PEACE AND CONFLICT IMPACT ASSESSMENT

"Development projects and peacebuilding prospects in post war Angola"

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Introduction

What is a PCIA?
A Peace and Conflict Impact Assessment pretends to measure or assess the peace related impact any given development or emergency project has on its environment. A social project that has the direct impact of construction, distribution or other material results may or may not affect the society in which it is applied in terms of peace and conflict. This impact can go both ways, positive or negative. Proper tools to assess peace impact of a project may enable organisations and institutions to include positive peace impact in their development work.

Peace impact is interpreted as any contribution to reduce conflict in a society. Conflioct can be defined as *disturbed social relations*. Peace impact is thus the process of improving social structures, civil society or, on a broader note, social capital. Such peace impact should be aspired on a broad basis, not only in pure "peacebuilding" projects. A PCIA is a means of measuring the contribution development projects have on social structures and civil society through their methods in the different project phases. Hence, peace impact and PCIA is not something exclusively relevant for post war or open conflict societies. Any social project that reduces conflict potential has a positive peace impact. A project that contributes to stable and sustainable social structures, organisations, voice of a disfavoured group or other pro-democratic measures may be argued to have a positive peace impact. As an example, a sports or construction rehabilitation project in a poor, urban and predominant black area in an American city may contribute to the voice and civil participation of black youth and thus reduce conflict potential. This is to illustrate that peace impact of social initiatives is not unique to situations as the Angolan, but can be applied to various settings.

Why do we need a PCIA?
In a post conflict setting such as Angola, conflict is never over with the signing of a peace treaty. The country suffers from weak civil societies, lack of democratic traditions and a population unaccustomed to planning ahead with certainty of sustainability and stability. In this environment, development must seek to reinforce the society in which it works, and contribute to the population's ability to take responsibility for their own communities. In a society where this has not been possible in the last decades, and where most civil society is torn down or scared off, such a process must be thorough, conscious and integrated.

By developing tools to measure the peace and conflict impact of a development project, we hope also to facilitate evaluation of pure peacebuilding projects. This assessment thus aims at providing some tools to help the analysis and evaluation of qualitative values in project planning and monitoring. We also aim at establishing a more consequent and all comprising approach to peace impact of development. Many of the methods are already considered "the name of the game" in NGOs working in Angola. By systematising them, however, we believe they can be better integrated and also useful in evaluation and reporting processes, as well as the internal planning in the NGO. We suggest that all projects aiming at having peace impact of their development projects develop a *Peace Impact Strategy* with the tools presented below.

The purpose of the present research was to make an assessment of the indirect and long-term peace relevant impacts of development and peacebuilding programs, and hopefully contribute with a framework for how such assessments can be made for other projects

and areas. The paper does not include a thorough analysis of the present status quo in Angola. It is worth mentioning, however, that the research was conducted in a transition period from war to peace, in July 2002, three months after the signing of the peace accord that is meant to bring the country back to the failed Lusaka peace accord from 1994. In this situation, the country till suffers from the long civil war, both in terms of poverty and lack of infrastructure, and in terms of weak civil society and feeble democratic traditions.

Four general entry questions were posed at the outset, all believed to be relevant to the measuring of peace impact from a given project.

1. Working with the communities – what does it imply?
Several development projects, to a lesser extent emergency relief, pretend to work with the communities they benefit, and include the beneficiaries in different phases of the project planning, realisation and evaluation. This has two impacts. First, if the community is involved in the right way and right level, a sense of ownership to the project is more easily induced. This improves the sustainability of the project, making it more likely to continue after the project period, or, in the case of physical assets as constructions or water posts, maintenance is likely to be better. Second, by involving the beneficiaries in a way that establishes viable organisations, committees or associations for the management of the project on the part of the community, one can contribute to the building of civil society organisations and thus to a higher level of social capital, if these structures survive the project itself.
The research looked at how different NGOs approach this methodology, and interviews were conducted with five NGOs and one UN organisation working in the region.

2. Interrelations between projects, cross participation and spillover effects.
This question has two parts. First, on an individual level, it asks whether participation in one project has individual benefits in terms of the likeliness to be engaged in other projects in the community. Second, it asks whether projects have spillover effects on other projects on a community level, meaning that the presence of one project, with the subsequent organisational structures emerged, increases the likeliness for the community to be involved in other projects by taking new initiatives independently of the project itself.

3. The point of contact between communities and the local government, where is it and how is it improved?
In a post war society, as Angola at the moment, civil society structures are weak and the channels of communication between communities and the relevant local government offices often remain closed, undiscovered or not used. Peacebuilding should aim at empowerig communities to take their future in their own hands, therein included the ability to work towards and make demands to, the local government and reduce dependency. To the extent that a project can establish a link between communities and local government, it has contributed to the future political voice of a community.

4. Segregated participation, what projects involve (who and why?)
A central element in peacebuilding is the participation and inclusion of all parts of society, across gender, age, ethnicity and geographic origin. Some projects attract

only parts of the community, and the traditional power structures often suffer from the absence of women and youth. The extent to what a project methodology manages to include other community members and increase representability is thus another measure of its peacebuilding and democratisation impact.

1. Measuring peace
1.1. PCIA within the logical framework
In the evaluation process it is often the primary indicators of *activities* and *output* rows that are easiest to assess. However, both in peacebuilding projects and in assistance and emergency projects in conflict prone areas, the peace and conflict impact can be analysed with the use of a logical framework. Table 1 is a general approach to PCIA through a logical framework, and the model can be adapted to the projects it is meant to assess or monitor. The four questions listed above can be measured on different levels of the logical framework. The peace impact of a project depends heavily on how the four different elements are integrated in the *activities*, and this is thus the level on which peace and conflict impact is most easily measured. This involves the presupposition that if a certain strategy is applied to the activities, this will contribute positively to peace. The cross participation degree and new structures of organisations or committees resulting directly from the project, as well as ownership to the finished product are indicators in the *output* row. A well-organised society and new initiatives occurring independently of the project are indicators of how well community involvement has helped the society, thus indicators in the *purpose* row. The *goal* in terms of peace impact or peacebuilding is of course peace, with indicators such as reduced violence, dependency and discrimination. With the use of the logical framework below, organisations may also include the peace and conflict impact in the planning phase of their project. If their intention is to contribute to peacebuilding by means of their project, the planning could include a *Peace Impact Strategy* including the variables mentioned above and how the project aims to include them.

1.2 Direct and indirect effects
What do we mean by direct and indirect effects? The peace impact is often the indirect effect of a project. This does not mean, however, that it must be unintentional. The direct effects are the stated goals that the project is aiming at achieving, e.g. the building of a water pump has the objective of providing the beneficiaries with water (outcome). Indirect effects of the water pump could be bi-effects not initially considered a part of the project but indirectly or directly caused by it, both negatively and positively affecting the level and nature of conflict. Is the water pump situated such that only some benefit from it? Does it induce conflict over the use of it in the community that it was supposed to help? Or rather, does the water pump generate committees and organised structures contributing to the community and the strengthening of civil society? In several of the cases of this study, the latter has a lot of potential, and water, construction and micro credit projects; typical development activities, have, or may have significant secondary effects in terms of strengthened civil society. Such indirect effects need of course not be *unintended*, but on the contrary may very well be an integrated part of the planning, although not the first hand stated goal.

For a pure peacebuilding project, the PCIA uses the same tools as a monitoring and evaluation process. For development and emergency projects, the PCIA measures the indirect effects of the project in terms of peace and conflict. Table 2 illustrates the different approaches of PCIA to the two types of projects.

The success of the project itself may not have the same sign as the success of the peace impact of the project. For example, a project may be planned as building a school in a community. There are four different scenarios of project result and peace impact that may occur from this. First, the school is build successfully, and through the process of building, the community organises and participates and creates a basis for a well functioning civil society in the community. The project result is positive, and so is the peace impact. In the second case, the school is build, but without much participation from the community and without involvement of women and youth. In this case, the project – the direct impact- is positive, but the project does not have a positive peace impact. It may even have a negative impact if it creates or contributes to conflicts within the community. In the third case, the school is not finished on time, perhaps because of lack of material. However, in the planning and working process, the community is organisationally strengthened, and the project has a positive peace impact even if the project's direct impact or primary goal is not achieved. The fourth scenario is a total failure; no school build and no positive impact in the community. In which case has money been wasted?

Table 2: Peacebuilding projects and other projects		
	Development and Emergency Projects	**Peacebuilding Projects**
Direct Quantitative Impact	**Monitoring and Evaluation** (primary effects)	
Peace and Conflict Impact	**PCIA** (secondary & long term effects)	**Monitoring & Evaluation = PCIA**

1.3 Recipients as agents
A lot of the secondary peace building impact of development projects depends on the extent of which beneficiaries are made *agents* of their own development. Where the community is involved in the different phases of the project the benefit from, this contributes both to the sustainability of the project and the prospects for organisations and civil society to emerge. Who these agents are, how they are selected and how they participate in and manage the different stages of a project thus influence the peace impact of a project. This participation has two effects. First, to the extent that participation induces ownership to the product of the project or the project itself, it contributes to the sustainability of the project. Second, this participation may have the secondary impact of contributing to the creation of organisations, groups or other strengthening of civil society, measured by the extent of other functions and community initiatives generated from these groups.

Table 1: PCIA in the Logical Framework					
Objectives	*Indicators*	*Means of verification*	*Assumptions and risks*		
GOAL To prevent conflict and consolidate peace	1. Lower level of conflict, violence and unrest. 2. Reduced dependency on outside assistance 3. Reduced discrimination, an inclusive society	Interviews with participants and authorities, observation of community organisations and projects outside the project in question.	1. Assuming there is a problem ***before*** the project. 2. Some results can not be attributed to the project itself 3. Community involvement, broad participation, learning by participating and contact between community and government contribute to peace	*Qualitative*	
PURPOSE To improve information, participation, knowledge and social capital (organisation and predictability)	1. The existence of sustainable organisations, committees and regular cultural, social or educational activities 2. New initiatives occurring independently	Project reports and observation of project beneficiaries	1. The community is susceptible to change 2. The organisations created through the project activity will remain		
OUTPUT (secondary) The organisations, associations and patterns of participation created directly as a result of the project	1. New organisations in the communities? 2. Ownership to the project result? 3. Improved political voice or opening up of channels into political bodies?	Narrative report with peace impact Interviews, number of meetings realised between community and local government	Assumption: The expected output is compatible with reduced conflict		Quantitative
ACTIVITIES Explain the bi-effects of the activities as well as the core activity itself. E.g. Building a water pump, describe the community involvement, the beneficiary group and the activities involved in the realisation of the main activity	1. Are activities performed by the communities and do they involve the creation of organisations? 2. Does the participation include men and women and several age groups, ethnicities etc? 3. Does the participation in one activity overlap with participation in others? 4. Does the activity include contact or negotiation with the government?	Project realisation peace impact strategy and report	Community involvement must be well planned and organised and have the necessary resources		

2. Outcome from research

The research is based on the DW projects in Huambo, but several of them are also present in Luanda and on a national basis. In order to get a better idea about the opportunities and other strategies for peacebuilding through development projects, six other NGOs were interviewed in Huambo; Oikos, ADRA, FAS, Movimundo, UNICEF and Oxfam. These all have experience in community projects, and most of them pretend to make contributions to the communities they work in beyond the direct purpose of the project they are involved in.

2.1 Project methodologies in Development Workshop
Water and sanitation

In 1997, Development Workshop (DW) started in Huambo a project mainly focused in supplying safe water to rural and peri-urban populations but, at the same time, creating local management structures to guarantee the sustainability of the water structures and supply services. As a result more than 400 hand-dug wells have been built and beneficiaries management committees formed. Before DW agrees to build a water post, the community must commit to three conditions. First, they must do the actual work themselves, with the assistance and the special equipment from DW staff. Second, they must democratically elect a water comittee responsible for the management and maintenance of the water post, and third, they must commit to contributing with a symbolic sum to the maintenance costs of the post. The latter is not specified in amount or in frequency, only in existence. Once the project is concluded, the alternative costs of the labour provided by the community to build the water pump is put into a bank account administered by the water comittee, enabling them top cover maintenance costs, and encouraging the community to get more involved in the work of the committee. The committees have a common denomination in all NGOs running water projects, Grupos de Agua e Saneamento or GAS. These groups are responsible for locking the pumps when necessary in times of drought, maintaining contact with DW, and managing spare material or extra parts in the cases where this is provided. Later, several other DW projects, as the Community Publishing project in the communities of Lossambo and Sta Teresa, have been developed on the basis of these water comittees.

Microfinance

The micro credit project in Huambo started up in November 2001 and already has 414 clients, nearly 90% women. The micro credit project is based on community groups of 20 people, 80% of which must be women, who go together on one credit. Initially, this credit is at maximum $150, but this is gradually increased by 40% in each round. The credit is managed individually but responsibility is collective, inducing an internal control system in the groups. The amount is put in a bank account and not distributed by DW itself, thereby including the activity of using a bank, and getting beyond the minimal bank deposit requirements by having the groups, not individuals, set up these accounts. Several of the communities in which Microfinance operate, are communities where DW projects were already present. Some of the participants have expressed desire to learn how to read and write as a part of the program, and these are coordinated with Community Publishing when possible, and in communities where Community Publishing is not present, lectures in literacy and basic mathematics is provided by the microfinance program. Theatre is often used as a means of communication where large part of the population is illiterate.

Shelter
The shelter program supports communities with material and expertise for construction programs. There are three ways of starting up a construction project. Either the communities formulate application through an existing organisation – often the church-that takes on responsibility for the project; or the Shelter program is contacted through other DW projects in the communities and the existing groups, (community publishing groups, water committees, microfinance beneficiaries etc); or the Shelter program enter and assist in setting up a construction committee, elected by the community.
In these communities, 3 of the members are elected from the community and 3 are representatives relevant for the character of the construction, (teachers for schools, health responsible for health centres etc). This group is also responsible for the maintenance of the building. When decision has been made to support a construction project, and the committee has been formed in the cases where this is necessary, formation in construction is provided.
The contribution from DW has three pillars. The first is the initial education of construction contributors, the second is provision of tools, materials and supervision during the project and the third is transport of materials.
Where the construction project requires the involvement of the government, for example in terms of provision of teachers, furniture and materials for a school, this contact with the government is the responsibility of the community. DW does assist however, in making contacts and in the process of negotiation.
In some cases, construction has been delayed because of lack of motivation and labour availability, all construction being based on the community itself. The WFP food for work program is in principle a part of the DW projects, but does not always function optimally. The time elapsed depends largely on the group in charge of the project, and often is more efficient when the initiative comes from a church group than when an ad-hoc group is created. As an example, the building of a school may take 3-4 months with a church in charge, and the double, up to a year, when the committee is independent of any church society. Clearly, the religious element provides some extra motivation for the work.
A normal Shelter project has a budget of $28 000, contributions from the communities included. Of this, more or less $15-18 000 comes from DW. As a part of strengthening regional self-sustainability, cultural preservation and also as an attempt to economise, DW Shelter promotes the usage of local materials in their construction, such as stone, sand, and grass.
An issue that could be worth looking into is the link between the intended function of a construction and its actual use during its lifespan, - for example if a school building is actually used as a school after its completion.

Mubela
Mubela is run as partly independent company owned by DW, and produces wood furniture for NGO clients and possibly the government. The items are mainly school material and furniture related to schools and professors houses. The profit is used as overhead for DW projects: Mubela has 38 permanent employees with the same salary as DW technicians, and 12 employees available for short term contracts. Normal production is 100 school desks a week, and these constitute the major part of the Mubela production. Wood material is purchased in the region, mainly from government owned territory, which have the cheapest material.

Mubela is not related to development or community development directly, other than contributing to industry and employment, but provides a creative source of overhead resources.

The Community Publishing project
The Community Publishing project is only in the Huambo region, aiming at enhancing communication, political voice and strengthening communities. The communities get assistance to organise literacy classes in Umbundu and Portuguese for the community members, are helped to conduct small local research, collecting proverbs and contributing to the bulletin "Ondaka". At the moment, literacy is the predominant activity, the project being quite new, but several communities have conducted research on land rights, street children and the history of their communities, and books of proverbs and local stories are ready for printing. There seems to be a connection between the communities' participation in other DW projects and in the Community Publishing Project. The majority started with water projects and have evolved to other projects from there, but some have also started with participation in the Community Publishing. The communities themselves must make the first approach to DW, and participate in planning and in justification of needs. They are encouraged to take on their own initiatives in the community groups, but some are still reluctant to start new ideas or projects without the involvement of DW staff, probably partly a result of past experiences with politically related activities. All participating communities have their own projects beyond the literacy classes, based on their own needs and priorities. Community agricultural projects, a herbarium and children's activities are among these.

2.2. Working with communities
The impact of a given project on the community in which it takes place, depends largely on the method used by the implementor in the different phases of the project. Development projects (long-term) with community involvement can have important secondary impacts on the organisation and civic life in the beneficiary community. The character of this impact further depends on the method of community involvement and the strategies for community representation and participation.

The NGOs interviewed were asked on their community participation strategies in all phases of a project. All but UNICEF pretend to base their activities on community involvement. Oxfam running several emergency projects, the involvement is lower in some projects. ADRA has systematically built up a viable structure of organisations and committees in the communities that already seem to generate other functions and take on new responsibilities. FAS, Oikos and ADRA involve the community heavily in the evaluation phase. A trade-off seems to be identified between efficiency and beneficiary participation, but this trade off also seems to be less costly as the project goes on, as a result of the learning process in the communities. In the evaluation and monitoring of projects, most organisations seem to involve the communities less than in the execution phase. ADRA, DW and FAS also involve the communities in the entering decision more than the others, meaning that the recipients must justify their needs and contribute to the planning of the project.

2.3 Interrelations between projects
On the community level, spillover effects of projects on civil society are a major indicator of how successfully a project is contributing to a strengthened civil society. One way to measure whether such organisations are actually being created is to ask if

they independently initiate, create or run other project than that for which they were created.

Spillover effects can also occur on an individual level, to the extent that an individual's participation in one project increases the probability of participation in another. If it does, then participation also has a formation value for the individual, strengthening his or her identity as a social citizen. Thus, if participation in one project leads to another or connections to other projects, the community participation also has a value as individual capacity building.

Communities often start up with the building of water posts and the creation of water committees to manage these. Further DW projects usually use these water committees as a starting point for further projects. The contributions made in terms of organisation building from one project clearly have effects on the community's ability to make new initiatives and start up other projects, both within the Community Publishing Project, DW and other organisations. The community of Sta Teresa is a good example of such spillover effects. The community started by taking initiatives towards DW for the building of water posts. Once these were realised, the community, and particularly Dona Agosta, the undisputed motor of the community, moved on to organising literacy classes, and to organising the community in groups of cultural activities, research and publication. The persons participating in each group are not necessarily the same, but there is some overlap; some are members of one committee, some in more than one. At the time of our visit, the 30 local mobilisers managing the different community groups had also organised to build a Jango, with the support of the DW Construction Program. Moreover, the community is working with FAS to get support or the building of a school.

These observations are an important indicator of the success of the project. If participation and organisation itself generates more participation and organisation, the sustainability is improved, and moreover, the stated *purpose* of the project, namely to strengthen civil society organising, is being met. The spillover effects into new projects of a group constituted for one purpose constitute an important indicator of the long-term peacebuilding effect of a project.

In micro credit projects run by ADRA , the organisation around micro credit management has led to the emergence of associations who in turn have taken on important roles as representative bodies in the communities. This is an example of how social structures induced by one project may contribute to the overall political and social structures of a community.

2.4 The point of contact between communities and government
Government setting
The national government is present in all the provinces, but the municipal representatives are appointed by the central ministries, and not elected within the municipality. There have been no elections since 1992, when multiparty democracy was introduced through the Bicesse accords and constitutional revisions. Furthermore, the 1992 elections were technically never concluded, as war resumed only after the first round. Elections have yet to be held on provincial and municipal levels as prescribed in the 1992 Constitution. Early in 2002, the government announced that it would move forward with the establishment of elected local governments (autarquias locais) but only at a municipal level. In the National assembly, the majority of deputies, (130 out of 220) are elected on national party lists, and thus do not represent geographical constituencies.

This gives these deputies minimal incentives to develop strong relationship with a local population. Most deputies rarely travel outside the capital. (UNCCAS 2002) The access to political decision makers in the provinces is therefore limited to the provincial government and municipal authorities.

A governor, appointed by the President, represents the government in the 18 provinces. Since 2000 (decree 2/00), the local ministries answer to the governor, and their directors are appointed by and responsible to the governor. Three exceptions are finance, justice and the interior, where the national ministries have retained their *delegações provinciais*, meaning that these municipal ministries answer directly to their respective ministry at the national level. This decentralisation has so far not been accompanied by elected bodes at the local level, and thus do not represent a *de facto* decentralisation. Moreover, almost all revenue is collected on the state level, and redistributed to the provincial governments. The provincial government are responsible for allocation among the *direccões provinciais*, with no interference from the sectoral ministries on a national level, an arrangement that makes sector-wide planning or programming difficult. (UNCCAS 2002) (If this decentralisation had been based on local elected bodies, it would mean real political decentralisation. As it is, it is more of a fragmentation.)

The level of organising in most communities is low, and so is the level of opposition to existing authorities. Each village has an MPLA representative appointed by the government. These are the official representatives, but often have little or no resources with which to run their territory. As these representatives are neither elected, nor receive local taxes in the communities, demands to their performance are also limited. Parallel with this, but apparently not a major source of conflict in most villages, there is a traditional power funded on *sobas*. Often the MPLA representative invites the sobas to regular meetings. The sobas are generally elected from a limited base of candidates. They are the leaders of the community and enjoy a high level of loyalty. There are two types of sobas; those appointed by lineage, and those appointed by the government, by virtue of their loyalty to the MPLA. Under the sobas are the *seculos*, in charge of parts of a village, thus more seculos for each soba. One of the informants explained the general level of "passivity" or the notion that "opposing is not good" with the history of the country. Living in territories interchangeably controlled by the two parties to the war, claiming loyalty to one party would be punished once the next took over, and remaining indifferent proved to be the most sustainable solution. In this setting, the strategy chosen for community participation is of importance. Some approaches go directly through the sobas, while others hardly include them. In the approach described by ADRA, structures are created that might also benefit the contact between the government and the community, both in terms of a general strengthening of the community structure and diversification of the onjango, and by the creation of new institutions, the associations, that are assuming a role as community voices towards the delegations of the government.

In the DW Shelter program, committees receive assistance to work towards the local government in connection with building of schools or health posts. This is a relevant political voice contribution, if the responsibility of the community remains and is not taken over by DW. Another relevant improvement of political voice through development projects are the associations that have emerged indirectly as a result of ADRAs microcredit projects, which ADRA is now assisting to legalise so that they can represent their members in questions concerning the communities.

2.5 Segregated participation
Patterns of participation vary across communities. The general pattern however, is a lack of women and youth in decision making bodies and functions. All NGOs interviewed seemed to be aware of this problem, but varied in their strategies to meet it. In the Community Publishing project most participants are women, but most of the leadership consists of men. An experience made is that it is hard to get women to speak up in meetings where men are present, but when separating into two groups of men and women, participation increases. Also, in group-discussions in smaller groups, the likeliness of a woman to participate increases. In projects based on the constitution of managing committees one should find a balance between community democracy and the encouragement and emphasizing of the importance of female and w\youth participation.

Moreover, some projects seem to generate more women than men, and the other way around. The literacy classes in the Community Publishing program are overwhelmingly dominated by women, and the Microfinance program is consciously mostly for women with a stated minimum female participation of 80%. This overrepresentability in some projects is, however, outweighed by the general overrepresentation of men in other projects.

One explanation for the high participation of women in literacy classes could be that the need is generally higher, as illiteracy is higher among women than men. Also, there are more women than men in most Angolan communities. However, some women have had problems with husbands denying them participation and preferring them to work at the time consumed by classes. The gender issue should continue to be included in all development, emergency and peacebuilding projects, and be supplemented with efforts to recruit young people to important tasks in the communities.

3. Recommendations
Community participation seems to be the name of the game in development projects in Angola. However, to systematise positive peace impact into development, a few recommendations will be made based on the experiences of the NGOs interviewed and on DW experiences.

1. Formulate a Peace Impact Strategy at the outset: Several attempts to involve the communities seem to be based on a wish to induce a sense of ownership to the projects at stake, and thus improve sustainability. That this strategy also may contribute to peacebuilding in terms of social organisations and structures, is a positive effect. However, this effect and other positive peace impacts could be stronger and more consequent if assessed as early as the planning or even identification phase of a project. On the basis of the logframe above, a *Peace Impact Strategy* may be formulated at the outset, and thus be consciously a part of the project, as well as its evaluation. Such a strategy should also include an assessment of all the four elements described and discussed above.

2. Contribute to better contact with government: A few organisations make efforts to establish contacts between the communities and the local government, a link that is often weak or absent. This strategy should be studied further and is considered an extremely useful contribution. One example is the DW Shelter program's assistance in construction of building with public functions, another is the process of legalisation of

associations that ADRA is involved in. In addition to strengthening the communities themselves, the project may contribute to shortening the way to the political decision makers, a valuable contribution that seems possible to include in other projects as well.

3. Include the communities in all phases of the project: The identification, planning and evaluation might be just as useful for the communities as the realisation itself, and there is a lot to gain on having a strategy for community participation in all phases of a project when possible.

4. Be creative in community participation: When involving the communities, one can either base this involvement on existing structures in the communities, or try to create new ones just for this purpose. The first has the advantage of trust and stability and might stand a better chance to last beyond the project's completion. The second has greater potential for the participation of women and youth. Community involvement should thus try to find a balance between the two, by creating new structures and setting standards for broad participation in these and also create links between these new structures and the existing authorities.

4. Conclusions
Peace is not an easy impact to measure and evaluate, and neither are projects aiming at contributing to the construction of peace, directly or indirectly.
The four questions above, along the integration of the PCIA Logical Framework described above, in development projects, pretends to provide organisations with a tool to measure peace impact of their projects. In peacebuilding projects, as the Community Publishing project, the system can be used as a tool for evaluation, and must be accompanied by regular monitoring system providing the information necessary. Including community strengthening and civil society perspectives in development projects has gains beyond its peacebuilding impact. Involvement, ownership and responsibility among beneficiaries of a project may also contribute to improved sustainability. Improved sustainability means that the life-span of a project increases, and thus decreases the maintenance or reconstruction costs, and economises the project.

Therefore, organisations should strive to be inspired from the experiences above, and include peace and community building impact in their processes of project planning, design, realisation, evaluation and monitoring, both in post conflict and conflict prone areas, and also in other regions.