stay in school)

5. **What do you think the main issue with the website is?**
   a. Outdated, old information, staff pictures are super old. Everything needs to be updated, new logo, appearance is bad, governance needs updating
   b. Needs to add a couple of things
   c. Only has a few of the activities that they do
   d. Also need Impact and success stories
      i. Video clips of journeys and success
   e. Views of employers of working with employees

6. **How usable do you think the current MSR website is?**
   a. The website was not complex, most information was not there, so that makes it difficult to find information,
7. **What would you change about the website to make it better to use?**
   a. Make link to Facebook page, and link to database
   b. All in one—provides everything needed
   c. Stand out—make the logo big—and visually appearing
   d. FAQ

8. **What are the different tabs you want on the website?**
   i. The tabs are to bolded, says she's looking at something not inviting, or gives urge
to keep reading
   b. **For example, the current website has a newsletter tab is that still relevant?**
      i. Do not have a newsletter, but could be needed
   c. **Do you have information you want worded in a specific way?**
      i. Content like Mission statement, vision statement, wording, the content they will
         mainly provide us

9. **Is there anything that could be added to the website that can help you do your job at MSR.**
   a. Database
   b. Something about the employers
   c. Employers would need to have access their own account
      i. Send request to people
   d. Member accounts
   e. Need funding unable to deliver members to classes—lack of funding means members
      cannot get into job training
      i. After training about 60% still cannot get job
   f. There are still some members since the opening of MSR, the people are not confident
   g. Not enough jobs small markets, and big competition
   h. Include skills of people and what they have→ survey gets submitted to MSR
      i. Survey is inputted
   j. Database is still excel→ would need a new database system to link to website
      i. Could maybe try to do an online one

10. **Is there anything you like about the old website and would want to keep?**
    a. Everything changed, it is all outdated

11. **Are there any websites you know of that you would like MSR’s website to look like?**
    a. N/A

12. **Would you be ok to have your contact information and a photo of yourself on the new**
    website, similar to how it is on the current one?
    a. Yes, good with everything photos, and team and contact information

   121
13. Anything else you would like to share/general information?
   a. Humans of New York→ need to ask for permission, like ideas
   b. Wants to delete past LinkedIn, send invites to people on LinkedIn that were previously friend
   c. Wants to know plans for Facebook→ have to be a non-profit to get friends over
   d. Facebook to have constant updates about training and information→ like the SAS idea
   e. Hope to redo the social media soon and do trial runs of them all
   f. Past off to MSR with instructions on how to afterwards
   g. Ask Crystal:
      i. Username and Password
   h. Funds goes directly to training
   i. Provide employers with tools for a fee
      i. R75 is the fee
      ii. Sometimes members come to use equipment most of the time they dont make you pay
   j. Want to come up with job creation or income generation projects to become self-sustainable
   k. Members are sometimes not super involved, they want to be helped but do not want to put in the work
Appendix G: Interview with the AA

Interview with the AA of MSR to determine what their aspirations for the new website are.

Interview with AA
Date: March 14, 2019
Time: 2:00 PM
Location: MSR Office

Questions:

1. **What is your position at MSR?**
   a. Administration of field workers, and goes out to the actual men on the side of the road to inform them of MSR and try to gain new members

2. **How long have you worked for MSR?**
   a. Since 2008, almost ten years

3. **How did you get involved working with MSR?**
   a. Was in Katura, and asked if wanted to join MSR as a member, built his way up from there to be where he is now

4. **How would you define MSR’s goal and mission statement?**
   a. Goal: to help unemployed people and connect them to employment

5. **How usable do you think the current MSR website is?**
   a. Website was recently down making it really difficult to use
   b. Hard to find everything on the website

6. **What would you change about the website to make the navigation better?**
   a. Doesn’t know specifically as does not know technology well, but thinks it could be better

7. **What do you think the main issue with the website is?**
   a. The main issue is that it's hard to find things, and search for information

8. **Is there anything that could be added to the website that can help you do your job at MSR.**
   a. Does not know much about current website
   b. Information for people about training times and location

9. **Is there anything else you would like to keep or change about the website?**
a. Nothing else to switch

10. Would you be ok to have your contact information and a photo of yourself on the new website, similar to how it is on the current one?
   a. Yes, okay with everything being displayed on the website

11. Anything else you would like to share?
   a. Check the contact information, it might be incorrect
Appendix H: Interview with Bank Windhoek

Interview with Bank Windhoek representatives to determine how to host the new website.

Meeting with Bank Windhoek IT Team
Date: 3/18/2019
Time: 9:00 AM
Location: Bank Windhoek IT Office

1. What Can you tell us about the original website?
   a. Website is made on version one of WordPress
   b. Hosted by a company in Swakopmund
   c. Website is flagged for phishing
      ■ Need to remove domain records

2. How should we go about updating and renovating the original website?
   a. Idea one
      i. Create a Corporate Identity (CI) by meeting with the Marketing Team at Bank Windhoek to determine their requirements of the website
      ii. Integrate Corporate Identity into original website
   b. Idea two
      i. Create a CI
      ii. Update small things on current website while simultaneously building a completely new website
      iii. Design a Site Map
      iv. Integrate content into the Site Map then into the new website
   c. Idea Three
      i. Cleanup original website
      ii. Attach a site under construction warning on the original website
      iii. Get first page of the new website running and work in background
      iv. As more pages are finished add in

3. How will we set up hosting?
   a. Need a completely new ISB
   b. Domain host needs to be found

4. How can we set up a “Donate Now” button on the new website?
   a. Will go through Bank Windhoek
   b. Link through PayPal to account
   c. Board Members might have a strategy in place for fundraising already
d. In eight weeks the Bank is setting up ecommerce account, and MSR could be one of the companies they try it with.
Appendix I: Web Design Best Practice Checklist Results
Completed checklist for all six websites undergoing the comparison analysis.

Key
- Present on the website
- means NOT present on website
--: Not Applicable to website

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<th>American Red Cross</th>
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</table>
Good use of basic design principles: repetition, contrast, proximity, and alignment

Balance of text/graphics/white space on page

Good contrast between text and background

Viewport meta tag is used to enhance display on smartphones

Media queries configure responsive page layout for smartphone and tablet display

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**BROWSER COMPATIBILITY**

Displays on popular/current versions of Microsoft Edge

Displays on current versions of Firefox

Displays on current versions of Google Chrome
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<th>Internet Explorer</th>
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**NAVIGATION**

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**MULTIMEDIA**

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**FUNCTIONALITY**

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<td>ACCESSIBILITY</td>
<td></td>
</tr>
<tr>
<td>If main navigation uses images or other media, text links are in the footer section of the page</td>
<td>✅</td>
</tr>
<tr>
<td>Navigation is structured in an unordered list</td>
<td></td>
</tr>
<tr>
<td>Navigation aids, such as site map, skip navigation link, or breadcrumbs are used</td>
<td></td>
</tr>
<tr>
<td>Color is not used alone to convey meaning</td>
<td></td>
</tr>
<tr>
<td>Text color has sufficient contrast with background color</td>
<td></td>
</tr>
<tr>
<td>Img elements use the alt attribute to configure an alternate text description</td>
<td>✅</td>
</tr>
<tr>
<td>If graphics are used to convey meaning, the alternate text equivalent is provided</td>
<td></td>
</tr>
<tr>
<td>If media is used to convey meaning, the alternate text equivalent is provided</td>
<td></td>
</tr>
<tr>
<td>Captions are provided for each audio or video file used</td>
<td></td>
</tr>
<tr>
<td>Use attributes designed to improve accessibility such as title when appropriate</td>
<td></td>
</tr>
<tr>
<td>Use the id and headers attributes to improve the accessibility of table data</td>
<td></td>
</tr>
<tr>
<td>Configure frames with frame titles and place meaningful content in the noframes area</td>
<td></td>
</tr>
<tr>
<td>The html element's lang attribute indicates the spoken</td>
<td></td>
</tr>
</tbody>
</table>

| Amount of Criteria Missing | 3 | 1 | 2 | 2 | 1 | 2 |
| Total Amount of Criteria Missing | 24 | 6 | 7 | 5 | 5 | 5 |
Appendix J: New Website Sitemap
The sitemap shows the structure and layout of the new website.
Appendix K: Direct Observation Study Structure

The table below shows the questions used during the direct observation study.

<table>
<thead>
<tr>
<th>Question</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scroll over different icons on the homepage. Can you find any issues with the homepage? Anything to change?</td>
<td></td>
</tr>
<tr>
<td>Now go into different sections of the website. Does the structure make sense?</td>
<td></td>
</tr>
<tr>
<td>After reading the different sections of the “about us”, and “our services” sections, what do you think about the content?</td>
<td></td>
</tr>
<tr>
<td>Take a few minutes to simply explore the website, and provide any suggestions or comments for the website.</td>
<td></td>
</tr>
<tr>
<td>How is the website now, compared to the former website?</td>
<td></td>
</tr>
</tbody>
</table>
Appendix L: Survey
The survey was used to determine overall client satisfaction with the website.

Please take some time to view MSR's new website at msr.org.na. Once you have looked through, please fill out this survey to help our team receive user feedback, and fix any issues that may still be present. Thank you!

1) Was it easy to Navigate/find the information you wanted (1-10)?
   a) 10 is perfect and 1 and terrible
2) Was the content easy to understand and informative (1-10)?
   a) 10 is perfect and 1 and terrible
3) Did you find the website engaging (1-10)?
   a) 10 is perfect and 1 and terrible
4) Did you find the website aesthetically pleasing (1-10)?
   a) 10 is perfect and 1 and terrible
5) How likely are you to donate or volunteer for MSR (1-10)?
   a) 10 is perfect and 1 and terrible
6) Was there anything on any of the pages you found distracting (yes/no)?
   a) If yes, what page and what was it?
7) Do you think the website seems credible (yes/no)?
   a) If no, why not?
8) Was there any content or information not included on the website (yes/no)?
   a) If no what was it?
9) Did you find any broken links/pages (yes/no)?
   a) If yes, what link?
10) Did everything (images or videos) load properly (yes/no)?
    a) If no what didn’t load?
11) Is there anything on the website you would change (yes/no)?
    a) If yes, what changes would you make?
12) Overall, how would you rate the current MSR website (1-10)?
    a) 10 is perfect and 1 and terrible
Appendix M: Completed Checklist for MSR’s New Website

A completed checklist for MSR’s new website that highlights the technical and communication issues that exist on the original website.

Key:
- Yellow Box = present on the website
- Green Box = not applicable
- Empty Box = not present on the website

Background Information

- URL: http://msr.org.na/
- Target Audience: donors, and potential members and employers
- Purpose: To market MSR and increase funding from new donors, attract new potential members, and connect employers with current members

Page Layout

1. [ ] Appealing to target audience
2. [ ] Consistent site header/logo
3. [ ] Consistent navigation area
4. [ ] Informative page title that includes the company/organization/site name
5. [ ] Page footer area includes copyright, last update, contact e-mail address
6. [ ] Good use of basic design principles: repetition, contrast, proximity, and alignment
7. [ ] Balance of text/graphics/white space on page
8. [ ] Good contrast between text and background
9. [ ] Viewport meta tag is used to enhance display on smartphones
10. [ ] Media queries configure responsive page layout for smartphone and tablet display

Browser Compatibility

1. [ ] Displays on popular/current versions of Microsoft Edge
2. [ ] Displays on current versions of Firefox
3. [ ] Displays on current versions of Google Chrome
4. [ ] Displays on current versions of Opera
5. [ ] Displays on current versions of Safari (both Mac and Windows)
6. [ ] Displays on popular/current versions of Internet Explorer
7. [ ] Displays on popular mobile devices (including tablets and smartphones)

Navigation

1. [ ] Main navigation links are clearly and consistently labeled
2. [ ] Navigation is easy to use for target audience
3. [ ] If main navigation uses images, clear text links are in the footer section of the page
4. [ ] If main navigation uses media, clear text links are in the footer section of the page
5. Navigation is structured in an unordered list
6. Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
7. All navigation hyperlinks "work" — are not broken

Color and Graphics

1. Color scheme is limited to a maximum of three or four colors plus neutrals
2. Color is used consistently
3. Text color has sufficient contrast with background color
4. Color is not used alone to convey meaning
5. Use of color and graphics enhances rather than distracts from the site
6. Graphics are optimized and do not significantly slow download
7. Each graphic used serves a clear purpose
8. Image tags use the alt attribute to configure an alternate text description
9. Animated images do not distract from the site and do not endlessly repeat

Multimedia

1. Each audio/video file used serves a clear purpose
2. Any animation used enhances rather than distracts
3. Captions are provided for each audio or video file used
4. If needed, links to downloads for media plug-ins are provided

Content Presentation

1. Common fonts such as Arial or Times New Roman are used
2. No more than one web font is used
3. Techniques of writing for the Web are used: headings, bullet points, brief paragraphs
4. Fonts, font sizes, and font colors are consistently used
5. Content provides meaningful, useful information
6. Content is organized in a consistent manner
7. Information is easy to find (minimal clicks)
8. Timeliness: The date of the last revision and/or copyright date is accurate
9. Content does not include outdated material
10. Content is free of typographical and grammatical errors
11. Content provides links to other useful sites
12. Avoids the use of "Click here" when writing text for hyperlinks
13. Hyperlinks use a consistent set of colors to indicate visited/nonvisited status
14. If graphics are used to convey meaning, the alternate text equivalent is provided
15. If media is used to convey meaning, the alternate text equivalent is provided

Functionality

1. All internal hyperlinks work
2. All external hyperlinks work
3. All forms function as expected
4. No JavaScript errors are generated

Accessibility
1. If main navigation uses images or other media, text links are in the footer section of the page
2. Navigation is structured in an unordered list
3. Navigation aids, such as site map, skip navigation link, or breadcrumbs are used
4. Color is not used alone to convey meaning
5. Text color has sufficient contrast with background color
6. Img elements use the alt attribute to configure an alternate text description
7. If graphics are used to convey meaning, the alternate text equivalent is provided
8. If media is used to convey meaning, the alternate text equivalent is provided
9. Captions are provided for each audio or video file used
10. Use attributes designed to improve accessibility such as title when appropriate
11. Use the id and headers attributes to improve the accessibility of table data
12. Configure frames with frame titles and place meaningful content in the noframes area
13. The html element's lang attribute indicates the spoken
Appendix N: Direct Observation Results

Results of performing the direct observation study with the staff at MSR.

Observation of the AA on April 9, at 3 pm.

<table>
<thead>
<tr>
<th>Question</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scroll over different icons on the homepage. Can you find any issues with the homepage? Anything to change?</td>
<td>Good</td>
</tr>
<tr>
<td>Now go into different sections of the website. Does the structure make sense?</td>
<td>Yes</td>
</tr>
<tr>
<td>After reading the different sections of the “about us”, and “our services” sections, what do you think about the content?</td>
<td>It’s good</td>
</tr>
<tr>
<td>Take a few minutes to simply explore the website, and provide any suggestions or comments for the website.</td>
<td>Easy to use, much better.</td>
</tr>
<tr>
<td>How is the website now, compared to the former website?</td>
<td>Better</td>
</tr>
</tbody>
</table>
Observation of the GM on April 9, at 9 am.

<table>
<thead>
<tr>
<th>Question</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Scroll over different icons on the homepage. Can you find any issues with the homepage? Anything to change? | • Looks fine  
• I can go through mostly everything without difficulty  
• Didn’t understand how to get back to homepage |
| Now go into different sections of the website. Does the structure make sense? | • Was confused that you could click main nav categories and not just the dropdowns  
• Thought 7 steps graphic may be a button  
• Change some pictures  
• Was a bit confused about what happens when submitting the form  
• How will you know Swakopmund or Windhoek? |
| After reading the different sections of the “about us”, and “our services” sections, what do you think about the content? | • Content when glanced at is fine |
| Take a few minutes to simply explore the website, and provide any suggestions or comments for the website. | • I don’t see any major changes that need to be made  
• Change some photos |
| How is the website now, compared to the former website? | • Much better, looks lighter and more professional  
• Says it actually looks like a website now |
Appendix O: Survey Results
Graphical results of each question of the survey.

1. How easy was it to navigate/find the information you wanted?

2. How informative was the content of the website?
5. If yes, what was distracting?
   i. What we do tab: the blue bubbles are LARGE and there is a lot of white space
   ii. The follow us icons are too big,
   iii. On the What we Do page the huge blue circles with the steps weren't visually appealing to me.

6. Was there anything on any of the pages you found distracting?
   - Yes: 11.50%  
   - No: 88.50%
7. a. If no, why not?
   i. No responses

8. a. If yes, what is it?
   i. More things on the calendar and the ability to look ahead.
   ii. History tab: picture details for the bottom two. Waterless Car Wash are there pictures because how?? Member updates: no member updates/videos
   iii. One of the 7 steps noted that many members lack basic English skills. Is there a translation so they can readily access the information?
9. a. If yes, please specify which link or page?
   i. I don’t know if the Calendar is broken or not but the only date I could click on/see an event for was today’s date.
   ii. YouTube just takes you to YouTube.

10. a. If no, please specify what did not load properly?
   i. Member updates
   ii. a mobile device not all the picture loaded under the tab of current skills.
   iii. A little slow

11. Is there anything on the website you would change?
   a. It looks awesome on a computer but on a mobile device some things gets a little crowded.
b. no :)
c. candidate* not canidate
d. Social media icons are in a different order on the main page and bottom in yellow. The logo in the top left corner is hard to see with some pictures and also idk what the word are under since it is very small. Our affiliations: different sizing? Worker request form: have a drop down for positions. There is kinda two recruit a member tabs the main and the one under how you can help? contact us: Crystal Beukes info not flush with picture.
e. There was a fair bit of repetition of information. However, given that the members may struggle to understand English, this may be a good thing.
f. if possible to get higher quality photos i think that would help improve the appearance of the site.
g. It looks really good
h. On the very first page, one of the pictures is a bit dark.