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# **Linking Complex Emergency Response and Transition Initiative (CERTI): Assessment**

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## ASSESSMENT BACKGROUND

### PURPOSE

The USAID Africa Bureau began funding the Linking Complex Emergency Response and Transition Initiative (CERTI) in 1999. The stated purpose of CERTI is to provide analytic and strategic support to improve policies, programs, and strategies related to human security in conflict, crisis, and transition settings. Additionally, CERTI will support leadership within the Africa Bureau's Office of Sustainable Development (AFR/SD) in identifying good practices and developing policy and programming tools. CERTI is a two-year, two-phased initiative now in its second year.

In order to ensure that CERTI activities and products are appropriately and strategically focused and useful to field offices and implementing partner agencies, USAID planned an external assessment during the first year of the agreement. To conduct this assessment, the AFR/SD requested technical assistance from PricewaterhouseCoopers (PwC) through the USAID Policy and Program Coordination Bureau's contract vehicle, Integrated Managing for Results (IMR).

The purposes of this PwC assessment are to 1) provide USAID with guidance on how to improve the activity, and 2) to identify aspects of the program for follow-on activities during the second year of implementation. Additionally, the assessment will review the technical usefulness and strategic relevance of completed and/or forthcoming CERTI products. (See Annex A for the Assessment Scope of Work).

### METHODOLOGY

The PwC assessment team consisted of a social scientist with a background in USAID approaches to conflict management and complex emergencies, and a social scientist with a background in development economics and quality testing of internet and intranet websites. The two-person team conducted a three-week desk-study of CERTI and its partners throughout January and February 2001. Additionally, the assessment team observed CERTI assistance to USAID/Angola during a three-week field visit. This assessment is based on the following information sources:

1. Interviews of CERTI staff and consortium members;
2. Interviews of CERTI workshop, conference, and meeting participants;
3. Interviews of USAID staff in the Africa Bureau and related offices;
4. An email survey of randomly selected CERTI contacts;
5. A review of the CERTI web site (<http://www.cert.org/default.htm>); and
6. A review of CERTI documents, including tools developed by CERTI consortium members (see Annex E).

The PwC team collected two types of data in order to assess program impact. First, interviews with CERTI staff (in Washington, D.C. and Louisiana), USAID staff (AFR/SD, AFR/DP, and others), consortium members, and other CERTI-connected individuals were conducted. These

interviews provided background on CERTI activities and objectives, as well as impressions of CERTI products. The list of people interviewed can be found in Annex B.

Second, the team collected data from African field offices and indigenous organizations. Over 30 randomly selected individuals in Africa with direct experience with CERTI received an email questionnaire. The purpose of the email survey was to evaluate the purpose and value of CERTI tools, products and other resources from the perspective of those that have attended CERTI events and use CERTI resources. The list of people surveyed can be found in Annex B. Annex C contains the email survey questions.

The assessment team focused its efforts on: objectives and strategies employed by CERTI; dissemination and information actions; the links between CERTI and the AFR/SD strategic plan; and interviews with potential and actual users in order to get their feedback on the content of products and methodologies developed by CERTI.

## SECTION 1: OVERVIEW OF CERTI

Prior to the development of the USAID Bureau for Africa’s Strategic Objective to “Improve Policies, Strategies, and Programs for Preventing, Mitigating, and Transitioning out of Crisis,” the Bureau had funded a few “disparate” activities in order to develop an appropriate conceptual framework for dealing with crisis in sub-Saharan Africa (SSA). After the approval of the bureau’s Office of Sustainable Development (AFR/SD) Strategic Plan (FY 1998 – 2003) and a new Agency policy on “linking relief and development,” a new cooperative agreement was awarded to Tulane University. Building on the experience of the earlier grants, this award sought to combine two distinct activities into single agreement. One component of this agreement established a “state-of-the-art” consortium of other academic and operational organizations. This consortium officially became known as the Linking Complex Emergency Response and Transition Initiative (CERTI).<sup>1</sup> The other component established a program that focuses on conflict and conflict prevention (known as CCP).

According to the cooperative agreement program description, the CERTI objective is to:

- Provide analytic and strategic support to improve policies, programs, and strategies related to human security in conflict, crisis, and transition settings.

<sup>1</sup> AFR/SD notes two subtly different definitions of “complex emergency”: 1) Natural or man-made disaster with economic, social and political dimensions. A humanitarian crisis in a country, region, or society where there is a total or considerable breakdown of authority resulting from internal or external conflict, requiring an international response that extends beyond the mandate or capacity of any single agency and/or the ongoing UN country program. (UNDHA 1995: <http://www.reliefweb.int/library/mcda/refman/glossary.html>); and 2) Natural or man-made disaster with economic, social and political dimensions. A profound social crisis in which a large number of people die and suffer from war, disease, hunger, and displacement owing to man-made and natural disasters, while some others may benefit from it. Four factors can be measured: the fatalities from violence; the mortality of children under five years of age; the percentage of underweight children under five; and the number of external refugees and internally displaced persons. (Väyrynen, 1998; cited by Schmid 1998: <http://www.fewer.org/pubs/thes/htm>)

- Support AFR/SD leadership in identifying good practices and developing policy and programming tools.

CERTI is implemented by Tulane University's Payson Center for International Development and Technology Transfer in partnership with various "consortium"<sup>2</sup> members including the Johns Hopkins University, George Washington University, Harvard University, the Civil-Military Alliance, the International Center for Migration and Health in Geneva and the University of Maryland.

The cooperative agreement specifies the delivery of the following CERTI products:

- A document that provides policy and program guidelines for specific African sub-regions for the use of the CERTI framework in strategic planning.
- A prototype for a vulnerability analysis and Geographic Information System (GIS) that integrates a network of information activities, including those being supported under each of the other SO10/22 Intermediate Results and international initiatives. This will include a component to explore the emergence of new tools for vulnerability analysis, including applications of remote sensing, modeling of migration and resettlement patterns, and the use of text processing analytical tools. Several informal meetings will be conducted and a workshop with the National Science Foundation and the RAND Corporation is planned with the expected outcome being a "good practice white paper series" on the application of information tools.
- Policy framework studies and policy briefings on key issues to be identified jointly by SO 10/22 and the program management team (two policy studies will be conducted yearly). Topics will include: the rationale for and lessons learned in utilizing "health as a bridge to peace," including specific recommendations at the sub-regional level; lessons learned in the assessment and management of the psychosocial aspects of crisis in Africa; and capacities and roles of regional institutions.
- Support capacity strengthening of African regional institutions.
- Perform an assessment of the capabilities of regional institutions to support human security related SO 10/22<sup>3</sup> policies and programs, in collaboration with UN partners.
- Undertake a training needs assessment.
- Develop a regional training strategy, in collaboration with UN partners, including the development of curricula and training tools.
- Implement one consensus forum in Africa during each year of the agreement with co-sponsorship by at least one key UN agency.
- Strengthen capacities of implementing agencies through the development of assessment, programming and monitoring/evaluation methods for crisis/transition settings.

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<sup>2</sup> Within the CERTI project, the term "consortium" is used in an informal way to indicate a fluid sub-grant relationship with other entities, and not in the formal sense where USAID has contracted assistance from a specified set of partners. Tulane University, with the agreement of USAID, determines what and when other entities should join the "consortium."

<sup>3</sup> At the beginning of the cooperative agreement, AFR/SD's Strategic Plan listed the Strategic Objective for "Crisis Prevention, Mitigation, and Transitions" (CPMT) as number 10. Later, the Africa Bureau changed the numbering of all of its strategic objectives and the name of this particular objective. CPMT became "Crisis Prevention, Mitigation, and Recovery" (CMR), and the strategic objective became number 22. In this report, the Strategic Objective for CMR will be referred to as SO 10/22.

- Undertake pilot studies to validate methods and tools developed by the program. One country will be identified in year one, and upon the availability of the funds and success of Tulane’s activities, other countries will be identified in the subsequent years.

## SECTION 2: CERTI OBJECTIVES AND STRATEGY

### OBJECTIVE(S)

A review of CERTI documents and statements by CERTI-associated individuals reveals that there are a wide variety of opinions about the initiative’s objective.

According to **AFR/SD’s Results Framework** and **Tulane University** statements, the purpose of CERTI is to directly support AFR/SD’s Strategic Objective 10/22 “Improved Policies, Strategies, and Programs for Preventing, Mitigating, and Transitioning out of Crisis.” This includes the identification and dissemination of “best practices” in policies, programs, and strategies related to crisis prevention, mitigation, transition, and recovery.

As stated by the **CERTI website** (both versions 1 and 2),<sup>4</sup> CERTI has two major objectives: (1) to establish broad-based international consensus on best practices during and following complex emergencies (CEs); and (2) to strengthen the capacity of various implementing organizations which provide public health interventions in crisis and post-crisis contexts.

Also according to **Tulane University** statements, the CERTI “initiative responds to the increasing demand and need for linking relief with development programming in SSA. Every country in SSA has felt the effects of conflict-related crises which have occurred either internally or in neighboring countries. As this situation is relatively recent, there currently is no consensus on best practices nor requisite competencies or necessary skills that equip implementing agencies to manage the health of populations as they transition in and out of crisis.”

Various consortium members and other interested parties have noted that:

“CERTI helps USAID staff understand conflict and how complex emergencies develop. It helps them understand what is going on in order to improve response” (CERTI **consortium member**).

“CERTI’s purpose isn’t clear to me – but this problem is inherent in the way the Africa Bureau functions” (CERTI **user**).

“CERTI’s objective is to marshal resources across USAID to respond to complex emergencies” (CERTI **workshop participant**).

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<sup>4</sup> During the course of this evaluation, the initial CERTI website was taken down in January 2001 and modified. The first website is referred to in this report as “version 1” and the updated website is “version 2.”

“To strengthen the capacity of organizations and institutions to understand and appropriately respond to help communities during the Post Crisis Re-adjustment phase” (CERTI **partner** in Africa).

CERTI’s purpose is to design an early warning system for conflict prevention and response” (CERTI **partner**).

Additional comments from individuals surveyed by the assessment team demonstrate that there is considerable confusion about the differences between the CERTI objective and the CCP objective. Previously AFR/SD supported two different funding mechanisms for the SO 10/22 precursor to the CERTI program and Intermediate Result 4 program titled “Country and Sub-Regional Conflict Prevention and Resolution Improved”<sup>5</sup> (CCP). The current cooperative agreement for both programs states that these two programs were combined in an attempt to build on the earlier efforts by bringing these two programs together in order to “complement and strengthen” the development of strategies, policies, and programs for SO 10/22. Because Tulane University implements two disparate programs that encompass (to a large degree) shared objectives, the confusion about the differences between CERTI and CCP is understandable.

## **CERTI STRATEGY**

Tulane University has designed a two-phased strategy for CERTI. The first phase of the program began with initial funding from AFR/SD in September 1999 and ended in November/December 2000. This phase focused on developing strategic and analytical “tools”<sup>6</sup> for AFR/SD, USAID field offices in Africa, and regional institutions. The second phase started in late 2000 and will end in late 2001, and will emphasize field-testing those tools, and providing technical assistance and expertise to field offices and USAID/Washington. No additional tools will be developed during the second phase.

### **The Consortium**

An integral component of the CERTI strategy is the use of the “consortium” as a “pool of expertise” and a method of building a “broad-based consensus on important strategies and tools for achieving human security in the African context.”<sup>7</sup> Through previous USAID-funded programs, Tulane and USAID identified a cadre of proven experts from academia, implementing partners, international organizations, and others with reputations in related technical areas. Initially CERTI and USAID staff met with these experts in crisis, prevention, mitigation, transition, and recovery to discuss potential sub-grant activities. Later, all possible sub-grantees were invited to a March 2000 meeting, where all the proposals were tabled for discussion, and priorities were established for the CERTI program. CERTI then directly funded the “consortium” members.

<sup>5</sup> This program is more recently identified as Conflict and Conflict Prevention in the FY”2000 SD R4 Review Wrapup Presentations,” and will be referred to as CCP in this report.

<sup>6</sup> The tools developed by CERTI includes manuals, policy papers, systems, indicator lists, workshops, websites, and more.

<sup>7</sup> William E. Bertrand. July 14, 1999. “Unsolicited Proposal submitted by Tulane University’s Payson Center for International Development and Technology Transfer and its partner institutions.”

## Information and Dissemination

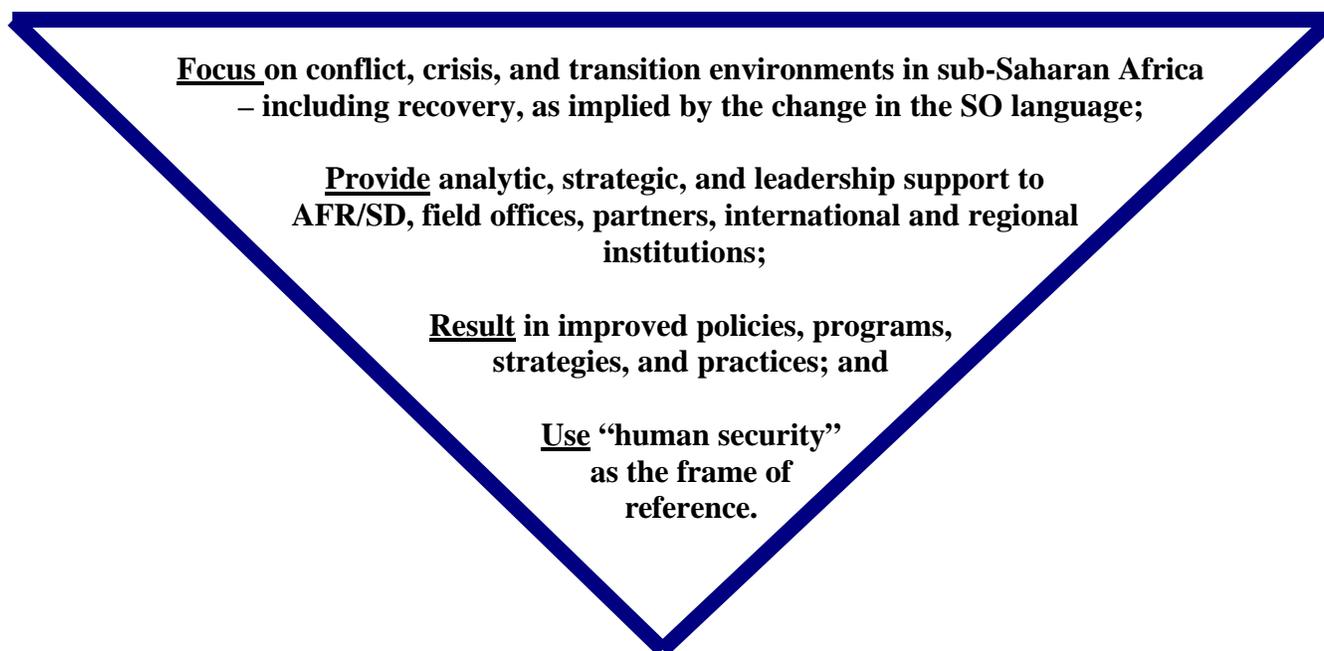
During the first year of CERTI activities, dissemination was not a primary component of its strategy. Despite this, CERTI developed a website in order to help manage the products and activities of its geographically widespread sub-grantees and other partners. The website, however, was subsequently distributed to conference and workshop participants in a CD-ROM format, and the site was registered on popular search engines such as Yahoo! and Altavista. Because dissemination was not a focus of the CERTI strategy, the target audiences for the website or the CD-ROM was not clearly defined in the first year.

As stated in the cooperative agreement, CERTI also planned a variety of workshops and meetings in both the US and in Africa. This strategy provided an opportunity to vet products as they were being developed, identify potential consortium members and activities, inform target audiences of the CERTI program and accomplishments, and disseminate information to potential users.

## Findings

- 1) The CERTI objective is diffused

A review of the cooperative agreement for CERTI demonstrates that the objective articulated by USAID encompasses a broad range of possibilities. Decomposing the stated objective reveals that CERTI will:



This inverted pyramid is a graphic representation of the stated objective for CERTI. At its point, “human security” seems to narrow this objective to a specific concept. As defined by a CERTI

partner, human security is “an underlying condition for sustainable human development. It results from the social, psychological, economic, and political aspects of human life that in times of acute crisis or chronic deprivation protect the survival of individuals, support individual and group capacities to attain minimally adequate standards of living, and promote constructive group attachment and continuity through time. The key measurable components of human security can be summarized as: a sustainable sense of home; constructive social and family networks; and an acceptance of the past and a positive grasp of the future.”<sup>8</sup>

However, even the concept of human security fails to narrow the scope of the initiative’s objective because its definition is likewise far-reaching, and could be interpreted to encompass all possible types of USAID responses and sectors. The cooperative agreement for CERTI, therefore, does not provide sufficient guidance on the goals and objectives AFR/SD expects from the initiative.

The insertion of “public health” in the taxonomy of the CERTI objective obscures matters further. Health is an important component of the “human security” framework used by CERTI to define the program’s parameters. The prominence of health issues within CERTI is, nevertheless, reasonable since health has been a particular focus of relief work, and because many of the consortium members and management staff at CERTI come from health-related backgrounds. Furthermore, the initial CERTI funding was health-related,<sup>9</sup> which may have advanced health as a priority focus area for the initiative’s efforts. As a result, rather than having “human security” serve as the framework for the initiative, health has become the de facto framework for CERTI.

“People see CERTI’s focus in the areas where they themselves are focused” (CERTI staff).

As a result of the variety of opinion within and outside of CERTI, the initiative’s objective can be (and has been) interpreted to cover all sub-Saharan African countries, address a universe of relevant topics, and provide a range of assistance and tools to a variety of users. On the positive side, the broad and fluid nature of the CERTI objective has allowed partners and staff the room to explore new focus areas; to fill unanticipated gaps in knowledge and responses; and follow relevant novel developments in crisis management.

“CERTI brings together major universities and new thinking on emergency relief and health development” (CERTI partner).

Indeed, other transition programs funded by USAID and other donors have similarly broad objectives, which the donors believe to be operationally relevant in order to respond to the dynamic nature of transitions. Thus, the broad objective has allowed CERTI staff and consortium partners to pursue a myriad of focus areas and provide platforms for state-of-the-art thinking about crisis. In some ways, this strategy was appropriate, given the nature of complex emergencies in Africa and the gaps that exist in donor understanding of how to respond to such crisis.

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<sup>8</sup> Jennifer Leaning, M.D., S.M.H. and Sam Arie, “Human Security in Crisis and Transition: A Background Document of Definition and Application, Working Draft,” submitted September 2000, prepared for USAID/Tulane CERTI.

<sup>9</sup> According to the CERTI Chief of Party at Tulane University.

## 2) Target users and audiences are unclear

The haziness that exists about the CERTI objective has resulted in an approach of marketing or targeting a multitude of potential users – including policy-makers, practitioners, managers, Africans, USAID-staff, other donors, PVOs, NGOs, regional institutions, other US government agencies, and more. Again, this may have been an appropriate approach at the beginning of the initiative, in order to explore all options and establish a cadre of active CERTI partners and increase the pool of potential users. Such an approach has magnified the uncertainty about the CERTI objective and resulted in some degree of frustration as it has become apparent that the initiative can not be all things to all people.

CERTI is “very confusing and you can’t tell what it’s about” (Survey respondent).

## 3) Too many deliverables and types of products

One result of targeting a large universe of potential users is that there are widely different needs among these users. CERTI has responded by producing policy papers, manuals, guidance, bibliographies, research papers, case studies, and more in order to meet those needs. This lack of consensus on the identity of the priority users of CERTI products, and the types of products that would be most relevant, has resulted in the watering down of CERTI achievements and confusion about the utility of the materials.

“The CERTI products are very different from each other” (Survey respondent).

On the other hand, many practitioners and academics have found the variety of CERTI topics and products to be useful.

“CERTI provides a wide variety of resources on a host of issues pertinent to transitions – not just on one topic” (Survey respondent)

## 4) Mixed perspectives on quality of products

The lack of consensus on the CERTI objective has contributed to mixed opinions on the quality of the tools and assistance provided. This inconsistency of opinion has had significant ramifications on the initiative’s potential impact and results. Some of the tools produced by CERTI partners have already been identified as being state-of-the-art and cutting edge by the individuals questioned during this assessment. Other tools have been considered less significant, as they have been seen as only slight modifications of existing methodologies and/or established guidance.

Because CERTI’s purpose is to “design an early warning system for conflict prevention and response,” the survey respondent does not use CERTI tools because he does “not believe an early warning mechanism can be developed.”

The determination of the quality of CERTI products has often depended on whether the assessment respondent was a development expert, or a relief expert, or a sector expert. For example, some of the tools related to rapid assessment procedures (RAP) have proven to be disappointing to potential development-focused users within USAID. And CERTI management believe that they should have thought this deliverable through better. But when other experts

were asked to assess the value of RAP, they found that the tool is very leading edge – for humanitarian-focused users. This suggests that CERTI has successfully identified gaps in relief assistance programs and methodologies, and filled those gaps with relevant products from other sectors.

“This is exactly the type of material I tried for years to get OFDA [USAID’s Office of Foreign Disaster Assistance] to adopt – RAP would be a critical addition to USAID’s relief tool-kit” (Independent consultant and former OFDA staff member).

Similarly, users with a field-based implementation background have judged some CERTI products as being “too theoretical” and not practical or relevant. But other CERTI users find those products to be of greater value for making policy decisions or for training activities.

On respondent “uses all CERTI materials as either reference materials or as materials to be handed out and used in training activities” (CERTI partner organization).

#### 5) The CERTI implementation team responds quickly to changing needs

Despite the relative newness of CERTI, Tulane and AFR/SD managers have been quick to respond to suggestions for change and improvement from users and audiences, as well as to improved understanding of its own limitations and capacities. This has resulted in strategic shifts in how CERTI operates, including the identification of new topics and audiences for its products. For example, originally CERTI managers identified the international community as the target audience for developing a consensus on best practices. Over time and in consultation with AFR/SD, the focus was shifted to USAID as the target audience. CERTI’s Spring 1999 workshop served to notify consortium members and other interested parties of this shift.

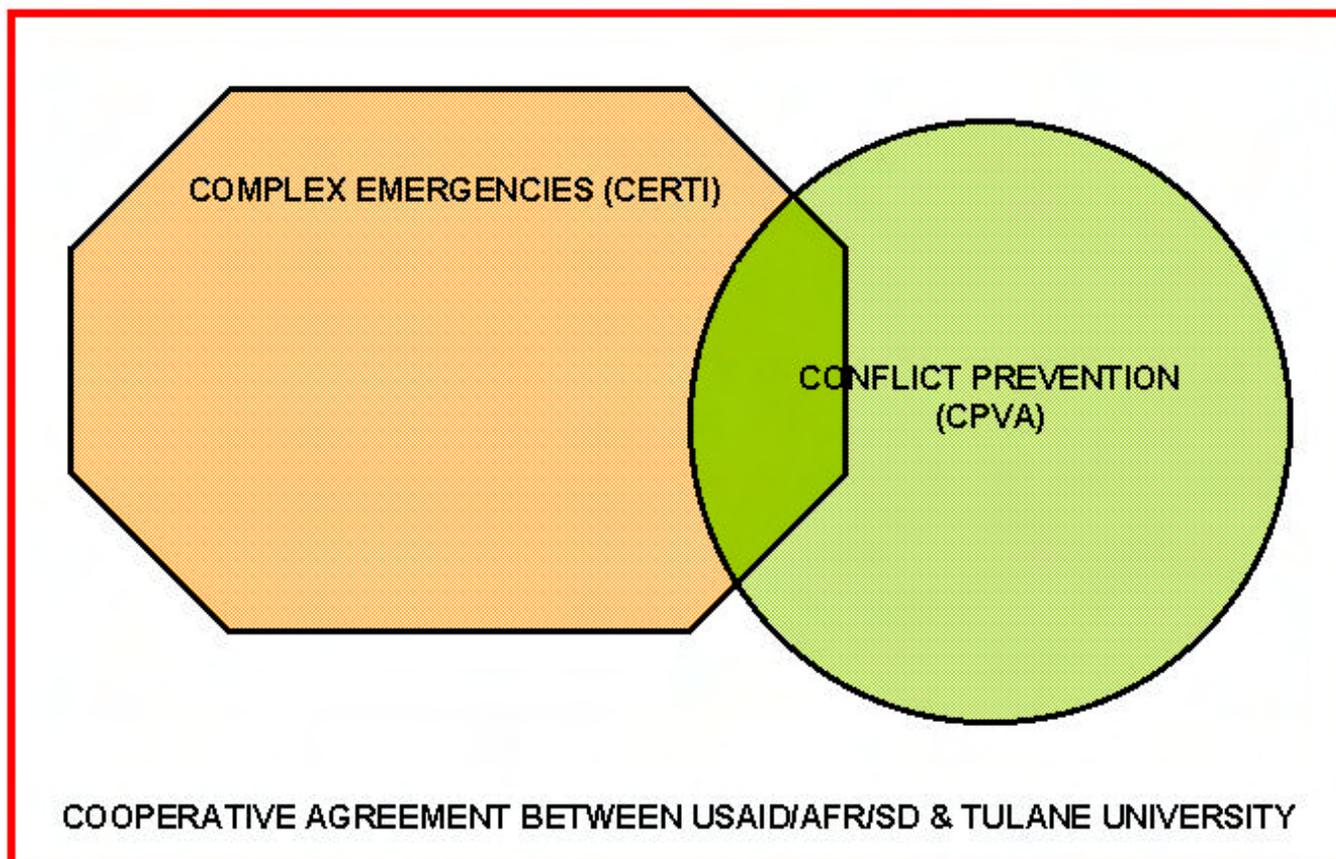
#### 6) The CERTI approach allows appropriate flexibility within the complex emergency sector.

The consortium itself also provides CERTI with the flexibility to respond to new opportunities for research and policy development for the often dynamic complex emergency sector. Throughout the first phase of the CERTI program flexibility was demonstrated as new gaps in the knowledge and practice of responding to complex emergencies were identified, and sub-grants were modified to add relevant partners.

#### 7) CERTI products are “invisible” to the rest of UASID staff and thus expectations are not adequately communicated or met.

An additional problem with CERTI is that its work plan not well known at USAID. This has raised expectations for products that have not been delivered, and resulted in some degree of disappointment with those products that CERTI has delivered. This lack of communication of the CERTI work plan and strategic focus has undermined the definite progress that has been made in a relatively short period of time. Indeed, communication between CERTI and other SO 10/22 programs and staff, and between CERTI and the Africa Bureau, needs to be improved before initiating phase two of the program. To a certain degree, the information sharing that takes place between CERTI and other USAID bureaus, other US government agencies, and other institutions seems much better than intra-bureau communications.

- 8) The program descriptions in the cooperative agreement for both CERTI and CCP contain a great deal of overlap.



As stated earlier, AFR/SD supports two different programs under one cooperative agreement with Tulane University. CERTI is identified as “component one” and CCP as “component two.” The stated rationale for combining these activities under one agreement is to “complement and strengthen” the development of strategies, policies, and programs for SO 10/22.

Theoretically, both CERTI and CCP are focused on conflict in sub-Saharan Africa. It could be argued that there is a sequential or timeline difference between the two programs -- the CCP program is focused on preventing conflict; whereas CERTI is more focused on post-conflict recovery processes. But because many countries in sub-Saharan Africa are conflict prone, the distinction between post-conflict and conflict prevention is often nebulous and, in many cases, operationally meaningless.

Consistent with the overlap in the program descriptions, there is also overlap between CERTI and CCP activities and products. These include: identifying good practices and policy and programming tools; the development of vulnerability analysis/early warning systems; providing analytic support and training on emerging issues; and supporting workshops in Africa on similar topics.

Although uniting each component in one cooperative agreement was clearly an attempt to simplify AFR/SD's management processes, this has been complicated by the fact that within AFR/SD each component has a different Cognizant Technical Officer (CTO). At the same time, Tulane has been managing both CERTI and CCP together from the start – particularly because of the overlap between the program's technical areas. It quickly became apparent to Tulane that CERTI and CCP should be an integrated activity.<sup>10</sup> The assessment team strongly agrees with this suggestion.

“The two components under the Agreement are highly interrelated, and thus keeping them separate actually inhibited program progress and efficiency [during the first phase of CERTI]. They have now been integrated internal to Tulane University's management and we suggest implementation of joint monthly management meetings between various Tulane and USAID personnel.” (“Tulane Consortium on Conflicts and Complex Emergencies – Annual Report 2000,” December 2000, page. 19).

Tulane and AFR/SD have already taken advantage of the synergies between the two programs by conducting joint meetings, and plan to unite research efforts in the future. For example, the HIV/AIDS and gender meeting planned in Africa in March 2001, where prevention, demobilization, and gender will come together to discuss implications in post-conflict settings. An additional strategy now in the planning stages at CERTI is to link its vulnerability analysis to CCP's early warning efforts, as well as to other AFR/SD early warning efforts such as FEWS and ELGA. This linking not only fits within the overall objective of CERTI, but it will help SO 10/22 achieve its goals more effectively.

## **Recommendations**

- 1) **Redefine the framework for CERTI.** The competition between the theoretical “human security” and de facto “health” frameworks for CERTI is a problem that needs to be rectified before the next phase of the initiative is completed. The impact of CERTI will be undermined if the framework for the initiative remains unclear. The PwC assessment team recommends that health be adopted as the official framework for CERTI because:
  - This has been the operating framework for most CERTI consortia members and staff during the first phase of the initiative;
  - As indicated later in this assessment report, the general consensus among CERTI users and observers is that most of the “state-of-the-art” tools developed by CERTI are health-related;
  - This will maximize the impact of the initiative, by reducing uncertainties and confusion by channeling all activities and resources into a focused effort; and
  - Africa's future will rely, now more than ever, on innovative health programs and tools.

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<sup>10</sup> Statement by CERTI staff members.

- 2) **Narrow the strategic focus of CERTI to a few priority areas during phase two,** specifically to those tools and products that are considered by most CERTI-related advisers as “state-of-the-art.” Some of these tools have been identified by the assessment team in partnership with consortium members, USAID staff, and others include:

- Materials on HIV/AIDs and vulnerable populations (including demobilized ex-combatants and women);
- Psycho-social effects of conflict-related trauma; and
- Health as a bridge to peace.

This would allow for better targeted field-testing, modification, and dissemination of select tools. Such a targeted and prioritized effort would improve the impact of CERTI – in the field and in policy-making circles.

This tightened focus would also match the health overlay that already exists within CERTI, and would link CERTI more specifically to other programs within AFR/SD’s SO 10/22. The health focus would also clarify the distinctions between the CERTI activities and the related CCP effort, while maintaining the links between the two related programs.

Many of the other materials and tools already produced by CERTI (such as the RAP, the distance learning effort, and the virtual library) could continue to be a part of second phase of CERTI on a demand-driven basis for technical assistance. For example, USAID field offices and/or African regional institutions may request CERTI assistance to fine-tune or adapt these “secondary” products to specific needs. This would be a good strategy for testing the relevance of these other materials, while allowing CERTI to channel most of its resources into the priority health efforts for the remainder of the activity.

- 3) **Narrow the target users for CERTI products to a few priority customers.** In effect, the second phase of the CERTI strategy infers this narrowing of the users – to USAID field offices. Targeting mission staff will allow Tulane and AFR/SD to field test key products, ensure that the materials are relevant and useful, and pinpoint future possible follow-on activities.

However, narrowing of target users has significant implications for CERTI activities, including:

- Information and dissemination of CERTI products would have to focus on fewer audiences and events (for example, the website’s focus could shift to a more USAID-specific site);
- Training needs assessment would shift to USAID field office needs;
- Support to African regional institutions would now need to be conducted in concert with USAID field office support; and
- Other activities listed in the original cooperative agreement would have to be re-focused.

**A facilitated discussion between CERTI and AFR/SD would help to narrow the target users and activities down to a manageable number, thereby improving the chances for CERTI (and therefore USAID) to have a significant impact in sub-Saharan Africa.**

Tulane University has already stated that during the second phase of CERTI, it will focus on taking the approaches and tools to “transitional country missions.”<sup>11</sup> Likewise, it has also committed to using existing institutional communications resources within AFR/SD (such as the Mitchell Group) to enhance the dissemination of CERTI resources and communications with USAID field offices.<sup>12</sup>

- 4) **Increase the communication between CERTI and CCP management within AFR/SD.** Because of the significant overlap between CERTI and CCP objectives and activities, and because of gaps in information sharing within AFR/SD, these two programs need to be integrated better within the Africa Bureau.
- 5) **Create a succinct (one-page) promotional description of CERTI products, purpose and audience** and distribute it to all known members of the program’s community. **Update the webpage** to reflect the consensus about the new focused CERTI mission and priority tools.

**Option 1: Provide additional management support to accomplish program goals.** This idea was recommended by CERTI staff, and is already being implemented through the hiring of a “.6 time program manager to provide administrative as well as technical support to the team.”<sup>13</sup> However, it is the opinion of the assessment team that this will still require extraordinary effort by CERTI staff in order to meet expectations. Instead, the team suggests following recommendations 1 – 3 in order to maximize AFR/SD investment in the initiative.

### SECTION 3: AFR/SD RESULTS FRAMEWORK

In order to determine the impact of CERTI’s first year of operation, the initiative’s relationship to the USAID AFR/SD results framework needs to be understood. Not only is CERTI directly linked to this results framework for Africa Bureau management purposes, but its achievements are reported through the AFR/SD’s Results Review and Resources Request (R4) each year.

This results package is part of AFR/SD's strategic objective (SO) 10/22: **Improved Policies, Strategies, and Programs for Preventing, Mitigating, and Transitioning out of Crisis.**

According to AFR/SD’s web page on strategic objectives:

*“Achieving sustainable development in Sub-Saharan Africa requires new approaches that recognize the complex inter-relationships of relief and development activities and of*

<sup>11</sup> “Tulane Consortium on Conflicts and Complex Emergencies – Annual Report 2000, “ December 2000, page 19.

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

*the many actors in a country who affect those activities. The new conceptual framework of linking relief and development through crisis prevention, mitigation and recovery (otherwise known as crisis management) provides a strategy for decreasing the incidence, severity and duration of these crises (whether they are caused by plagues, pestilence, famine, or conflict) across the relief-to-development continuum. This crisis management paradigm shift implies moving from compartmentalized to multi-disciplinary problem-oriented approaches, consistent with modern management doctrine. Effective crisis prevention, mitigation and recovery management will be concerned with problem solving throughout the entire problem life cycle (i.e., of conflict, infectious diseases) as opposed to specific stages in the life cycle (e.g., disaster response, development). Crisis prevention, mitigation and transition will require more effective analyses of cross-cutting determinants of Sub-Saharan African crises.*

*“In support of this new paradigm, Strategic Objective 10[22] focuses on improving Bureau policies, strategies and programs for preventing, mitigating and transitioning out of crisis. AFR/SD's strategic approach will be to develop a comprehensive regional strategy and best practices for crisis prevention, mitigation and transition while concurrently providing practical guidance and strategic support to select USAID African Missions engaged in related activities.”<sup>14</sup>*

Accordingly, CERTI provides support at the SO level by “addressing the cross-cutting issues surrounding the problems of conflict and complex emergencies in sub-Saharan Africa.”<sup>15</sup>

Through CERTI, broad frameworks are being “operationalized” to provide a policy analysis tool for AFR/SD/CMR that permits the identification and prioritization of strategies for accelerating transitions from crisis to sustainable development. “The CERTI Consortium is also addressing the broader problem of conflict and complex emergencies, including the recovery and transition phases.”<sup>16</sup>

## **Findings**

- 1) The relationship between CERTI and other SO 10/22 programs assumed by AFR/SD is not operationalized.

The rationale for placing CERTI within the AFR/SD/CMR framework at the SO level seems to be due to the fact that CERTI cuts across all the IRs. There are two justifications for this, according to USAID strategic planning guidance: (1) that CERTI measures the achievement of the CMR SO itself, or (2) that CERTI is a critical and causal link between the IRs and the achievement of the SO. Both justifications imply some degree of a hierarchical relationship between CERTI and the IRs.

<sup>14</sup> See “Relationship to Office Strategic Plan” at <http://www.afr-sd.org/sos/SO10/SO10EPID.htm>.

<sup>15</sup> See “CERTI’s Relation to USAID’s Strategic Objective 10” at [http://www.certi.org/about/certi\\_relate\\_to\\_so10.htm](http://www.certi.org/about/certi_relate_to_so10.htm).

<sup>16</sup> Ibid.

# USAID/AFR/SD's Strategy for Crisis Prevention, Mitigation and Recovery

**SO10:  
Improve Policies, Strategies, and Programs for  
Preventing, Mitigating,  
and Transitioning Out of Crisis**

**CERTI**

**IR 10.1  
Promote  
Country and  
Sub-regional  
Policies and  
Strategies for  
Epidemic  
Preparedness  
and Response**

**IR 10.2 Improved  
Environment-ally  
Sound and  
Effective  
Management of  
Grasshoppers,  
Locusts and  
Other Emergency  
Outbreak Pests  
in Target Areas**

**IR 10.3  
Improved  
Famine  
Prevention,  
Drought  
Preparedness  
and  
Response  
Planning**

**IR 10.4  
Country and  
Sub-regional  
Conflict  
Prevention  
and  
Resolution  
Improved**

## **Recommendations**

- 1) **One approach to executing this correlation within the plan is to develop indicators that demonstrate how CERTI is helping all the IRs and/or SO achieve results.** This could include developing indicators that measure achievement in (1) improved famine preparedness and responses; (2) promoting country and sub-regional policies and strategies for epidemic preparedness and response, (3) improved management of emergency pests in targeted areas, and (4) conflict prevention and resolution improved.

Given the already broad mandate of CERTI, placing it at the SO level risks diluting its impact even further.

- 2) Instead, since it can be argued that all the programs included in AFR/SD/CMR are critical and causally linked to the achievement of the SO, it seems reasonable **to move CERTI to the IR level.** This would improve the awareness of the program's impact, as it would more easily fit within the R4 and other reporting systems currently in use within the Africa Bureau. It would also reduce the implication that CERTI is a higher-level program than the existing IRs. And, it could improve the links between CERTI and the other IR activities. Finally, this would improve the CERTI performance indicators by grounding them to the activity and not to the entire SO. This would require developing indicators that might measure achievement in (1) development of state-of-the-art best practices; (2) providing technical assistance to USAID field offices; (3) linking results to other AFR/SD/SMR IRs; and (4) improved policy guidance within AFR/SD.

There are two options for moving CERTI to the IR-level within the CMR results framework:

- A new IR is created for the program (IR5) because the results of the program and the indicators are significantly different (although related) to the other IRs, particularly in the health area.
- Merge CERTI and CCP into one IR because both are part of the same cooperative agreement with Tulane University, and because there is significant overlap in their objectives and activities. This could simplify AFR/SD's management burden and reporting responsibilities.

Suggested impact indicators for CERTI at the IR level include:

- Increased access to and demand for CERTI resources by USAID field offices (measured by requests for TA from USAID field offices, requests for materials).
- CERTI materials integrated into other AFR/SD/CMR activities.
- Dissemination of CERTI resources outside of USAID (measured by hits on the CERTI webpage).
- Institutionalizing a feed-back system so that the initiative's efforts continue to be relevant and "leading edge."

## SECTION 4: ACHIEVEMENTS AND IMPACT

At the time of this assessment, CERTI had produced a wide variety of products. This includes a total of 23 documents and drafts;<sup>17</sup> five events (including workshops, meetings, and conferences); a CD-ROM; and a CERTI website. The website itself contains CERTI related bibliographies (6); virtual libraries (9); a data/map center (6); training materials (manuals, conflict web sites, catalogues); a CERTI forum (which includes best practices, a listserve, meeting notes, and more); many links to other web sites; and a list of papers related to CERTI, but not produced by CERTI.

CERTI is a “tremendous resource for both practitioners and researchers” (Survey respondent).

Many survey respondents stated that there are no other resources available that are comparable to CERTI. “I scan the whole array of resources in the conflict transformation, relief and development world. While there are many in each of these fields, none put the picture together as well as CERTI” (Survey respondent)

In December 2000, Tulane University prepared an annual report that describes CERTI’s activities and accomplishments. This report details the CERTI workplan, contains 17 papers in the CERTI crisis and transition “tool kit series,” and lessons learned and recommendations for phase two of the initiative. Rather than reiterate the long list of products that have been finalized and those that are still in process, this section will address user and potential user perceptions of the utility and quality of some of the products.

### Assessment of CERTI products

The following products were mentioned specifically by survey respondents and/or the experts interviewed by the assessment team. This does not mean that the materials not included are irrelevant or of low quality, rather it only means that the individuals contacted did not mention these other materials. As recommended in other sections of this report, CERTI should use feedback mechanisms (e.g., a comment section on the material on the CERTI website, requests by USAID field offices for these materials) to assess the value of all products produced.

“Human Security in Crisis and Transition” – this report has been evaluated as being too theoretical for many CERTI audiences, but still effective.

“HIV Prevention and Behavior Change in International Military Populations” and “Demobilization and its Implications for HIV/AIDS” – are superior reports, particularly given the small amount of resources that CERTI had for them.<sup>18</sup>

<sup>17</sup> Many drafts have different titles from the final documents, and so are included in the total number of documents to ensure that products still being processed are not left out of the list.

<sup>18</sup> According to an expert interviewed by the assessment team.

“Cross-cultural Assessment of Trauma-Related Mental Illness” and “The Psychosocial Effects of Conflict-Related Trauma” – are superior reports. This work is “cutting edge,” according to one interviewee. Some respondents have stated that they have used these reports in training activities. One respondent noted that this material has “enhanced my capacity in the area of cross-cultural mental health assessment, training and thus improved my ability to design community based psychosocial support programs.”

“How can Health Serve as a Bridge for Peace?” – is a superior report.

“Rapid Assessment Procedures (RAP)” (three related reports) – these methodologies are not new, to development professionals. However, they are new to many relief workers. See Section 1 of this report for further details of perceptions of the utility and need for these reports.

The distance education material and effort – is “great stuff.” This material will be very useful to field offices and African institutions.

#### Input from USAID field offices and African partners

Many of the materials developed for CERTI do not reflect significant input from USAID field offices, African partners, and the private sector ... in the identification of the topics and issues that would be undertaken. As indicated earlier in this report, this has resulted in a disconnect between the utility of some of the CERTI products and field needs and expectations. However, given the resources available and the rather long list of deliverables expected in the cooperative agreement, it is understandable that input from the field was a lower priority during phase one of the initiative.

Tulane has already started planning ways to increase the input from USAID field offices. During the second phase of CERTI, interaction with USAID field offices will be increased through: a web-based virtual conference; increased use of e-group methods; and increased field presence in missions.<sup>19</sup> The field-testing also envisioned in phase two would likewise address the needs and capabilities of CERTI partners, PVOs, NGOs, and USAID field offices.

#### Vetting process for CERTI materials

Materials are reviewed by CERTI sub-grantees, and will be vetted by USAID field offices to validate the reports. The more advanced tools are vetted through advisory group meetings, annual workshops with senior USAID experts, and eventually they will be vetted through the CERTI listserv. Additionally, the tools will be ground truthed in Africa. At the moment, Tulane University is trying to set up a process to collect evaluations of the tools.

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<sup>19</sup> “Tulane Consortium on Conflicts and Complex Emergencies – Annual Report 2000,” December 2000, page 19.

## Technical Assistance

Many respondents noted that the contacts to experts that CERTI provides is one of the greatest strengths of this initiative. Indeed, CERTI staff have reported that they are not only being invited to international for a to present CERTI material and methodologies, but that there is growing demand from USAID field offices for specific CERTI expertise.

CERTI helps to “make contacts” with experts (Survey respondents).

The technical assistance that CERTI staff and consortium member have to offer is significant. And the CERTI “Partners List” on the website makes it fairly easy for requesters to reach appropriate CERTI staff.

## Recommendation

The materials produced by CERTI need to include a “how to” and “why use” section to introduce each product. Explanations of what each product’s use is, how to use the product, under what circumstances will the products be relevant, and contact information for how to reach CERTI partners and staff will help users apply the materials. This information should introduce the materials on the CERTI website, as well as introduce the hard copies of the documents. Tulane University might also consider adding a feedback form to each of the materials, in order to improve communication users, fine-tune the materials, and receive information on impact.

## INFORMATION AND DISSEMINATION

The PwC assessment team reviewed various dissemination efforts by CERTI, including the website, CD-ROMs and forums or workshops.

### Website Findings

#### 1) Consistency

The CERTI website (version 1 and version2) has a consistent, and clearly recognizable “look-&-feel.” Repeating visual themes unify the site. Even without graphics, the repetitive use of color makes the site visually consistent. The new version of the website corrected some inconsistencies in the initial layout of the frames on each page. Almost every section now consists of a title frame, a narrow, menu frame on the left, a main frame and a bottom menu frame

The “CERTI Links” and “Collaborating Institutions” sections do not have the left-hand side menu frame. Some individual pages do not have the left-hand side menu frame. For example, the “CERTI Publications” section does not utilize the menu frame. A few pages, as with the “Crises and Transition Tool Kit” consist of only one frame and do not have a title, left menu or bottom menu frame.

The “News, Events & Activities” section opens to an “About” page. This page describes the contents of the section. In other sections, the opening page has the same title as the section title. The opening page of the “About CERTI” section is entitled “About” and provides a description of CERTI instead of a description of what is in the “About CERTI” website.

**Recommendations:**

- Utilize the left-hand side, narrow menu, the bottom menu, and the title frames on every page.
- Standardize the titles on each of the opening pages for each section.

## 2) Visual Presentation

The CERTI website is moderate in its use of color and avoids juxtaposing text and animations. The removal of the spinning CERTI graphic in version 2 of the website created a less busy environment and focuses attention on the contents. The CERTI title graphic on the homepage and the simple fade on the left-side menu are visually pleasing without causing distraction.

**Recommendation:**

- The CERTI title graphic is used only once, yet it could be used repeatedly to contribute to the standard “look-&-feel” of the website. Consider using the CERTI title graphic in the title frame for each section.

## 3) Navigation

The site uses standard link colors to clearly distinguish the current page and in some cases, pages that were already opened. At the bottom of almost every page is a menu of sections. This provides a relatively obvious way to maneuver between different sections. The contents of each section can be viewed from the Home Page by simply placing the cursor over the section title.

In the new version of the website, the consistent use of the left-hand side, menu on each page provides an obvious means to maneuver among related pages within a section.

The title frame changes with each page within a section. The title frame change is perhaps unnecessary, because the title of the current page is highlighted in the left frame. Furthermore, the title frame change may cause navigation issues due to the absence of a cue to designate the current section.

The drop-down menu at the bottom of each page includes a “Search” option which may ease navigation. Also, a site map could ease navigation for new users.

**Recommendations:**

- Consider allowing the title frame to stay the same for each page in a section and utilize the “current” color feature in the left frame alone to designate the title of the page. Optionally, add the name of the page to the top of the main frame.
- Place the “Search” option on the main page as a section header and include it as an item on the menu at the bottom of each page. This will introduce the “Search” option as soon as the user opens the Home Page.
- Consider utilizing a site map.

## 4) Utility

Most information on the website is available in three clicks or less, however this is not helpful unless a user knows where to look or what they’ve found. Moreover, the website is of greater value as dissemination of tool if target users can locate the website with ease. The website is registered on major search engines, however there seems to be no clear link from the USAID website.

The first page of the website is well organized and allows for easy navigation, however the homepage does not provide any information on CERTI. Within the website, internal and external links could be more clearly defined. Many sections have an opening page which provides a narrative of what that section contains, but they do not provide a description of what each link on the left-hand side frame menu contains.

Links to products, tools, and related sites are usually not accompanied by descriptive narratives. The long lists of links in the “CERTI Links” section is lengthy and the relevance of the links is not explained.

**Recommendations:**

- Move the paragraph description on the “About CERTI” page to the homepage.
- Provide a clear link to the website from Conflict Web and any other internal or external USAID web pages that are appropriate.
- On each section’s opening page, provide a narrative describing the contents of that section followed by links to each page within the section and narratives briefly describing the contents of the pages.
- Accompany links to products, tools and external related sites with a narrative describing the item and other relevant information including its intended use.
- Utilize the left-hand side menu frame in the “CERTI Links” section in order to create pages of links. For critical links, provide a brief description of the site. Other links could be grouped in small sets and accompanied by a general description of the types of sites included in that group.

### **Compact Discs (CD-ROMs) Findings**

CERTI created a copy of the website for the “Year One Review Workshop.” Other CD-ROMs with conflict vulnerability links and forum proceedings were created for forum participants. These CD-ROMs included copies of CERTI papers and other resources. A CD-ROM of transition resources is planned.

### **Recommendation:**

- If wide distribution of the transition resources CD-ROM is planned, CERTI managers should consider soliciting feedback from the target audience. Technical constraints might limit the effectiveness of a CD as a dissemination tool. The target audience could be asked what format is best and what resources they are particularly interested in.

### **Findings on Conferences and Events**

CERTI forums included: 1) *The International Consensus Forum on Health and Human Security in Conflict and Transition Settings* held in Harare, Zimbabwe in April 1999; 2) A July 2000 workshop on *Conflict Vulnerability Analysis: Issues, Tools & Responses* held in Dakar, Senegal; and 3) The *CERTI Year One Review Workshop* which was held in Arlington, VA in October 2000.

Attendees to the forum in Harare and workshop in Dakar were selected from professional contacts of Drs. Nancy Mock and Sam Samarasinghe. Partner organizations, military and USAID representatives were selected. Selections were made informally.

### **General Dissemination Recommendations**

- 1) The primary target audience for CERTI dissemination efforts has yet to be clearly defined. If necessary, such efforts should distinguish between audience types. For example, if the audience is to include partner organizations, Washington and Africa USAID staff, and the world community, the audience could be split by level of participation in CERTI consortium or product development activities. Each audience would then have its own dissemination strategy.
- 2) Once a target audience or target audiences are determined, consider the recommendations listed above for the website and make changes based on the needs of target audience(s).
- 3) Survey the potential target audience. Technology limitations may preclude the use of the website or CDs by some of those most interested in CERTI. Have the audience suggest the best solutions for resource and information dissemination. Ask the target audiences if they have any technology issues that have impeded their use of the website or CD.

- 4) Continue to solicit feed back from target users about content and technology after any initial changes have been made. To do so, consider moving the option for feedback to a primary location on the website or provide a feedback page. The page could ask users for their feedback as well as information such as the users name, organization and role as well as contact information. This information will assist CERTI in gaining a clearer notion of the website audience and building a larger network of research and implementation professionals.
- 5) Accommodate various audiences through open user registration. One method to accommodate users according to their needs to require registration for use of parts of the website. For example, if a message board area is created as planned, perhaps only particular users could be given access to parts of that area via group designation. The website administrator can designate accessibility to particular message boards for each registered user. For example, registered users who are on a pre-determined list of CERTI partners or workshop participants could be given access to boards dedicated to discussions their area of interest or workshop discussions. Registered users who are not on the pre-determined lists could be given minimal access to take part or view public discussions.
- 6) An alternative registration method could be to allow only selected participants to register. The public would then only be able to view parts of the website that do not require registration. This method would deny access to members of the research or implementation community who CERTI is of yet not aware, but could possibly contribute richly to discussion. Open registration provides another opportunity, aside from a feedback page, for CERTI to gain insights into their website audience and build a larger network of research and implementation professionals.
- 7) If a significant number of the target audience experience technology constraints, provide an alternative. If part of the audience is effected by load times, consider an alternative website environment. A link to a quick load version of important aspects of the website could be given on the homepage. This environment would provide the most critical information to this audience in a simple format that loads faster. If part of the audience is unable to use CDs, consider distributing crucial documents in a floppy or hard copy format.
- 8) Expand and broaden the network of CERTI event participants beyond “the usual suspects.” To date, CERTI participants and partners have been associated with Tulane University and/or USAID for many years. The products and methodologies produced by CERTI are a unique contribution to complex emergency and conflict situations – and should be available to a new audience of practitioners and researchers.
- 9) None of the materials produced by CERTI are included in the USAID Development Experience Clearinghouse (DEC) database. This could be due to the fact that the DEC takes a considerable amount of time to include new material. However, Tulane University should make sure to submit hardcopies and softcopies of CERTI documents in order to make them more available to USAID staff and partners around the world.

## SECTION 5: CONCLUSION

AFR/SD has sunk a considerable amount of resources into CERTI. By the end of the program, the results will probably be significant. However, it is clear that in order to remain at the leading edge of responding to crisis in sub-Saharan Africa, USAID will need to continue to invest in similar activities. Tulane University has proven that it is responsive to AFR/SD's priorities, and that it is a good partner in providing technical assistance and state-of-the-art materials and methodologies. Because CERTI has identified and been linked to some of the technical leaders in conflict-related expertise, it would behoove AFR/SD to consolidate its investment by building a follow-on mechanism so that USAID staff can continue to access such expertise.

Because AFR/SD funds CERTI this has allowed USAID partners to extend the scope of their work in presence countries (Survey respondent).

**ANNEX A: SCOPE OF WORK**

**[HARD COPY INSERTED HERE]**

## ANNEX B: LIST OF CERTI CONTACTS

The assessment team did not interview all of the individuals listed below, but used this list to randomly select a pool of different types of contacts for individual interviews (n = 16) and for an email survey (n = 32). Representatives from categories of CERTI contacts targeted for the survey and interviews include: CERTI staff; USAID AFR/SD staff; other USAID/W staff; CERTI consortium members; CERTI workshop and meeting participants; USAID field staff; and African institutions. Additional contacts were made through the assessment team's own network of experts in conflict and complex emergencies.

<b>Survey Participant</b>	<b>Position</b>	<b>Organization</b>
Karthi Govender		ACCORD, South Africa
Tshinko B. Ilunga	Chief Health Expert	African Development Bank, Abidjan, Ivory Coast
Jose Caetano		American Friends Service Committee, Maputo
Capt. Dr. Yodit Abraham	Medical Director	Armed Forces General Hospital Addis Ababa, Ethiopia
Amy Hilleboe	Emergency Response Team Liaison	Catholic Relief Services
Craig Llewellyn	Director	Center for Disaster and Humanitarian Assistance Medicine
Deborati Guha-Sapir	Director	Center for Epidemiology of Disasters
William Weiss	Research Associate	Center for Refugee and Disaster Studies, Department of International Health, The Johns Hopkins School of Public Health
Unni Krishnan Karunakara	Project Director	Center for Refugees and Disaster Studies, The Demography of Forced Migration Project
Dr. Sam Samarasinghe		CERTI
Dr. Nancy Mock	Chief of Party	CERTI

<b>Survey Participant</b>	<b>Position</b>	<b>Organization</b>
BJ Cameron		CERTI
Debra Robb		CERTI
John Davies		CIDCM, University of Maryland
Stuart J. Kingma, M.D.	Director	Civil-Military Alliance to Combat HIV and AIDS, Switzerland
David Hamon		Department of Defense
Mike Wessels		Department of Psychology, Randolph- Macon College
Jennifer Leaning, M.D.	Professor of International Health	Harvard School of Public Health
Alan Whiteside	Director	Health Economics and HIV/AIDs Research Division, University of Natal, South Africa
Prof. Gilbert Bukenya		Health Mgmt Consult, Member of Parliament, Uganda
Donna Ruscavage	MSW Project Director	Henry M. Jackson Foundation for the Advancement of Military Medicine and U.S. Military HIV Research Program, Department of Threat Assessment and Prevention Research
Patricia L. Delaney		Independent Consultant
Kim Maynard		Independent Consultant
Dr. Issakha Diallo	Director of Studies	Institute for Health and Development, University of Dakar, Senegal
Dr. Manuel Carballo	SPHERE Project Manager	International Center for Migration and Health, Geneva
Bill Hyde		IOM
Okitolonda Wemakoy	Dean	Kinshasa School of Public Health, DRC

<b>Survey Participant</b>	<b>Position</b>	<b>Organization</b>
Miss. Uzo Okoli	Projects Manager	Medical Emergency Relief International, London, United Kingdom
Dr. Brigitte Toure	Program Officer	Pan African Emergency Training Center, Addis Ababa, Ethiopia
Jeanne Koepsell		Save the Children/Mozambique
Dr. Sambe Duale	Research Manager	Support for Analysis and Research in Africa
Samba Ka	Program Officer	The African Capacity Building Foundation
Joel Kuritsky, M.D.		The Carter Center
Dr. Rosalia Rodriguez-Garcia	Director	The George Washington Center for International Health
Tshikala Kayembe Biaya		UNDP, Addis Ababa
Sheldon Yett	Emergency Officer	UNICEF House, Bujumbura, Burundi
Ruth Buckley		USAID/AFR/DP
Katherine Crawford	Congo Desk	USAID/AFR/EA 4.7.87
Ajit Joshi	CCP CTO	USAID/AFR/SD
Niloufer DeSilva	Assessment Specialist	USAID/AFR/SD
William Lyerly	CERTI CTO	USAID/AFR/SD
Melissa Rosser	Civil Society Analyst	USAID/AFR/SD/DG, 4.06-54
Jeff Ashley	SO Health Team Leader	USAID/Angola
Alfreda Brewer	Program Officer	USAID/Angola
Mathias Bassene	Mali Team Leader/ DG Advisor	USAID/Bamako

<b>Survey Participant</b>	<b>Position</b>	<b>Organization</b>
Johanna Mendelson-Forman	Senior Advisor	USAID/BHR
Kristi Lattu	Health Crisis Specialist	USAID/BHR OFDA Health Unit
Hannah Baldwan	SO 4 Team Leader	USAID/Conakry
Leila Abu-Gheida	Casamance SO Coordinator	USAID/Dakar
Gilbert Kajuna	Acting NRM SO Team Leader	USAID/Dar es Salaam
Ken Lizzio	DG Team Leader	USAID/Kigali Dept. of State
John Munuve	Senior Advisor DG/Conflict	USAID/Nairobi Senior Advisor DG/Conflict
William Renison	Policy Advisor for Humanitarian Response	USAID/PPC
Dr. K. Tankari		WHO/AFRO
Ray Martin	Consultant	World Bank
Lincoln Ndogoni		World Vision
Ann Henderson		World Vision
John Fawcett		World Vision International

## ANNEX C: SURVEY QUESTIONS

To:  
 cc:  
 Subject: CERTI Assessment Survey

USAID AFR/SD has asked the PricewaterhouseCoopers Integrated Management for Results team to conduct an external assessment of the Linking Complex Emergency Response and Transition Initiative (CERTI) activity. As part of this assessment, we request your reply to this informal survey. You have been selected from either a CERTI workshop attendee list or a Tulane University contact list of key informants. We will share the results with USAID and Tulane, however we will not attribute any responses to specific individuals.

If you are not familiar with CERTI, then there is no need to complete the survey. If, however, you know of someone else who is familiar with CERTI, then please forward the survey to him or her and copy me on that email.

If you are familiar with CERTI, please complete this survey by February 2nd or as soon as possible. For your convenience, simply respond to survey questions within a reply email by referencing the question number. For example, "1: My colleague told me about the website and later, I attended a conference." If you have any questions or concerns, please contact me by phone or email.

Thank you,  
 Rose Steinbock  
 PricewaterhouseCoopers LLP  
 1616 North Fort Myer Drive  
 Arlington, VA 22209-3100 USA  
 telephone: 1-703-741-1818  
 email: rose.r.steinbock@us.pwcglobal.com

- 1) How did you become familiar with CERTI (i.e. participated in workshops, attended conferences, use the website, CDs, papers...)?
- 2) In your own words, please explain what you believe CERTI's purpose to be.
- 3) How do you use CERTI (i.e. to make contacts, to get funding, to identify research materials, etc.)?
- 4a) If you have used CERTI, which tools have you used (i.e. HIV/AIDS paper, virtual library)?
- 4b) How did you use these tools (i.e. teach a class, design a project, review a bibliography)?
- 4c) If you haven't used any/some of CERTI's tools, why not?

- 5) What was/is the value added, if any, of CERTI to you? To your organization?
- 6) Are there other resources you use that are comparable to CERTI? If so, what are they?
- 7) Are you aware of anyone else either in or outside of your organization who is using CERTI tools? If so, what types of organizations?
- 8) What do you recommend for future CERTI tools or activities?

If we require any clarification on this survey, may I contact you? If so, please include your phone number and date/times when I can contact you.



## ANNEX D: LIST OF DOCUMENTS REVIEWED

Document/Other	Author
<b>Strategic Framework for Crisis Prevention, Mitigation, and Recovery in SSA (Could be Strategic Framework for Crisis Prevention, Mitigation, and Transition: Linking Relief to Development in Africa (DRAFT), Draft Working Paper, April 2000)</b>	???
Demographic and Health Survey (DHS) Protocol Modifications, Draft Working Paper, Oct. 2000	Nancy Mock, CERTI
A Comparison of Health, Population and Nutrition Profiles in Countries According to Conflict Status: Findings from the Demographic and Health Surveys, Draft Working Paper, April 2000	Nancy Mock, CERTI
<b>Indicator Manual for work in Complex Emergency and Transition Settings for Implementing Agencies</b>	<b>???? There are various manuals listed below</b>
HIV Prevention and Behavior Change in International Military Populations – Training Module 7: HIV Prevention in Crisis Settings, Draft Working Paper, Sept. 2000	Civil-Military Alliance
<b>Manuals on qualitative methods applications to transition settings, training instructor and participant manuals</b>	<b>???? There are various manuals listed below</b>
Bibliography: Applied Research/Evaluation in Complex Emergency and Transition Settings, Draft Working Paper, Aug. 2000	Megan Deitchler and Nancy Mock
Case study on conflict analysis in Democratic Republic of the Congo ( <i>Not available</i> )	

<b>Document/Other</b>	<b>Author</b>
CDROM Toolkit for conflict early warning/vulnerability assessment ( <i>Not available</i> )	
Conflict Management throughout the Crisis Life Cycle	S. Samarasinghe, Tulane University
Health Interventions in Complex Emergencies: A Case Study of Liberia, July 1998	Anna Schowengerdt, Paul Spiegel and Fred Spielberg
WHO: The Horn of Africa Initiative, March 1, 1999	WHO
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