



# Greater Horn of Africa Peace Building Project

## APPENDIX D INTERNET SURVEY

### Survey of Non-Governmental Organizations Working Toward Peace in the Greater Horn of Africa

June, 2001

Computer Frontiers, Inc.

Appendix from the Report:

**The Effectiveness of Civil Society Initiatives  
in Controlling Violent Conflicts and Building Peace**  
*A Study of Three Approaches in the Greater Horn of Africa*

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### Key to Abbreviations

CECORE:	Center for Conflict Resolution
CFI:	Computer Frontiers, Inc.
CmC:	Computer mediated communications
CPMR:	Conflict prevention, mitigation and response -- the USAID program terminology used for conflict-oriented and peace building activities.
GHA:	Greater Horn of Africa
ICT:	Information and Communications Technology
LANs:	Local Area Networks
MSI:	Management Systems International
USAID:	United States Agency for International Development

### Acknowledgements

It is with great appreciation that we acknowledge the following individuals, non-governmental organizations (*NGOs*) and community-based organizations (*CBOs*) whose contributions enabled Computer Frontiers, Inc. to produce this study. First, a debt of gratitude is owed to the NGO/CBO representatives who took the time to complete this questionnaire, providing the data for the study. We are especially grateful to Stella Sabitti, Rose Otieno and Josephine Nalugya of the Center for Conflict Resolution (*CECORE*) in Uganda, which served as a partner in this endeavor. Similarly, we would like to thank Randy Harris of the U.S. Agency for International Development (*USAID*) in Uganda for pointing us in the right direction by suggesting *CECORE* as a possible partner. Many thanks to Cissy Segujiwa and Emmanuel Ssemambo who assisted in the questionnaire design and data analysis. Finally, a very special thanks to Michael Lund and the team at Management Systems International (*MSI*), who, in view of its conceptual and practical challenges, led this initiative in a flexible manner, always applying intellect and creative thinking to the project.

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The full report can be found at:

[http://www.usaid.gov/regions/afr/conflictweb/pbp\\_report.pdf](http://www.usaid.gov/regions/afr/conflictweb/pbp_report.pdf)

or write to [peacebuilding@yahoo.com](mailto:peacebuilding@yahoo.com) for an electronic version.

## Executive Summary

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In view of the potentially beneficial impact that information and communications technology (ICTs) can have on conflict management and peace building, and the key role played by NGOs and CBOs in delivering services at the community level, USAID/REDSO requested that Management Systems International, Inc. (MSI) undertake a study of NGO/CBO applications of Internet technology in operational and project activities or in direct delivery of services in pursuit of conflict management/peace building in the Greater Horn of Africa (GHA) sub-region. Because of its technical expertise in information technology, Management Systems International, Inc. (MSI) contracted with Computer Frontiers (CFI) to construct and administer the study.

The goals of the survey were to:

1. Establish a baseline of knowledge on NGOs' actual usage of the Internet for conflict prevention, mitigation and response (CPMR) purposes;
2. Draw conclusions regarding the value of the Internet;
3. Identify factors inhibiting further integration of the Internet into operations;
4. Suggest implications for USAID in terms of its approach to technology integration among NGOs/CBOs working on CPMR activities; and
5. Propose simple guidelines that NGOs/CBOs could institute to introduce or further integrate the Internet into CPMR activities.

CFI relied on a survey methodology that involved distributing a self-administered questionnaire via the Internet and establishing partnerships with two Uganda-based NGOs to implement the survey. In total, 225 surveys were distributed between November 15, 2000 and January 15, 2001 in the nine countries and one territory that constitute the GHA region. One hundred fifty nine (159) follow-up phone calls were made to potential respondents. The overall response rate to the survey was 11 % with 91% of respondents working at the executive level of their organizations and 46 % being women.

The main findings of the study were as follows:

1. The telephone and the Internet were equally preferred as means of communications by NGOs/CBOs.
2. Building organizational networks and organizing pressure campaigns tended to be the specific program-related activities where NGOs/CBOs most often applied Internet technology.

3. Cost of equipment and telephone access and the need for capacity-building were identified as barriers or impediments to expansion of Internet usage by NGOs/CBOs.
4. Increased efficiency of information exchange and the capability to interact with a wider array of actors were cited as beneficial impacts of the Internet.
5. Although 66% of the respondents claimed no knowledge of the Internet being used for conflict escalatory purposes, 33% of respondents did cite knowledge of instances where the Internet was used to increase tension, manipulate information or escalate a dispute.

We suggest the policy implications for donors are as follows:

1. There is a need for introduction or expansion of Internet access, especially outside of capital cities.
2. The comparative utility of ICTs that are geared toward supporting verbal vs. text-based communications warrants further examination.
3. Increased participation in regional and global NGO/CBO coalitional organizations is dependent on increased funding to expand Internet access.
4. Increased support for hardware, software, Internet access start-up costs and capacity building are all requirements for introduction or expansion of Internet access for the majority of NGOs/CBOs.

## Survey Overview

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### Rationale of the Investigation

Arguably, no region at this juncture is more in need of access to the range of new ICTs, including the Internet, than sub-Saharan Africa. With only 300,000 dial-up subscribers capable of accessing the Internet in sub-Saharan African countries combined, excluding South Africa, the potential beneficial impact of expanding Internet access on sustainable development goals could be very significant<sup>1</sup>.

Because of the proliferation of the conflict in the sub-Saharan Africa region during the past decade, donors are interested in supporting the increasingly prominent role played by NGOs/CBOs in CPMR. With the continuance of Sudan's 30 year civil war, Uganda's continued involvement in the conflict in the Democratic Republic of the Congo (*DROC*), and Ethiopia's and Eritrea's maintenance of a fragile truce, for example, donors have understandably prioritized CPMR initiatives that address the complex mosaic of conflict within the region. In addition to targeting that support to program activities, donors are also interested in understanding and extending additional support to any ICTs that bridge the information and communications gap within the subregion and that directly serve as a program component of CPMR activities or in a manner that enhances such activities.

### Purpose of Study

The purpose of this study was to undertake an examination of the subject area, use of the Internet. The target population for the survey was NGOs and CBOs that apply Internet technology to operational project activities or direct delivery of services aimed at CPMR-PB.

This report begins to draw a reliable picture of what is happening "on the ground" in the applied use of Internet in CPMR-PB initiatives and the range of problems associated with war-afflicted populations. It undertakes this task by:

1. Establishing a baseline of knowledge on the range of NGOs current usage and future plans for Internet usage in CPMR activities.
2. Drawing conclusions regarding the value of Internet access as it has been applied as a tool to CPMR initiatives.
3. Identifying factors inhibiting further integration of the Internet into general operations, project-related services and activities and suggesting methods to overcome those factors.
4. Identifying policy implications.

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<sup>1</sup> Jensen, Mike. "The African Internet – A Status Report." (May 2001).

5. Devising a set of simple, cost-effective approaches or guidelines NGOs may institute to introduce or further integrate Internet usage into CPMR so that it enhances the effectiveness of program activities.

## **Scope of the Survey**

The geographic scope of the survey is limited to the countries and territory that USAID designates as comprising the Greater Horn of Africa (GHA).<sup>2</sup> NGOs/CBOs were selected as the survey target population because they are well-represented in terms of geographic scope, the range of CPMR activities and the possible time period that might reasonably be assumed to see different initiatives through to the end of their project lifecycles. The sample population targeted for the survey were chief executive officers or other executive level personnel whom would presumably be knowledgeable about the program activities, operational support and past, present and prospective future plans and ideas on ICT integration into their operations. Surveys were self-administered for the 2-month period beginning on November 15, 2000 to January 15, 2001.

## **Methodology**

In view of the limited resources available for this study, the survey adopted as the only practical method for collecting data the distribution of a self-administered questionnaire via the Internet. CFI, in consultation with MSI, developed a survey instrument that had a preponderant number of questions designed to yield descriptive data about the organization, programming, staff and ICT usage and preferences. A more limited number of questions were designed to assess the changes resulting from Internet access on interactive communications, collection and distribution of information and programming. The target population of 225 NGOs/CBOs was selected from a sampling frame that consisted of lists of NGOs/CBOs working in the GHA region collected from the Internet, through coalitional organizations and through marketing of the survey via websites or e-publications targeted at institutions working the CPMR sector.

Recognizing the need to consistently establish mutually beneficial partnerships with African institutions, CFI collaborated with two Uganda-based organizations. CECORE, an NGO offering training in peace building, endorsed and distributed the survey and methodologists from the Uganda Management Institute assisted in the survey design and data analysis. The final component of the methodology involved using incentives and reinforcements to ensure that the survey attained the highest rate of return possible.

CFI distributed 225 surveys in the nine countries and one territory that constitute the GHA region between November 15, 2000 and January 15, 2001. Follow-up telephone

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<sup>2</sup> Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Tanzania, Somalia and territory of Somaliland, Sudan, Uganda.

calls were made to 179 potential respondents. The response rate to the survey was 11% with 90% of respondents working at the executive level and 43 % being women.

## **Key Questions**

The main concerns of the survey are captured by the following key questions regarding the use of the Internet among NGOs/CBOs.

- As compared with other means of communication, to what extent do NGOs/CBOs rely on the Internet as a primary means of communication?
- Are there specific categories of services or activities in the CPMR-PB sector that are associated with Internet technology and if so, what are they?
- Is there a commonality among factors serving as barriers to NGOs/CBOs introduction or expanded use of the Internet?
- What has been the impact of introducing the Internet into program operations and what do NGOs/CBOs cite as indicators of impact?

The remainder of this report presents the findings of the survey. Where these findings are consistent with other research, note is made of other sources that reach similar conclusions.

## **Findings**

### **Major Findings**

1. *The telephone and the Internet were equally preferred as means of communications by NGOs/CBOs.*

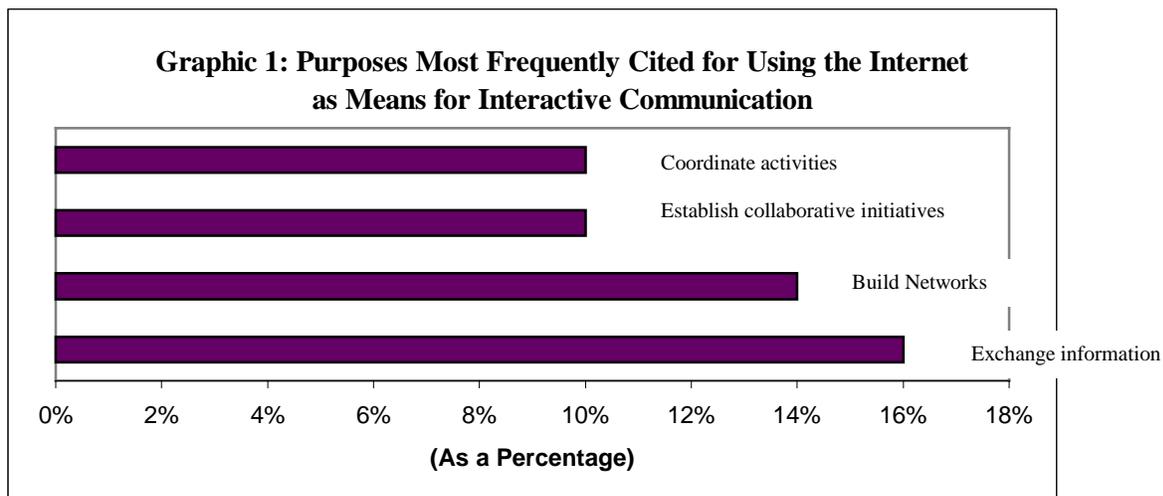
As compared with other means of communication, such as the fax machine or face-to-face interaction, respondents clearly ranked the Internet as being more significant to their organizational operations. Surprisingly, though, the telephone was actually preferred by a slight margin of 53% to 47% over the Internet as the primary means of communication.

While the questionnaire did not extend its inquiry into the rationales for certain preferences, the difference in the nature of communication between sub-Saharan Africa and the United States (US), which currently generates the majority of web pages on the Internet, may be seen as one factor affecting this preference. Research points to the fact that Africa, and particularly rural Africa, has as its foundation, a system of communication based on spoken dialogue as opposed to written communications. Secondly, because English is, at best, a second or third language, or may not be read or spoken at all, in parts of sub-Saharan Africa, and especially in rural Africa, differences in the NGO/CBO personnel tendencies to adapt to computer-mediated communications (CmC) such as the Internet might, therefore, be based on: (1) urban

vs. rural environments; (2) Anglophone vs. non-Anglophone; and (3) Literate vs. non-literate.<sup>3</sup>

2. *Building organizational networks and organizing pressure campaigns tended to be the specific program-related activities where NGOs/CBOs most often applied Internet technology.*

While NGOs/CBOs provide a range of services in the CPMR field (See Addendum G), they tended to use the Internet as either a component of CPMR programming or to enhance the delivery of services or implementation of activities. This is especially true when NGO/CBO intentions were to build organizational networks or conduct pressure campaigns. NGOs/CBOs have made use of the Internet in developing networks and organizing regional and global campaigns, relying on these networks as starting points. Practitioners and academicians of CPMR have assumed the role of network builders and relied on these networks to effect change. Examples of such NGO/CBO networks are: 1. SANGONET for human rights and social justice organizations in Southern Africa; 2. KABISSA which provides free space on its website for Africa-based NGOs/CBOs; 3. Sierra Leone Web which acts as a central site for Internet linkages to Sierra Leone NGOs/CBOs; and 4. Forum on Early Warning and Response (FEWER) site which serves as a global resource site for organizations.<sup>4</sup>

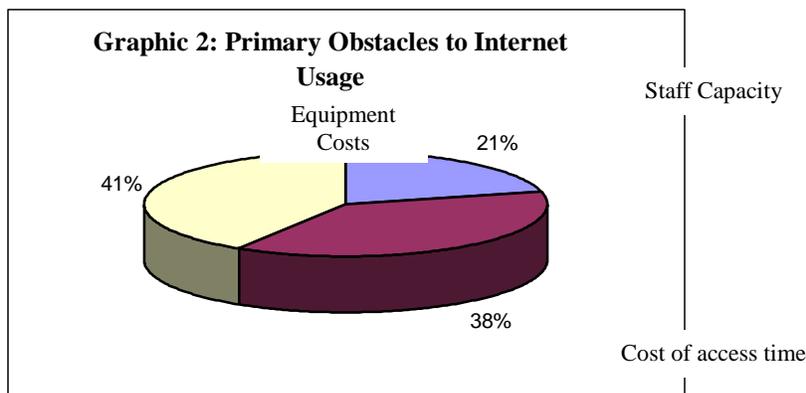


<sup>3</sup> Aden, Abdurahman. "No Connection Under This Number: Africa and the Internet." *Development and Cooperation*. No. 5 (Sept / Oct 2000), p. 24 –26.

<sup>4</sup> Deibert, Ronald J. "Parchment, Printing and Hypermedia: Communication in World Order." *Transformation* No: 2 (1997).

3. *Cost of equipment and telephone access and the need for capacity-building were identified as barriers or impediments to expansion of Internet usage by NGOs/CBOs.*

All NGOs/CBOs in capital areas face comparably challenging infrastructural conditions including poor telecommunications infrastructure that impedes reliable dial-up access and telephone calling that is prohibitively expensive. In the rural areas, however, where NGOs/CBOs may need to provide services to the most vulnerable victims of conflict, there is often no electricity let alone dial-up access available, which makes the Internet service wholly inaccessible. Although equipment prices have dropped precipitously in Western countries, most NGOs/CBOs can ill-afford the cost of the newer computers, a printer and an uninterrupted power supply (UPS), all key components of an effective workstation. Finally, the availability of trained computer end-users and especially technical staff for repair, systems configuration and local area network (LAN) maintenance is limited. Therefore, provision of training as well as finding trained individuals continues to be problematic.



4. *Increased efficiency of information exchange and the capability to interact with a wider array of actors were cited as beneficial impacts of the Internet.*

Increased efficiency of information exchange has been consistently cited as one of the perceived benefits of the Internet in terms of time, the number of individuals that can be reached by one communication and the broad geographic scope of locations in which communications can be exchanged.<sup>5</sup>

<sup>5</sup> Compare National Research Council, Office of International Affairs. "Internet Counts: Measuring the Impacts of the Internet." Washington: National Academy Press. (1998), p.34.

5. *Although 66% of NGOs/CBOs claimed no knowledge of the Internet being used for conflict escalatory purposes, 33% of respondents did cite knowledge of instances where the Internet was used to increase tension, manipulate information or escalate a dispute.*

Respondents indicated that they were aware of cases in which the following types of information was placed on a website:

- Inflammatory information relating to international disputes was placed on websites of antagonists.
- Deliberate distortions or misinformation.
- Information designed to politically sabotage individuals or parties.
- Incorrect information.

In a preliminary review of the literature on this topic, there appeared to be scant information addressing use of websites as a means to escalate conflict, increase tension or manipulate information. Although some research has been devoted to aggressive use of websites by NGOs to organize pressure campaigns and computer-based attacks on websites perpetrated by hackers or antagonists in some type of dispute, the literature focuses on these occurrences in areas outside of the Africa region where the Internet is more commonly used.<sup>6</sup>

#### Other Significant Findings

*Current Capacities for Usage of ICT:* Prior to introducing the Internet into their organizations, NGOs/CBOs, like other organizations relied on phone, fax and postal mail to communicate with partners and individuals, all of which were unreliable and in the case of the phone and fax, prohibitively expensive. Respondents acquired news and information by word-of-mouth and television, the second option clearly being indicative of the fact that the majority of respondents live and work in the capital where electricity and TV reception are available.

Forty-one percent of responding organizations indicated that they had four computers or less in their offices and an additional 23% stated that they had no more than 11 computers. Two CBOs actually had no computers or Internet connection but responded to us via their home computers or by using the facilities of a partner organization. Therefore, in this case, sharing of information technology resources by NGOs/CBOs who were members of “umbrella organizations,” and that would not have otherwise had access to the Internet, played a large role in the ability of one CBO to complete the survey.

The ratio of available computers to permanent staff varied widely with some NGOs/CBOs struggling with 20 staff members for one computer to a few instances where there was one PC for each staff member. The average, however, was approximately 5 employees to 1 computer.

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<sup>6</sup> Bray, John. “Web Wars: NGOs, Companies and Governments in an Inter-Connected World.” *Greener Management International*. (Winter 1998), p. 115 and Walker, George. “Information Warfare and Neutrality.” *Vanderbilt Journal of Transnational Law*. 33:5 (Nov 2000), p. 1079.

A clear majority of those who answered, 77%, stated that staff training was either average or poor with the remaining 23% indicating that their employees were well trained.

*Internet as A Means to Improve Operations and Implement Programs:* With regard to the question of whether NGOs have made use of the Internet in program-related activities, as revealed by question 3.9, a majority of 83% indicated that they primarily used the Internet for Option 3.9.2 relating to programs (see below) or for both administrative and program purposes.

*Graphic 3: Question 3.9*

3.9 Which of the following statements best describe your organization's primary purpose(s) for using any of the Internet programs listed in question 8, above? (*Please type Y before all that apply*).

3..9.1 Daily operational needs such as administrative and financial matters (e.g. personnel recruitment, financial management, purchasing).

3..9.2 Delivery of services or implementing of activities specifically related to programs.

However, usage in program activities apparently does not include the use of the Internet as a direct means to carry out conflict resolution or peace building projects in interactive ways, such as by conducting an on-line dialogue. In response to question 4.1 below, 58% indicated that they do not commonly use the Internet as a means of interactive communication in direct implementation of program activities.

*Graphic 4: Question 4.1*

4.1 Does your organization commonly use the Internet as a means of interactive communications in direct implementation of program activities or delivery of project services.

4.1.1 YES

4.1.2 NO

*Internet as a Means to Access Information:* NGOs/CBOs that accessed information on the Internet cited with equal importance all the possible reasons their organizations might use the Internet as a means to gather information. Educating staff or members on relevant topics, monitoring or tracking events as they relate to a conflict or obtaining general information were all given equal importance. Two NGOs noted that they used the Internet as a means to gather information specifically for research.

*Internet as a Means to Distribute Information:* Less than ½ of the NGOs/CBOs completing the questionnaire had websites. However, the 44% that did have websites most frequently cited the following reasons offered by the survey for using the Internet as a means to distribute information: 1. Providing general information about the organization and 2. Informing readers about specific program-related services.

Sixty-three percent of websites had links with other websites and cited sharing of information, promoting activities and minimizing costs as reasons for the linkages. Three NGOs/CBOs indicated that these linkages had resulted in increased collaboration with partner organizations.

There was little commonality in the groups cited as targets for the websites, which is clearly indicative of the diversity of clientele served by NGOs/CBOs within the region. Targets included government officials and policymakers, researchers, activists, partner organizations and NGOs/CBOs, cultural institutions, students, donors, lawyers, the media, the general public and institutions focused on peace and conflict resolution.

*Perceived Impacts of Internet Usage on Programs:* Overall, NGOs/CBOs cited the main impacts of the Internet as being beneficial to their programmatic operations because it improved the efficiency of information exchange and enabled them to interact with a wider array of actors.

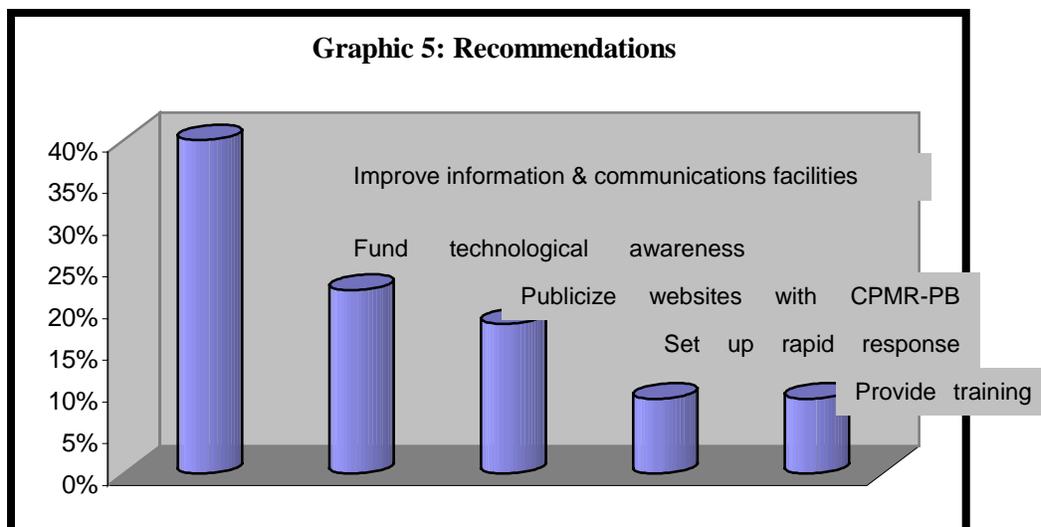
A majority of 88% indicated that the Internet had not hindered their organizational activities in any manner.

*Impacts of Websites:* In terms of assessing the impact of websites among organizations that have them, seventy-five percent of NGOs/CBOs indicated that feedback from users served as the primary means of evidence that their target group made use of the website. Another 17% said that commitment and interest of users served as a valid indicator of website use. One NGO noted that the fact that their website was quoted by users and in the media was evidence that the site was effectively used by their target group.

*Future Plans for Internet Usage:* For those organizations without a website, all planned to establish a website within the next two years.

Half of the organizations expressed an interest in obtaining web development software and approximately 20% indicated an interest in acquiring teleconferencing software. Anticipated benefits identified included the ability to communicate more easily with overseas partners, localization of web development and updating, the ability to more effectively distribute information and an increased ability to share information internally.

*Policy Recommendations Offered by Respondents:* NGOs/CBOs made the recommendations depicted in Graphic 5 regarding how donor support could be effectively channeled to NGOs/CBOs working on CPMR initiatives.



## Main Policy Implications

Given the preliminary findings cited above, what are the implications for donor policy, in terms of lending support to such initiatives?

### Expanded Internet Access, Especially Outside of Urban Capitals

The state of the telecommunications infrastructure in Africa is weak, for it generally tends to be in poor working condition within the urban area surrounding the capital and almost non-functional, if not non-existent outside of the capitals save a few noted exceptions. Thus, any support envisaged to NGOs/CBOs interested in introducing or expanding Internet access within their institutions, will necessarily be limited to those organizations located in the areas within and around the capital during the initial stages of Internet access.

Organizations that responded to this survey have indicated that the Internet has assumed an increasingly important role in their operations, although a great majority of the institutions responding to the survey, 90%, were located within the capital regions of their respective countries. However, this methodology was admittedly limited to those organizations with Internet access, therefore, the results tended to be skewed toward NGOs/CBOs located where access is readily available.

It can be assumed that some percentage of NGOs/CBOs with headquarters in the capital may have satellite offices outside of the capital and that some NGOs/CBOs may be based solely outside of the capital. These same NGOs/CBOs are often responsible for direct implementation of CPMR programming, yet they would be the least likely to benefit from expansion of Internet access, if it were based on existing telecommunications infrastructure.

Therefore, strategies supporting the expansion of access to secondary cities and towns, especially those serving conflict-plagued communities, should be encouraged and should take into consideration alternative, cost-effective wireless-based technologies strategies as a means to bypass the existing infrastructural constraints.

## Examination of the Comparative Utility of ICTs that are Based on Verbal Communications vs. Text-Based Communications

African systems of communication are based on spoken dialogue in a broad array of languages, as opposed to written communications, and the information available via the Internet is primarily provided in written form and in English. Thus, the information and communications gap experienced by NGOs/CBOs will not necessarily be filled by access to information on websites and in e-mails.

ICTs that rely on spoken communications and information and in languages other than English, could be of equivalent importance to standard web content, especially in the context of a complex humanitarian emergency. Therefore, there is a need to examine the comparative utility of different ICTs which permit either verbal or both verbal and visual communications such as high-frequency radio, web-based radio programming, voice-over-IP (telephoning via the Internet), telephoning via cell phone, and teleconferencing in terms of: 1. Cost; 2. Ease of accessibility; 3. Infrastructural barriers; 4. Regulatory barriers; 5. Service and support accessibility; and 6. Adaptability to cultural context.

## Support for Introduction and Expansion of Internet for Purposes of Participating in NGO/CBO Coalitional Organizations

NGOs/CBOs requested support for Internet technology that enables them to establish or expand communications with a network of like-minded individuals working for organizations in the CPMR sector, regionally and globally. Respondents also expressed an interest in relying on these networks to conduct pressure campaigns. Some of the perceived benefits resulting from support of this network are increased information exchange, coordination and collaboration, sharing of technological and information resources, and establishment of websites with information content targeted toward member organizations.<sup>7</sup>

## Support for Hardware, Software, Internet Access Start-up Costs and Capacity-Building of Staff

The cost of new or upgraded equipment and software are consistently identified as being primary barriers to introduction or expansion of the Internet. Our survey indicates that in the most optimal case, only one in five computers had Internet access. The worse scenario was one in seventeen. Therefore, in addition to supporting hardware and software purchases and Internet start-up costs, support for establishment of Local Area Networks (LANs) would be key in allowing a higher number of staff to access the Internet, which would expand the benefits of Internet access to a wider range of individuals working for NGOs/CBOs.

## Further Analysis of Internet Usage

The ability of this study to identify major overall patterns in Internet usage obviously has been severely limited by the modest resources that were available to cover this very large subject. Somewhat surprisingly, it appears that more than a few organizational incentives plus 179 follow-up phone calls are required even to obtain a higher percentage of responses than the 11 percent realized by this study.

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<sup>7</sup> Deibert, p. 34.

Nevertheless, it is possible that the limited sample of responses achieved may roughly reflect the larger picture of Internet usage. If one can plausibly reason that only the most active, well-staffed and outgoing organizations will tend to respond to such a survey, those that did not respond this time would be unlikely to answer the survey questions a next time in ways that show significantly more extensive or innovative uses of the Internet. Of course, to get a more accurate sense of overall patterns of Internet usage and impacts, a further survey is needed, and that study would need to invest in significantly greater incentives and follow-up efforts to achieve a higher take-up. In the meantime, the findings of this study regarding the actual parameters and dimensions of Internet usage in the Great Horn of Africa may at least represent some well-grounded hypotheses, and perhaps more.

## Addendums

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### Addendum A: Scope of Work

Under contract to USAID/REDSO, Management Systems International, Inc. (MSI) asked that Computer Frontiers, Inc. (CFI) undertake an examination of the subject area, Internet usage, relying on a descriptive, self-administered survey methodology. The target population for the survey was NGOs/CBOs that apply Internet technology to operational or project activities or direct delivery of services aimed at CPMR .

MSI requested that CFI undertake a survey with the primary goals of:

Establishing a baseline of knowledge on the range of NGOs/CBOs current usage and future plans for Internet usage in CPMR activities.

Drawing conclusions regarding the value of Internet access as it has been applied as a tool to CPMR initiatives.

Identifying factors inhibiting further integration of the Internet into general operations as well as project-related services and activities and suggesting methods to overcome those factors.

Devising a set of simple, cost-effective approaches or guidelines NGOs/CBOs may institute to introduce or further integrate Internet usage into CPMR so that it enhances the effectiveness of program activities.

Presumably, this survey draws a reliable picture of what is happening “on the ground” as the Internet is applied to activities of NGOs/CBOs working in CPMR and the range of problems associated with war-afflicted populations. This preliminary picture should be viewed as a starting point for a discussion on the overall applicability of Internet uses to CPMR, the impact on programming and operations, and areas warranting support and further investigation as defined by NGOs/CBOs themselves.

## Addendum B: Scope of the Survey

### Respondent Universe

The geographic scope of the survey is logically limited to the countries in the Greater Horn of Africa.

While organizations representing the public, private and NGO/CBO sectors have been integrally involved in efforts to prevent or manage conflict and develop peace building initiatives, a narrower survey target population was selected for this study, based on these assumptions:

The NGO/CBO sector is well-represented across the range of conflict resolution, prevention and peace building activities and can be justifiably cited as a generator of ideas and new approaches as well as an implementer of methodologies to address conflict.

The NGO/CBO sector is also well-represented in terms of its geographic scope of activities with a physical, on-the-ground presence in each of the GHA countries and territories.

NGOs/CBOs are adequately represented across the possible range of time periods that might reasonably be required to see different projects and negotiative processes through to the logical conclusion of their life-cycles, thus allowing them to maintain a viable institutional history of their activities and the operational contexts.

NGOs/CBOs have the institutional experience of having intervened in a broad range of conflicts, and have thus developed a knowledge base of what types of interventions have been most effective in addressing specific aspects of conflict.

Conversely, some of the factors that contributed to the decision to exclude the government sector as a target for the survey at this initial stage were:

Except for Djibouti, Kenya and Tanzania, all governments in the region were parties to some type of current conflict. While acknowledging that some of these same governments may also simultaneously be agents for conflict resolution, the fact that they are involved in conflicts tended to make the task of collecting *meaningful* information from their representatives more difficult at this juncture. A more complex and longer-term methodological strategy would have been required for collection of information under such conditions and clearly fell outside of the means provided for in this initiative.

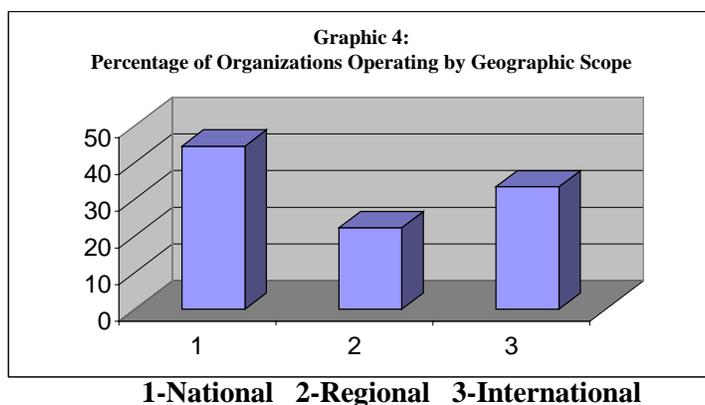
The timeframe allotted for the study was insufficient to have accomplished the task of identifying the “key” actors within governments given the diffuse nature of CPMR activities that occur across sectors, across ministries and departments at the local, regional or national levels of governments.

Finally, although the private sector can contribute to conflict resolution goals, USAID/REDSO prioritized organizations with organizational or project activities and services *primarily directed* toward conflict resolution and peace building, which effectively excluded the majority of private sector organizations operating from within the GHA region.

#### Actual Respondent Sample

**Respondents:** Forty-three percent of respondents were women, with 85% of those who responded indicating that they had worked two or more years with their organizations. Most importantly, 90% of those who answered the questionnaire were either the chief executive of the NGO/CBO or were in a senior position possessing adequate knowledge to authoritatively complete the questionnaire.

**Organizations:** Ninety-one percent of responding organizations described themselves as non-governmental, not-for-profit organizations with 70% employing no more than twenty permanent staff members. Budgets ranged from a low of \$40,000USD to \$20,000,000 with the median budget being approximately \$300,000. Ninety percent of NGOs/CBOs were located in their capitals and identified the scope of their geographic operations as:



8

Approximately eighty percent of NGOs/CBOs indicated that they offered five or more types of services (See *Addendum H: Survey Instrument*). They also provided service to specific groups, with women, farmers, the general public and children cited most frequently and with the following services being offered most often:

Primary Services Offered	Organizations
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<sup>8</sup> National NGOs/CBOs were defined as organizations having operations within the geographic scope of the nation in which they are headquartered. Regional NGOs/CBOs were defined as organizations having operations within the sub-Saharan Africa. International NGOs/CBOs were defined as organizations having operations both inside and outside of sub-Saharan Africa.

	<b>Citing Services</b> <i>(as a percentage)</i>
<b>C</b> onducts facilitation, mediation or dialogues	11%
<b>I</b> nstitutional capacity-building	10%
<b>I</b> nformation dissemination or exchange	9%
<b>D</b> elivery of project services to specific target group	9%
<b>C</b> onducts development-related research	9%

## **Addendum C: Methodology**

### Survey Instrument

In consultation with MSI, CFI designed a survey instrument that has a preponderant number of questions that yielded descriptive information. Given that one of the primary objectives of the survey was to establish a baseline of knowledge on NGO/CBO Internet usage, the descriptive statistics derived from this study give an account of the existing state of Internet usage for operational and program-related purposes among NGOs/CBOs.

A limited number of questions were added to assess direct impact(s) of Internet access, which are best described as an immediate consequence of the introduction or use of the Internet.<sup>9</sup> The questionnaire was structured by topic as follows:

#### Respondent Profile

#### Organizational Profile

#### General Internet Usage and Capability

#### Program Related Usage of the Internet

#### As a Means of Interactive Communication

#### As a Means to Access Information

#### As a Means to Distribute Information

#### Impact of Internet Usage

#### Future Usage of the Internet

#### Target Population

The target population of the survey was defined as meeting the following necessary and sufficient conditions:

Conducted activities or provides services at the grassroots, national or regional levels aimed at preventing, managing or resolving past, current or potential violent conflicts or establishing peace building capacities among affected populations.<sup>10</sup>

<sup>9</sup> Ibid., p. 14.

<sup>10</sup> Lund, Michael. Definition of activities or services include:

- ◆ Non-official or official dialogues, mediation, consultations, peace meetings and processes, and reconciliation among parties or communities directly or indirectly engaged in conflictual relations;
- ◆ Training in conflict or dispute resolution and peace building techniques;

Conducted activities or provides services to affected populations from within the GHA region which is comprised of the countries of Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Tanzania, Uganda and the territory of Somaliland although can be headquartered anywhere worldwide.

Had NGO or CBO organizational status.

Had to be accessible, at the minimum, by Internet e-mail.

The sample population targeted for the survey were chief executive officers or other senior-level personnel whom were presumed to be knowledgeable about the program activities, operational support and past, present and prospective future plans and ideas on ICT integration into their operations.

### Sampling Methodology

CFI utilized a sampling methodology based on identifying the units of analysis for the study, NGOs and CBOs that met the definitional criteria. This was accomplished through a process of discovering, unit by unit, those organizations that could be categorized as falling within the definition. The selection of this sampling methodology, recognized the difficulty of finding a reliable sampling frame, such as an exhaustive list of NGOs/CBOs located in the region or an exhaustive list of NGOs/CBOs working on CPMR initiatives throughout the GHA region. This effort may have yielded one of the more comprehensive lists of NGOs/CBOs working on CPMR within the GHA region.

Between November 15 and January 15, 2001, CFI used the following techniques to identify the current number of 225 potential respondent organizations:

Searched the Internet based on a list of keywords denoting primary activities that constitute conflict CPMR activities.

Identified networked, coalitional or “umbrella” organizations comprised of NGOs involved in CPMR activities and obtained their membership lists.

- 
- ◆ Development, environmental, humanitarian assistance specifically oriented toward reducing conflict or maintaining peaceful relations or focused on areas of active, violent conflict carried out in those areas
  - ◆ Peace education, peace media, and cultural projects;
  - ◆ Promotion and strengthening of peaceful democratic institutions and processes, effective and legitimate governance, civil society, rule of law, and respect for human rights for the benefit of minorities and majorities;
  - ◆ Regulating arms flows;
  - ◆ Professionalization of police and armies to serve legitimate political authorities in enforcing security and just peace;
  - ◆ Research and analysis to serve the above activities.
  - ◆ These activities in the GHA region may be sponsored or implemented by NGOs/CBOs that are Africa-based.

Solicited the interest of prospective survey respondents by disseminating information about the survey through targeting of websites or e-publications of organizations widely read in the CPMR community.

#### Partnerships with African Institutions

Recognizing the need to meet the overall objective of establishing mutually beneficial partnerships with African institutions, CFI initiated a strategy of entering into joint initiatives with two African institutions, recognized within the region for expertise in their respective areas. CFI first entered into a partnership with methodologists affiliated with the Uganda Management Institute, who assisted in the design of the survey and the data analysis process.

CFI entered into a second joint initiative with the CECORE, an NGO offering education and training in peace building headquartered in Uganda. CECORE agreed to both endorse the survey by signing onto the cover letter and to distribute the survey from its office, thus lending regional credibility to this undertaking.

#### Use of Incentives

CFI offered a series of incentives in the cover letter demonstrating to the prospective respondent the tangible benefits of completing the questionnaire, thus relying on the idea that some level of “self-interest” must be integrated into a survey in order for the respondent to want to complete it.

#### Internet Communicative Technology as a Means to Study Internet Usage

For the purposes of this study, MSI selected a methodology that relied on distributing surveys via the Internet. In addition to using the Internet search capabilities as one means to identify NGOs/CBOs that fall within the target population, CFI subcontracted to CECORE the task of distributing the surveys using their e-mail address and lending their credibility within the region to this effort. The majority of planning, organization and discussions on the most effective way to implement this initiative took place via the Internet.

#### Reinforcement through Follow-up

As a means to increase the rate of response, CFI relied on reinforcing the importance of completing the survey by sending a second e-mail communication to non-respondents and then a subsequent follow-up telephone call to the remaining set of not-respondents.

#### Analysis of Survey Data

The survey data was analyzed using frequency distributions.

#### Methodological Limitations

The limitations of this particular methodological approach are three-fold:

The self-administered survey methodology made no provision for interpersonal, face-to-face contact, such as could have occurred if direct interviews had been conducted as a component of the methodology. Given the importance of interpersonal interaction and verbal

communications in the regional cultural context, this limitation may have been construed by respondents and readers alike as a signal that the activity was of less importance.

One component of the methodology chosen by CFI, which should have had a mitigating effect against the impersonal nature of using a self-administered questionnaire, was follow-up phone calling.

The overall accuracy of information collected and the depth and range of information collected from self-administered surveys generally tends to be lower than information collected from other methods which allow for direct contact such as personal or phone interviews. However, the cost and time spent conducting phone calls or personal interviews, represents a clear trade-off between expediency and cost for depth and accuracy of information collected.

Given that the intent of this survey was to serve as the starting point for a discussion of Internet application to CPMR initiatives and that other initiatives using direct survey methods are envisaged for the future, the scope of this survey was considered as appropriate when viewed as the first phase of a longer term review.

It offered no means of comparison with a corresponding reference group, such as NGOs working in CPMR activities without Internet access, consequently limiting the representativeness of the sample selected. It is worth noting, however, that the primary variable under consideration, the Internet and its effect on any range of activities, rendered this issue as less important than if the variable had been some other phenomena.

## **Addendum D: Key Questions**

The four major survey questions investigated regarding the use of the Internet among NGOs/CBOs active in CPMR were:

As compared with other means of communication, to what extent do NGOs/CBOs rely on the Internet as a primary means of communication?

Are there specific categories of services or activities in the CPMR sector that are associated with Internet technology and if so, what are they?

Is there a commonality among factors serving as barriers to NGOs/CBOs introduction or expanded use of the Internet?

What has been the impact of introducing the Internet into program operations and what do NGOs/CBOs cite as indicators of impact?

## **Addendum E: Guidelines for Internet Integration**

Whether introducing the Internet into an institution or expanding existing Internet access within an organization, integration of the Internet can be more challenging than would commonly be thought. The host country's telecommunications infrastructure, the regulatory environment, the accessibility of trained technical support staff and the ease of equipment access are just some of the variables that really result in situational effectiveness of guidelines.

However, the following publication outlines guidelines for introduction of the Internet and has been used with some effectiveness in certain situations:

USAID/AFR/SD/ Leland Initiative. "Making the Internet Connection Count: Effective Use of the Internet in Seven Easy Steps." (Sept. 1998).

## **Addendum F: Responding Organizations by Country**

Burundi

Jesuit Refugee Services

Organization for the Defense of the Environment

Ethiopia

Christian Relief and Development Agency

Ethiopian Human Rights Council

Ethiopian Orthodox Church-Development and Interchurch Aid Commission

Ethiopian Women's Lawyers Association

HUNDEE

PACT Ethiopia

Save the Children-USA

World Vision

Kenya  
African Peace Agenda  
Education Center for Women in Democracy  
Indigenous Information Network  
Katiemo Welfare  
Law Africa  
World Vision  
Security and Research Information Center

Sudan  
Catholic Information Office  
New Sudan Women's Federation  
NESI-Network

Tanzania  
Human Rights Education and Peace International  
Muslim-Christian Commission for Peace, Development and Conflict Resolution

Uganda  
African Center for Treatment and Rehabilitation of Torture Victims  
African Women's Leadership Institute  
Foundation for Human Rights Initiative

## Addendum G: Survey Instrument

### INSTRUCTIONS

- ◆ The attached questionnaire has been designed specifically for all non-governmental or international organizations working from within the region in any capacity to prevent, resolve or lessen the impact of conflict on the peoples living in the following countries:
  - ◆ Burundi
  - ◆ Djibouti
  - ◆ Eritrea
  - ◆ Ethiopia
  - ◆ Kenya
  - ◆ Rwanda
  - ◆ Somalia or Somaliland
  - ◆ Sudan
  - ◆ Tanzania
  - ◆ Uganda
- ◆ This questionnaire is best completed off-line by simply double clicking on the attachment, then saving it to the hard drive of your personal computer and completing it in either Microsoft Word or Word Perfect for Windows.
- ◆ You may move easily from one question to the next, by simply pushing the ***TAB*** key when you complete the previous question.
- ◆ Please read all instructions carefully before completing each question. They appear in italics and boldface and are placed in brackets at the end of the question.
- ◆ Please e-mail the completed questionnaire to the following electronic mail address:

**ssemambo@hotmail.com**

- ◆ Alternatively, a completed questionnaire may also be faxed to the following number in the United States:  
**+(1) (301) 601-1588**

**THANK YOU VERY MUCH FOR YOUR TIME.**



- |  |  |
|--|--|
| <input type="checkbox"/> 2.19.7. Education                                 | <input type="checkbox"/> 2.19.20. Trade or Commerce          |
| <input type="checkbox"/> 2.19.8. Energy                                    | <input type="checkbox"/> 2.19.21. Water / Sanitation         |
| <input type="checkbox"/> 2.19.9. Environment / Natural Resource Management | <input type="checkbox"/> 2.19.22. Women's Issues             |
| <input type="checkbox"/> 2.19.10. Good governance                          | <input type="checkbox"/> 2.19.23. Youth or Children's Issues |
| <input type="checkbox"/> 2.19.11. Health / Population                      | <input type="checkbox"/> 2.19.24. Other(Please Specify)_____ |
| <input type="checkbox"/> 2.19.12. Human Rights                             |  |

2.20. What specific activities does your organization undertake within the sectors identified in question 19 above **(Please type Y before all that apply):**

- |   |  |
|---|--|
| <input type="checkbox"/> 2.20.1. Conduct facilitation, mediation or dialogues         | <input type="checkbox"/> 2.20.8. Lobbying                            |
| <input type="checkbox"/> 2.20.2 Delivery of project services to specific target group | <input type="checkbox"/> 2.20.9. Orientation or exchange visits      |
| <input type="checkbox"/> 2.20.3. Development-related research                         | <input type="checkbox"/> 2.20.10. Grassroots or community organizing |
| <input type="checkbox"/> 2.20.4. Early warning, monitoring or analysis of conflicts   | <input type="checkbox"/> 2.20.11. Pressure campaigns                 |
| <input type="checkbox"/> 2.20.5. Information dissemination or exchange                | <input type="checkbox"/> 2.20.12. Policy analysis or research        |
| <input type="checkbox"/> 2.20.6. Networking of other NGOs                             | <input type="checkbox"/> 2.20.13. Public advocacy                    |
| <input type="checkbox"/> 2.20.7. Institutional capacity-building                      | <input type="checkbox"/> 2.20.14. Other(Specify)_____                |

2.21. If delivery of project services to specific target group is checked in question 20 (above), please describe the primary target group(s) for these services. Then, please state the type of services you provide for each target group.

<b>Target Groups</b>	<b>Type of Services</b>
_____	_____
_____	_____
_____	_____

2.22. Please rank the following means of communication on a scale of 1 to 6 in order of overall importance to your organization using the following:

- 1-Very important 2-Somewhat important 3-Important 4-Not important 5-Not very important 6-Not important at all*
- |   |  |
|---|--|
| <input type="checkbox"/> 2.22.1 Face-to-face contact  | <input type="checkbox"/> 2.22.5. Internet (including electronic mail and the World Wide Web) |
| <input type="checkbox"/> 2.22.2 Fax   | <input type="checkbox"/> 2.22.6. Mail (by post)  |
| <input type="checkbox"/> 2.22.3. Government Communication System (Hand or stationary radio) | <input type="checkbox"/> 2.22.7. Telephone   |
| <input type="checkbox"/> 2.22.4. Other (Specify)  |  |

2.23.2. Please rank in order of overall importance to your organization the following means of receiving news and other general information on a scale of 1 to 6 using the following:

- 1-Very important 2-Somewhat important 3-Important 4-Not important 5-Not very important 6-Not important at all*
- |   |   |
|---|---|
| <input type="checkbox"/> 2.23.1. Face-to-face contact | <input type="checkbox"/> 2.23.4. TV               |
| <input type="checkbox"/> 2.23.2. Radio                | <input type="checkbox"/> 2.23.5. Print media      |
| <input type="checkbox"/> 2.23.3. Internet             | <input type="checkbox"/> 2.23.6. (Other (Specify) |



## SECTION IV: Program-Related Usage of the Internet

### A. Program-Related Usage of Internet as Means of Interactive Communications (Including chatrooms, e-mail, listserves, teleconferencing, telephone calling via the Internet).

<p>4.1. Does your organization commonly use the Internet as a means of interactive communications in direct implementation of program activities or delivery of project services?  <input type="checkbox"/> 4.1.1. Yes      <input type="checkbox"/> 4.1.2. No</p>	<p>4.2. If you selected NO, please explain what factors or decisions have inhibited your organization from using the Internet as a means of communications in program activities or project services?          _____          _____</p>
--	---

4.3. If YES in question 1 above, please rate in terms of the overall number of contacts, with which institutions or individuals your organization has the most contacts using the following ratings:  
 1-High number of contacts    2-Moderate level of contacts    3-Low number of contacts    4-No contacts at all

**Individuals / Institution**

4.3.1. Staff members *on-site*  
 4.3.2. Institutions or individuals residing *within the country*  
 4.3.3. Institutions or individuals residing *in other countries of the Horn or East Africa regions*  
 4.3.4. Institutions or individuals residing within Africa but *outside of the Horn or East Africa regions*  
 4.3.5. Institutions or individuals residing *outside of the African continent.*

4.4. How would you describe the frequency with which you use the Internet as a means of communication in direct implementation of program activities or delivery of project services? (***Please type Y before the one that best applies***)

4.4.1. Once a month     4.4.2. 1 – 2 times a month     4.4.3. Once a week     4.4.4. More than once a week     4.4.5. Daily

4.5. For what purpose(s) does your organization use the Internet as an interactive means of communication?  
***(Please type Y before all that apply)***

***Purposes for Which the Internet is Used***

<input type="checkbox"/> 4.5.1. Analyzing, monitoring or producing early warnings of conflicts <input type="checkbox"/> 4.5.2. Building organizational networks <input type="checkbox"/> 4.5.3. Conducting education or training <input type="checkbox"/> 4.5.4. Conducting facilitation, mediation or dialogues <input type="checkbox"/> 4.5.5. Conducting policy or applied research <input type="checkbox"/> 4.5.6. Conducting pressure campaigns <input type="checkbox"/> 4.5.7. Conducting public advocacy <input type="checkbox"/> 4.5.8. Coordinating activities of different organizations	<input type="checkbox"/> 4.5.9. Establishing and managing collaborative initiatives <input type="checkbox"/> 4.5.10. Exchanging information with other organizations <input type="checkbox"/> 4.5.11. Lobbying <input type="checkbox"/> 4.5.12. Managing project(s) or delivery of services <input type="checkbox"/> 4.5.13. Mobilizing or organizing groups <input type="checkbox"/> 4.5.14. Other(Specify) _____ <input type="checkbox"/> 4.5.15. Our organization does not use the Internet as a means of interactive communication
---	--

4.6. Please select all groups or individuals with which you are using the Internet as a means of communication for the activities named in question 5 (above). (***Please type Y before all that apply***)

<input type="checkbox"/> 4.6.1. Civil society groups <input type="checkbox"/> 4.6.2. Government agencies <input type="checkbox"/> 4.6.3. Political parties <input type="checkbox"/> 4.6.4. Other ( <b><i>Please specify</i></b> ) _____	<input type="checkbox"/> 4.6.5. Diplomats <input type="checkbox"/> 4.6.6. Military or police organizations <input type="checkbox"/> 4.6.7. Press or media	<input type="checkbox"/> 4.6.8. Ethnic or regional groups <input type="checkbox"/> 4.6.9. NGOs <input type="checkbox"/> 4.6.10. Private sector
--	---	--

4.7. Of the group(s) listed in question 4.6 (above), with which group do you communicate the most?  
 \_\_\_\_\_

4.8. How would you rate the usefulness of the Internet as a means of communication for your organization as compared with: (1. The Internet is very useful, 2. The internet is useful, 3. The Internet is not useful at all)

4.8.1) Faxing?      \_\_\_4.8.1.1. Very useful      \_\_\_4.8.1.2 Useful      \_\_\_4.8.1.3. Not useful at all

4.8.2) Interpersonal Contact? \_\_\_4.8.2.1. Very useful      \_\_\_4.8.2.2. Useful      \_\_\_4.8.2.3. Not useful at all

4.8.3) Telephone?      \_\_\_4.8.3.1. Very useful      \_\_\_4.8.3.2. Useful      \_\_\_4.8.3.3. Not useful at all

4.9. Please describe the effect(s) of using the Internet as a means of communication in the activities identified in question 5.  
(above) \_\_\_\_\_  
\_\_\_\_\_

**B. Program-Related Usage of Internet as a Means to Access Information**

4.10. For what specific purposes does your organization normally access information on the Internet?  
(Please type Y before all that apply)

\_\_\_4.10.1. Educate staff or members on topics relating specifically to organizational program activities  
\_\_\_4.10.2. Monitor or track events as they pertain to a specific issue, conflict or dispute.  
\_\_\_4.10.3. Obtain general information on activities of other institutions.  
\_\_\_4.10.4. Other (Please specify) \_\_\_\_\_

**C. Program-Related Usage of Internet as a Means to Distribute Information**

<p>4.11. Does your organization have a website? ___4.11.1. Yes      ___4.11.2. No</p>	<p>4.12. If you selected NO, are there plans to create one and if so, when? ___4.12.1. Yes      ___4.12.2. No</p> <p>4.12.3. If YES, planned date of establishment of website? _____ (If NO, proceed to Section V on Page 6.)</p>
---	---

4.12. Please identify all purpose(s) of your organization's website that apply below: (Please type Y before all that apply)

\_\_\_4.12.1. Disseminate general information about the organization  
\_\_\_4.12.2. Disseminate information specifically related to program services or activities  
\_\_\_4.12.3. Facilitate discussion via hosting of chatrooms or listserves  
\_\_\_4.12.4. Persuade individuals or organizations to act or mobilize  
\_\_\_4.12.5. Serve as a repository or storage site of information  
\_\_\_4.12.6. Other (Please specify) \_\_\_\_\_

<p>4.13. Who are the target group(s) for the information available on the website? _____ _____</p>	<p>4.14. What evidence do you have that the target group is utilizing the information? _____ _____</p>
--	--

<p>4.15. What has been the effect(s) of your organization's ability to distribute information via the Internet? _____ _____</p>	<p>4.16. Is your organizational website linked to the website(s) of other organization(s)? ___4.16.1. Yes      ___4.16.2. No If YES, please describe the purpose of the linkage. _____ _____</p>
---	--

**SECTION V: Impact of Internet Usage**

5.1. What has been the overall effect(s) of your organization's ability to access the Internet? \_\_\_\_\_  
\_\_\_\_\_

5.2. How has the Internet *enhanced* the overall organizational activities in your institution?  
\_\_\_\_\_

5.3. How has the Internet *hindered* the overall organizational activities in your institution?  
\_\_\_\_\_

5.4. Are you aware of any instances in which any individuals, organizations, governments, or other actors deliberately used the Internet to *increase tensions and conflict? (Such as inciting followers to violence, manipulating information to generate or escalate a dispute or conflict, etc).*  
\_\_\_\_\_ 5.4.1. Yes      \_\_\_\_\_ 5.4.2. No

5.5. If **YES** to question 5.4 (previous), please describe the instance.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION VI: Future Usage of the Internet**

6.1. If your organization could obtain any Internet technology, other than what you already possess what applications would your organization choose, what would be the intended use(s) and the anticipated benefit(s)?

<i>Application</i>	<i>Intended use</i>	<i>Anticipated Benefit(s)</i>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

6.2. In your opinion, what are the main obstacles to your organization’s further use of the Internet?  
*(Please type Y before all that apply)*

- |   |  |
|---|--|
| <input type="checkbox"/> 6.2.1. Cost of equipment                         | <input type="checkbox"/> 6.2.5. Institutional decision to restrict Internet access |
| <input type="checkbox"/> 6.2.2. Cost of telephone time to access Internet | <input type="checkbox"/> 6.2.6. Staff skills or training                           |
| <input type="checkbox"/> 6.2.3. E-mail access considered sufficient       | <input type="checkbox"/> 6.2.7. Staff unfamiliar with benefits of access           |
| <input type="checkbox"/> 6.2.4. Staff lack skills/training                | <input type="checkbox"/> 6.2.8. Other <i>(Please specify)</i> _____                |

6.3. Please describe any innovative uses of the Internet, that may be useful for the purposes of conflict prevention, management or resolution activities?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6.4. What recommendations could you make to donors in terms of how technology could improve conflict prevention, management and resolution activities?

\_\_\_\_\_

\_\_\_\_\_

**THANK YOU VERY MUCH FOR YOUR TIME.**

## Addendum H: Bibliography

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