

About International Alert

International Alert is an independent peacebuilding organisation working in over twenty countries and territories around the world. We work with people affected by violent conflict as well as at government, EU and UN levels to shape both their policy and practice in building sustainable peace. Our regional work is focused mainly on the African Great Lakes, West Africa, the Caucasus, Colombia, Sri Lanka, Nepal and the Philippines. The issues we work on include business, humanitarian aid and development, gender, security and post-conflict reconstruction.

Gender and Peacebuilding Work

International Alert's gender work has evolved from our 1999 global campaign, *Women Building Peace: From the Village Council to The Negotiating Table*, that, together with over 200 NGOs successfully advocated for the adoption of UN Security Council Resolution 1325 on Women, Peace and Security, unanimously adopted in October 2000. While we continue to monitor and advocate for the implementation of this groundbreaking resolution, our gender work has shifted its focus from women to a more inclusive approach addressing both women, peace and security issues and the impact of conflict dynamics on men, women, boys and girls.

In 2004, we collated the results of our Gender Peace Audit and Global Policy Advocacy projects into a resource entitled *Inclusive Security: Sustainable Peace – A Toolkit for Advocacy and Action*, that was jointly produced with the US-based organisation Women Waging Peace. The Toolkit is a resource for peacebuilders and practitioners – particularly women – to engage in peace and security issues. It provides critical information, strategies and approaches and aims to bridge the divide between the realities of peace activists in conflict, post-conflict or transition areas, and international practitioners and policy-makers with responsibility for designing and implementing programmes in these contexts. Information about the toolkit and on International Alert's work on gender and peacebuilding can be downloaded from our website www.international-alert.org. Hard copies can be ordered from International Alert for a small postage and packing fee. Contact details can be found on the website.

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Women Building Peace: Sharing Know-How Assessing Impact: Planning for Miracles

June 2005

Judy El Bushra with Ancil Adrian-Paul

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Ancil Adrian-Paul led the project. Judy El Bushra was the main facilitator and lead writer of the report.

Executive Summary

The *Women Building Peace: Sharing Know-How* workshop on *Assessing Impact* was held in London in July 2004. The meeting brought together women from conflict and transition contexts in Africa (including Uganda, Sudan, and Somalia), the Middle East (Israel), South Asia (Nepal), the Caucasus (Georgia and Abkhazia) and South America (Colombia).

The workshop brought to an end the current phase of the Women Building Peace: Sharing Know-How component of International Alert's *Gender and Peacebuilding Programme*. The meeting aimed to identify how women peace activists and practitioners measure the impact of their work, both for their own internal goal-setting and planning purposes, and as a means of communicating their achievements and experiences to their stakeholders. Critical questions informing the workshop included: *How do women implement, monitor and evaluate their activities? What tools do they use for monitoring and evaluation? What lessons have they learned? How do women plan for miracles?*

Women's work in peacebuilding is varied, complex, and multi-layered, and it is essential that they find ways of reflecting this in their communication with donors and policy makers. This is a major reason for their interest in monitoring and evaluation, along with the need to be constantly improving the quality of their work through reflection and learning, and the need to tell their painful stories amongst themselves as a strategy for healing. Women's organisations engaged in conflict transformation and peacebuilding work want donors and policy makers to know what peacebuilding means to them. In particular, they wish to convey that:

- The depth of women's suffering and sacrifices during violent conflict and war hone their values and influence their involvement in peace activities
- Their commitment to peace is derived from these experiences, and should be valued for this reason alone, as much as for the results that their commitment may yield, and
- Women want to demonstrate that the peacebuilding work in which they engage is *cost-efficient* and that there is an advantage for donors in funding organisations that work *outside the box*. In short that women's peacebuilding work has *added value*.

In assessing the impact of their peacebuilding work, participants to the workshop recognised the need to combine two types of planning models and ways of working – the results-driven model and the process-driven model.

Results-driven planning entails a project cycle approach in which evaluation information is gathered and recorded in a systematic manner, while in the process-driven approach, work develops organically and in response to evolving contacts and dynamics. For participants to the workshop, the two models need to be combined in ways that fit both the organisation and the conflict or peacebuilding context in which it finds itself. For organisations that value intuition and solidarity and that respond to situations as they arise, the question is: *how to marry this way of working with traditional systematic planning frameworks and indicator-driven processes?* For organisations that regard careful planning and documentation as a stepping stone to achieving results, the question is: *how to capture the creativity and spontaneity of unplanned inspiration?*

Women peacebuilders and peace activists seek a middle ground between the two approaches that would enable women's organisations and their potential donors to develop a shared *language* of communication, and in which different types of organisations working towards peace could find a more consistent basis for sharing and networking.

Workshop participants appreciated many aspects of the current frameworks presented to them; especially those tools that enable them to analyse and strategise more effectively, and strengthen their advocacy, and as a result, develop strategic alliances. However, they also critiqued these frameworks, on two main grounds: not only do they lack gendered indicators, but they also fail to illustrate the different ways in which women's peacebuilding organisations operate. In essence, standard frameworks have emerged from a particular type of *malestream* organisation, and do not necessarily respond to the *alternative* organisational culture, which many women's organisations consciously seek to establish.



Inge Relph leading a fish-bowl discussion. © Maria Olson.

Introduction

The Global Campaign - Women Building Peace: From the Village Council to the Negotiating Table

The global campaign *Women Building Peace: From the Village Council to the Negotiating Table* was launched by International Alert in May 1999, with the support of over 200 organisations worldwide, to respond to women's concerns about their exclusion from decision-making levels of peace, security, reconstruction and development processes. The campaign was successfully completed in October 2000, when its focus on international policy development to promote women's role in peacebuilding led to the unanimous adoption of United Nations Security Council Resolution 1325 on Women, Peace and Security. Simultaneously, the campaign supported the development of the European Parliament Resolution on the *Participation of Women in Peaceful Conflict Resolution*.

Since then, the need for greater clarity and more empirical information on women's peacebuilding *expertise* has been highlighted. What exactly do women do? How do they do it? What challenges do they face? What lessons do they learn? How do they measure impact? Discussions with a wide range of policymakers, women's groups and other stakeholders revealed a need to document women's peacebuilding *know-how* using a systematic framework that can be shared both with policy makers and with women's groups locally, nationally, cross-regionally and at an international level. The *Women Building Peace: Sharing Know-How* project - one component of International Alert's Gender and Peacebuilding Programme - is a phased activity. Phase 1 of the project consisted of:

- commissioning, consulting and agreeing a documentation framework as the basis for collecting and organising information about women's peacebuilding activities
- interviewing women from different conflict regions using the documentation framework
- identifying participants for, and organising a *Women Building Peace: Sharing Know-How* workshop that focused on sharing women's peacebuilding experiences and strategies (Oxford, November 2002).

Phase 2 of the project, which culminates in this report includes:

- printing, publishing and disseminating the report from the Women Building Peace Sharing Know-How Workshop - Oxford, November 2002 - (EI-Bushra, 2003)
- setting up and managing a listserv for the sharing of information among participants and between them and International Alert
- organising a follow-up workshop on impact monitoring (London, July 2004)
- printing, publishing and disseminating the current report on assessing impact
- collating the analysis and results of the Know-How project and other aspects of the Gender and Peacebuilding Programme into the publication *Inclusive Security: Sustainable Peace - A Toolkit for Advocacy and Action* that was jointly produced by International Alert and the US-based organisation Women Waging Peace (November 2004).

The report of the November 2002 Oxford workshop (EI-Bushra 2003) aimed to raise the visibility of women's peacebuilding activities at the national, regional and international levels by documenting and analysing them. The report sought to contribute to a strengthened role for women at decision-making levels in processes that affect their peace

and security. The current report, *Assessing Impact*, complements that initiative. It aims to extend and deepen the analytical component of the *Women Building Peace: Sharing Know-How* project. It also seeks to identify how women peace activists and practitioners measure the impact of their work - both for their own internal goal-setting and planning purposes - and as a means of communicating their achievements and experiences to their stakeholders, among which are funding agencies - an important constituency.

Assessing Impact – the Workshop

The workshop brought together women from Africa (including Uganda, Sudan, and Somalia), the Middle East (Israel), South Asia (Nepal), the Caucasus (Georgia and Abkhazia) and South America (Colombia). The meeting was organised to provide an opportunity and a safe space for participants to:

- share peacebuilding experiences including strategies, challenges and methodologies
- engage in dialogue to better understand women's peacebuilding work and its impact
- develop a set of qualitative and quantitative indicators that women peacebuilding practitioners can draw on as a template for assessing the impact of women's peacebuilding work.

Following an introduction to the Gender and Peacebuilding Programme, participants presented and analysed their own and their organisation's experiences, focusing particularly on the conflict context, the nature of their organisation's responses, and the methods, strategies and tools employed by their organisations to plan, monitor and evaluate their work. The workshop benefited from contributions made by resource persons drawn from IA's Development and Peacebuilding Programme who shared their work on conflict sensitivity, the Oxford Research Group, independent consultants and academics. Critical questions informing the workshop were: *how do women assess the impact of their peacebuilding activities? What tools do they use for monitoring and evaluation? How do tools relate to different contexts, different types of organisations, and different planning frameworks? What challenges do they face in conveying their experiences to different stakeholders? What lessons have they learned?*

Overview of the Report

The issue of impact measurement in conflict transformation and peacebuilding work has gained a higher profile in the last few years as a result of several research and development initiatives (see section 2 below). These initiatives have not addressed the issue of gendered impacts in any depth, nor have they reflected the specific circumstances of women's organisations engaged in peacebuilding. The present report, like the workshop, has two purposes. On the one hand, it seeks to broaden the scope of peace and conflict impact monitoring by highlighting issues of concern to women, and by showing how these issues may enrich the field. On the other hand it distils some of the experience and thinking of women's organisations engaged in peacebuilding on how - and why - they carry out impact assessment. Presentations from participants and resource persons complement a review of published material on the subject of peace and conflict impact assessment (PCIA) and conflict-sensitive approaches to peacebuilding.

The themes of the report are the similarities and differences worldwide in the way women peacebuilders conceptualise and analyse their work, the criteria by which they determine success, and the principles they use in structuring their organisations and identifying their activities. The report poses the following questions among others:

- Is it possible to identify a specific way in which women's organisations work?
- What differences exist between them?
- Should women accept the evaluation frameworks designed by donors, without which it is hard for them to build alliances or obtain funding, even when those frameworks sit uneasily with their own values?

Section one of this report describes how women understand their role in conflict transformation and peacebuilding, and the reasons why they are concerned with methods of monitoring and assessing the impact of this work. *Section two* considers how monitoring and evaluation has evolved in the field of conflict resolution, firstly as conflict assessment and later as peace and conflict impact assessment (PCIA) and conflict-sensitive approaches to development. *Section three* considers the relevance of these frameworks for the women engaged in peacebuilding activities that participated in the workshop on *Assessing Impact*, and highlights some important issues about the nature of women's peacebuilding activities and how it can be communicated to a wider audience.



African participants discuss issues with academics and workshop facilitators. © Maria Olson.

Box 1: Some Definitions

Monitoring and Evaluation

Monitoring

A continuous function that involves systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing intervention with indications of the extent of progress and achievement of objectives in the use of allocated funds.

Evaluation

The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Indicator

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an actor, whether development or peacebuilding.

Logical framework (logframe)

Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators and the assumptions or risks that may influence success and failure. It facilitates planning, execution and evaluation of a development intervention.

Source: OECD (2002). Glossary of key terms in evaluation and results-based management, OECD Development Assistance Committee, Working Party on Aid Evaluation.

Gender and Peacebuilding

'*Gender* refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relationships between women and those between men. These attributes, opportunities and relationships are socially constructed and learned through socialisation processes. They are context and time specific and are changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age.'

Source: Office of the Special Adviser on Gender Issues and the Advancement of Women, United Nations¹

Peacebuilding refers to the efforts to strengthen the prospects for internal peace and decrease the likelihood of violent conflict ...Ultimately, peacebuilding aims at building human security, a concept which includes democratic governance, human rights, rule of law, sustainable development, equitable access to resources, and environmental security.'

Source: The Canadian Peacebuilding Initiative Strategic Framework²

Section 1

Impact Assessment for Women's Peace Organisations

1.1 What does Peacebuilding Mean for Women?

Women engaged in peacebuilding believe that they have particular contributions to make to conflict transformation and post-war social reconstruction processes. Participants in an earlier International Alert workshop described a 'women's view of peace and peacebuilding' as:

a world in which rights and democracy are respected and in which people can be content in their own identity...Women view their most important role in peacebuilding as working to transform attitudes and practices, structures and competences, to lay the groundwork for the local and global changes that permanent peace requires. Women's organisations put this commitment into effect at local, national, regional and international levels, and respond both to local conflicts and to globalised war

El-Bushra, J. (2003)³

International Alert's *Women Building Peace: Sharing Know-How* project is one of several initiatives that have documented the practical peacebuilding work that women do. One of the basic tools it has developed is the Framework for Documentation, a checklist for gathering specific information from women about their peacebuilding work. Questions underpinning the framework focus on the type of peacebuilding activities in which women engage, and how they monitor, document and analyse the impact of this work. The framework synthesises women's peacebuilding into five categories of activities:

1. survival and basic needs
2. peacebuilding
3. advocacy and women's rights
4. promoting women's inclusion in decision-making and leadership
5. community outreach and rebuilding.

The report of the *Women Building Peace: Sharing Know-How* workshop (El-Bushra 2003) expanded on this framework, drawing on the detailed examples provided by participants as well as from supporting literature. The workshop report describes, for example, how women:

- welcomed returning displaced families and provided them with food and land (Burundi)
- prayed and sang peace songs until men reached agreements which brought fighting to an end (Somaliland)
- consult other women and raise awareness about UN Security Council Resolution 1325 on Women, Peace and Security (Nepal)
- provide education for women on democracy, civil society and human rights (Caucasus)
- ensure women's involvement in community development activities (Sri Lanka and Sudan)

Other frameworks describe a similarly wide range of women's initiatives, albeit using different categories. Bouta and Frerks (n.d.) suggest a 7-point framework for analysing women's roles in conflict – looking at women as victims of violence, as combatants, women working for peace in NGOs and in formal peace politics, women as survivors, as household heads and women in formal and informal employment. Cynthia Cockburn (Cockburn 2000), describing women's organisations in post-conflict Bosnia-Herzegovina, identifies five

'themes' woven into their work - getting women back to economic independence, addressing violence against women, offering legal advice, getting women involved in politics, and reconciliation work. International Alert and Women Waging Peace, in their recent publication *Inclusive Security: Sustainable Peace – A Toolkit for Advocacy and Action* document a wide range of activities relating to conflict prevention, peacemaking and post-conflict reconstruction in which women are engaged (see Appendix 5).

These ways of ordering or analysing women's conflict transformation work illustrate the range and types of activities in which women and women's organisations engage and also the difficulty of trying to categorise these activities. The issue is not simply that women's work in conflict transformation and peacebuilding needs to be acknowledged, but that women's experiences expand the scope of *peacebuilding* itself. The mainstream of peacebuilding work often appears to focus on a rather narrow concern with key events and powerful, visible actors. In contrast, women's peacebuilding work addresses the psychosocial, relational and spiritual as well as the political and economic dimensions of conflict transformation. Women's organisations engaged in peacebuilding tend to have deep roots in the local context and in cultural specificity, and build on women's specific social roles and the expertise gained from exercising these roles (Mazurana and McKay 1999).

A World Bank study, building on Mazurana and McKay's insight and based on an extensive review of literature, suggests a number of policy strategies that are needed to strengthen current mainstream concepts of peacebuilding. These include primarily ensuring that women's organisations are more closely incorporated into overall peace processes. One of the key features of women's peacebuilding is the capacity to work at local levels where formal and mainstream peacebuilding agencies tend to have few links. For this reason, the study suggests strengthening links between national and local, and between formal and informal, components of peace processes (Bouta et al 2005).

Workshop participants believe that through their peacebuilding work, women are able to transform the pain they experience in war into active participation and in the process, establish their roles as active contributors to their society's development. Peacebuilding brings out women's best qualities – their hopefulness and belief in life – and enables them to progress and understand the problem of violence that affects their lives so directly. Through peacebuilding work, women find inner resources and strength and develop networks of supportive like-minded women.

1.2 Why do Women's Peace Organisations need to Assess Impact?

Why do women's organisation's engaged in peacebuilding need to assess impact? Assessing the impact of any peace initiative is difficult – yet assessing the impact of a given strategy or project is a critical step towards improving processes and approaches. Participants viewed this process of improvement as relating to three overarching factors: the quality of the work undertaken, the pertinence of the project partners or target audience, and the effectiveness and efficiency with which the resources are used. Workshop participants believe that they gain significant advantages from a consideration of these three factors and want donors to know what peacebuilding means to them:

Sharing Women's Experiences with Donors and Policy-makers

Firstly, women peace activists want donors and policy-makers to know what peacebuilding means to women, in particular that:

- women's suffering in war and their sacrifices in promoting peace influences the way in which they work.
- their commitment to peace is derived from their experiences of war and should be valued for this reason as much as for the results it may yield
- associated with this is the need to overcome stereotypes and perceptions of women as being *soft and unstructured* - as articulated by a workshop participant - and, as such, incapable of hard-nosed cost-benefit assessment. *On the contrary, women want to show that what they do is cost-efficient, that there is advantage for donors in funding organisations that work outside the box - that women's peacebuilding has an added value. In short, that a price-tag can be put on women's emotional investment in peace.*

Improving the Quality of Women's Peacebuilding Work

Secondly, women recognise that the processes and tools that have been designed for systematic planning do support organisations and improve the quality of their work, by providing frameworks to shape reflection and learning. For example:

- tools of analysis encourage rigorous thinking about cause and effect, enabling organisations to break down the components and isolate key variables that contribute to their situation.
- planning frameworks de-construct tasks and break them down into manageable steps, but at the same time help organisations identify and focus on strategic goals.
- thinking strategically provides opportunities to identify partners, share experiences with them and build platforms, providing added value to their work.
- being able to see results has a psychological value, and women gain courage from a sense of achievement in a context which is prone to constant discouragement.

Sharing the Pain – Women Telling Their Stories

Finally, monitoring impact provides women with the opportunity to tell their stories. This is especially important for those who have suffered painful losses. For example, the Caucasus Women's League brings together mothers of war casualties, to share their experiences of the loss of their children. Documenting experiences helps women enter into the process of healing and reconciliation. Being able to communicate their problems to like-minded organisations in other countries reduces the political risks women face, too. As a participant from ISIS/WICCE (see box 11 on page 37) said: *'In peace work, we cannot afford to work alone.'* Moreover, women gain strength from sharing experiences. A workshop participant from the Sudan declared: *'Pain, if it is not shared, drags me down'*.

Box 2: La Ruta Pacifica de las Mujeres, Colombia

All armed actors in the long 50 years war that has generated a severe humanitarian crisis in which three million people have been displaced – 70 per cent of them estimated to be women – have targeted the civilian population of Colombia.

La Ruta is a social movement and not an organisation. Through continuous communication and mobilisation, its core organisers maintain a fluid network of member organisations. Intuition is an important factor in the way La Ruta evaluates its work and recognises that it has weaknesses in terms of technical impact assessment. Nevertheless it is tightly organised. Annual work planning has helped systematise the marches and other peace activities that it organises, and is informed by research on the impact of conflict in different parts of the country.

La Ruta Pacifica de las Mujeres is a social movement of women peace activists, founded in 1995. It links more than 300 organisations of women from many different parts of the country and class backgrounds - intellectuals, artists, women from rural and metropolitan areas - and has a pacifist, anti-militarist and feminist ethos. In 1996 it organised a march of 2,000 rural and urban women to highlight violence against women and since then has organised a series of similar events, most recently a 'peace caravan' in 2003 against the fumigation of coca plants and trafficking. Recognising the impact of war on future generations, La Ruta has adopted a maternalist slogan: *We will not give birth to any more sons and daughters for war and violence.*

La Ruta makes considerable use of symbols in its campaigns, partly as a means of deconstructing the logic of war and replacing it with new symbols. Using symbols is also important in a movement that aims to bring together women from different social classes, including both literate and illiterate women. It sees its work as a sort of 'weaving' together of women to repair the social ties broken by war and to create solidarity and dignity. Members of La Ruta weave necklace pouches traditionally used to hold seeds during planting operations, and these are seen as a way of symbolically arming women with self-sufficiency and independence - a war strategy used for confronting the armed groups that control food supplies. Women participating in marches dress in black and yellow to symbolise the duality of, on the one hand, the deaths of women in war, and on the other hand the rebirth of hope for life.

In 2002, there was a massacre following a confrontation between guerrillas and paramilitaries. La Ruta showed solidarity – travelling along a river that was controlled by the paramilitaries. Seventy women in boats were singing and playing music, dressed in traditional clothes. They passed through without harassment - disconcerting and disarming the paramilitaries. These women were the first groups to have access to the massacre. The women's language created space and their symbols disarmed.

Source: London workshop presentation – July 2004

1.3 How do Women's Organisations Monitor and Assess Impact?

As can be seen from the extracts of presentations made at the workshop - summarised in boxes - the organisations represented demonstrated a variety of approaches to planning and impact monitoring. Some had regular schedules for reporting and follow-up, while others used more intuitive methods. Some had adapted a number of standard tools for their own use, while others felt a need for more information and training.

The methods and tools used by workshop participants for impact monitoring and assessment vary significantly according to the type of organisation. The group identified two broad tendencies as depicted in Table 1 below.

Table 1: Two models of planning and impact assessment used by women's peace organisations

| | Model 1: Results-driven | Model 2: Process-driven |
|--------------------------|--|--|
| Goal | Influence those in authority through advocacy and the creation of communication channels | Creation of alternative modes of communication based on women's methods of negotiation |
| Mode of operation | Project cycle | Organic development in response to evolving contexts |
| Planning mode | Systematic planning framework and information gathering | Intuition and solidarity |
| Activities | Human rights training and documentation | <i>Weaving</i> women together to repair social fabric destroyed by war |
| Communications | Influence authorities through case studies and statistics based on systematic documentation | Symbols unite women Influence authorities through creative forms of expression |
| Political stance | Neutrality an important factor in credibility and ability to influence | Alliances based on shared values, feminist political analysis |
| Indicator-setting | Quantitative indicators serve purposes of internal management and as basis for advocacy work | Indicators are necessary to satisfy donor demands, rather than being of intrinsic value to the organisation. |

Developed by Judy El Bushra, 2005

We can characterise the first model as 'results-driven' organisations, exemplified in the workshop by IHRICON – the Institute of Human Rights Communication from Nepal (see box 5, page 20). The main goal of this type of organisation is to influence governments and others with power and authority, by advocating for the rights of women, children, and other

groups that face discrimination, and by creating communication structures linking such groups to existing power structures.

The second model, exemplified in the workshop by La Ruta Pacifica de las Mujeres from Colombia (see box 2, page 13), can be described as *process-driven* – engaged in by organisations that aim to create alternative modes of communication and languages of negotiation that will challenge the power-based modes of communication that characterise mainstream negotiations.

Results-driven Organisations

'Results-driven' organisations tend to adopt a project cycle mode of operation, in which information is gathered and recorded on a systematic basis, and then used to feed into negotiation and decision-making processes that have been initiated by others. IHRICON, for example, focuses its attention on ensuring that human rights are respected by the government, the judiciary and by all relevant institutions including rebel groups and community institutions. Both Femmes Africa Solidarité and the New Sudan Council of Churches women's desk have been instrumental in enabling women's participation in peace negotiations and in institutions such as the police and the judiciary.

Box 3: The Mediation & Conflict Resolution Institute, Israel

The Israel/Palestine conflict dates back to the creation of the state of Israel in 1947. Various peace processes since the 1990's have broken down. The second intifada -which began in October 2000, is more complicated and more politicised than ever. Both sides, whether at the government level or in civil society, are constantly searching for negotiating partners but the differences between them are very great. Women working across boundaries might have an opportunity to defeat this problem. But women working in politics often do not promote women's voices and agendas, so alternative ways of crossing the divides have to be found.

This project starts from the belief that women have particular methods of negotiation that are process-orientated and that proceed through mutual acknowledgement. The project, which is now at the planning stage, aims to identify and encourage women's negotiation methods, in the hope of creating an alternative language of negotiation as a strategy for counter-balancing the power-based negotiating styles of politicians and militias. The researchers are seeking advice from other women engaged in peacebuilding, including ideas on how to measure success. They want to be inclusive of different age groups, levels of education and rural and urban communities.

Various attempts have been made to link women's groups across the divide, for example the Women's Coalition for Peace that includes women in government and civil society. The physical difficulties preventing women from crossing conflict divides are worsening – workshops in the occupied territories and in Israel have been cancelled, communication links destroyed - and it is now almost impossible to arrange meetings between women of both sides. When a meeting does occur, the climate of insecurity and mistrust prevents the ideas and commitments thus generated amongst the participants from being accepted by the wider communities. This creates grave problems for individual participants in peace processes. The key challenge of peacebuilding in this context is to take the experiences and lessons learnt from the numerous peace initiatives and to feed them back into these communities.

Source: London workshop presentation – July 2004

Documentation has an important role to play in convincing governments and other official bodies to change their policies and practices, and to take human rights seriously. For example, IHRICON relies heavily on recorded incidents as the basis of its advocacy work. IHRICON's understanding of its role in this process leads it to adopt a politically neutral stance, believing that neutrality in terms of the conflict between the Nepali government and the Maoist rebels provides it with a source of negotiating and advocacy power.

Process-driven Organisations

Process-driven organisations, on the other hand, develop organically in response to evolving contexts and changing dynamics. This implies rigorous planning – for example, La Ruta pays particular attention to conflict assessment when planning its mass demonstrations, in order to ensure the security of the women participating. However, as a social movement La Ruta's strategic planning has more to do with how it positions itself in relation to other actors than with specific outcomes. La Ruta describes its work as 'weaving' women together to repair the social fabric destroyed by war. Its ways of communicating are dependent on symbols - objects, colours, images – that unite women of different language groups and educational backgrounds.

La Ruta aims to influence authority structures not so much by providing them with information as through creative forms of expression, such as the women's singing that disarmed paramilitaries after the 2002 massacre. It does not aim at neutrality: indeed, it starts from a specifically feminist political analysis and seeks alliances with others whose values it shares. La Ruta considers the setting of indicators as being necessary to satisfy donor demands, rather than being of intrinsic value to the organisation itself.

The concern with forms of expression considered to be typically adopted by women is common to several of the organisations and projects represented at the workshop. The Mediation and Conflict Resolution Research Institute in Israel (see box 3, page 15) for example, is beginning a research project to identify women's modes of negotiation, believed to be based on respect for process and on mutual acknowledgement, while the Save Somali Women and Children (SSWC) organisation developed the *Sixth Clan* – made up of women only who wanted to participate in the peace talks from which they were excluded.

1.4 Planning for Miracles

However, the difference between the two models is not a hard and fast one. Most organisations incorporate elements of both. It would be a mistake to identify them as two entirely different types of organisations, one male-dominated and structured, the other female and intuitive. The need for planning systems that combine *both* rigour *and* flexibility is faced generally by all civil society organisations, whether they be women's or mixed. For all organisations, contexts, organisational dynamics, the nature of the work, and the methodology in use, all influence the nature of the planning process. Thirdly, despite the common stereotype of women's organisations as disorganised and unfocused, the organisations represented at the workshop demonstrated a clear understanding of the need to plan, strategise and document their achievements, as can be seen from the brief snapshots presented here.

Workshop participants saw the need to combine the two models in ways that fit the context and the organisation. As a participant from Israel put it, '*the overriding question is: how do you plan for miracles?*' For an organisation that values intuition and solidarity, responding to situations as they arise, the question is: how to marry this with systematic planning frameworks? For an organisation that regards careful planning and documentation as a stepping-stone to achieving results, how can you capture the creativity and spontaneity of unplanned inspiration?

1.5 Summary

Women's work in peacebuilding is varied, complex, and multi-layered. It is essential that they find ways of reflecting this in their communication with donors and policy makers. This is a major reason for their interest in monitoring and evaluation, along with the need to be constantly improving the quality of their work through reflection and learning, and the need to tell their painful stories to others as a strategy for healing. Their approaches to impact assessment depend largely on the type of organisation. Participants distinguished between two types. Firstly, results-driven organisations tend to value rigorous and systematic planning, monitoring and documentation, that they consider an essential basis for influencing and lobbying. Secondly, process-driven organisations put greater stress on intuitive approaches to planning and on evolving organically in response to changing circumstances. The challenge facing participant organisations is how to combine these two approaches in order to '*plan for miracles*'.

Section 2

Peace and Conflict Impact Assessment

As section one makes clear, women's experiences of peacebuilding sheds light on mainstream approaches to conflict transformation. Women's organisations demonstrate that their different organisational styles enrich mainstream ideas of how peacebuilding can be conducted. But how do standard approaches to assessing impact measure up to the need for this broader scope? To examine this further, we first need to consider what these standard approaches are. Section 2 summarises some of the main trends in monitoring and evaluation (M&E) generally, and in the monitoring and evaluation of peacebuilding activities in particular.

2.1 Monitoring and Evaluation

Many of the debates that are emerging in the M&E of peacebuilding work have been evident in M&E generally. The mainstream approach to M&E aims to introduce objectivity into the way projects are measured. *Objectivity* is seen as an important way of setting and maintaining professional standards. It enables judgements to be made about a project based on measurable, observable fact, allowing other researchers to verify them at a future date. However, many organisations believe that objectivity is not only unrealistic but also that it is not necessarily the most important quality needed to assess social projects. Some of the debates around objectivity centre around four issues: systems planning, quantitative and qualitative data, indicators, and evaluations.

The Systems Approach to Planning

In the mainstream model, M&E is part of a systematic planning framework. The stages of planning usually involve several steps, including context assessment, setting of objectives and indicators, the collection of monitoring information, and evaluation.

An example of this systematic approach to planning is the logical framework (log frame) that some donors require as part of funding applications (see appendix 4). A log frame summarises all aspects of the project, including its practical application, goals and objectives, activities, budget, human resources, indicators and the assumptions underpinning the plan. Log frames do more than list these items - they also ensure that goals, activities and resources are interrelated so that the project will be focused on the most direct and effective ways of achieving its goals.

The systems model has been criticised for being too rigid and for failing to take into account unforeseen impacts. As a result, there is often a divergence between systems as described in theory, and their practical application. For example, although many donors require log frames as a condition of funding, applicant organisations often find them bewildering and so gain little benefit from the exercise.

As we have seen above in section one, many organisations – including women's organisations take a very different approach to planning, relying more on flexibility and the capacity to adapt to different situations as they emerge. Organisations such as La Ruta Pacifica de las Mujeres in Colombia (see box 2 on page 13) demonstrate that allowing an organisation to grow organically requires rigorous planning and careful attention to the context, just as much as systems project planning.

Quantitative and Qualitative Data

Quantitative data, information that can be expressed in numbers and quantities, is often thought to be more useful than qualitative data, information measured through subjective perception, because it provides a basis for objective measurement. Critiques of this approach point out that many projects have non-material outcomes, such as *awareness, participation or empowerment*. These ideas involve complex social processes that cannot be reduced to numbers. They also point out that qualitative measurement is not necessarily vague, but does set high standards for those who practise it, as can be seen in the characteristics of qualitative evaluation (see box 4 below).

Box 4: Five Characteristics of Qualitative Evaluation

Qualitative evaluation addresses:

1. *The complexity of real life*: It describes how projects change direction and have unexpected outcomes. It is sensitive to activities having different impacts on different groups of people. It studies social processes as they occur, not as a pre-planned experiment. It can identify and describe what actually happens because of an intervention or an action.
2. *Flexibility of methods*: A qualitative M&E approach to a particular project will redefine its methods continuously, adapting as the project progresses and building on increasing knowledge of the project and its outcomes. In this way it builds up a comprehensive understanding rather than focusing on pre-identified outcomes.
3. *Multiple perspectives*: It analyses from many different perspectives and gives detailed attention to all aspects of how the project functions, including the context, the participants and linkages with other projects.
4. *Multiple data sources*: Qualitative evaluation collects data through observation and description rather than through establishing numbers. In this way it builds up an interpretation of a project in all its complex aspects.
5. *Engagement and participation*: In qualitative evaluation, the evaluator gets close to the participants in a programme in their own environment in order to understand more authentically their realities and the details of their everyday lives. Qualitative evaluation demands the participation and commitment of the evaluator and discourages detachment and distance.

Source: Oakley, P. (1990) 'The evaluation of social development' in *Evaluating social development projects* eds. D. Marsden and P. Oakley, Oxfam, Oxford.

Indicators

An indicator is a sign that a project objective has been reached. When project planners specify objectives, they normally set indicators at the same time, so that those implementing the work will be able to judge progress towards these objectives. In the mainstream approach, indicators are expected to be *SMART* -

Specific
 Measurable
 Achievable
 Relevant and
 Time bound

Box 5: Institute of Human Rights Communications (IHRICON), Nepal

Nepal is a small, landlocked country with a population of around 25 million, in about 100 ethnic groups, speaking around 60 languages. In the war between Maoist insurgents and the government, an estimated 10,000 have died and 100,000 disappeared. A major consequence of the uprising is that children are being recruited as fighters with the resulting loss of their childhood.

For IHRICON, activity planning is a decentralised process that accords responsibility to local coordinators and volunteers. IHRICON believes that rigorous documentation is a basis for publicising changes in attitudes and practices, and so documenting and reporting its activities, in quantified terms where possible, is considered an important function. Reports are produced for all activities and are evaluated quarterly through field visits, questionnaires, and interviews. These evaluations assess implementation against planned activities. Indicators of progress include changes in government policy, improvements in women's rights, and changes in women's participation in public life and in their economic status. Human rights education projects are evaluated by conducting awareness surveys at the beginning and end of the project and by measuring the changes in between. Wall newspapers are evaluated every six months for writing style and social impact. Income-generating projects require reporting forms demonstrating how the participants have benefited in financial terms.

IHRICON works at several levels - at the *national level*, it provides human rights and peacebuilding training for the media and security forces, reports to the media on human rights abuses and lobbies government to reduce the impact of small arms and light weapons. At the *district level*, it employs field advisers that monitor and co-ordinate the work of district peace volunteers (mostly women) who conduct rallies and demonstrations, and train village volunteers. At the *village level*, community peace volunteers work with village groups, monitoring incidents of human rights abuse, confronting the perpetrators, and publicising these incidents through 'wall newspapers' (bulletins of hand-written local news appended in a public place). For example, one peace group took action against a man who was regularly violent to his wife. In front of the group of village volunteers, he promised to stop and the volunteers wrote about this in the 'wall newspaper'. Village volunteers also raise funds and support people's income-generating projects. IHRICON's women's programme is focused on UN SC resolution 1325 and the women organise discussions about its implications in the Nepal context. To achieve this effectively, IHRICON has adapted resolution 1325 for discussion within the village context.

Source: London workshop presentation – July 2004

Indicators may be of different types. For example, *output indicators* demonstrate what has changed because of the activity, while *process indicators* show whether the activity has been conducted according to appropriate quality standards. *Impact indicators* demonstrate whether the activity has been worth doing in relation to the overall goals. For example, if we imagine a project to promote a women's campaign on resolution 1325 the following might be valid:

- **output indicators** might include the number of trainees completing training, or the number of resulting campaign activities
- **process indicators** could include the number of trainees expressing satisfaction with the quality of the training, or the number of donors expressing satisfaction with the quality of project proposals
- **impact indicators** would probably assess the degree to which the campaigns resulted in the resolution being implemented, for example, increased participation of women in peace negotiations, or increased funds devoted to supporting women survivors of sexual violence.

Like log frames, indicators give rise to considerable confusion. Indicators cannot be divorced from objectives, and objectives cannot be divorced from systems planning. Consequently, indicators make no sense in an organisation that has chosen a process-oriented method of activity planning - see section one above. Yet, donors may insist on indicators being identified by all organisations they fund.

Styles of Evaluation

The mainstream approach requires projects to undergo external evaluations at certain points in the project cycle, in which an evaluator with no personal connection to the project makes an objective assessment of the project's success or otherwise, based on quantified and verifiable factual data. This data is used to relate performance and outcomes to objectives, as well as making comparisons with similar projects elsewhere.

Many organisations have moved away from this sort of evaluation, since it can be a highly intimidating process, and as a result, it discourages learning about the organisation's real impact. External evaluations often serve the interests of donors and senior managers or policy makers, and exclude the priorities of those who are most directly impacted by the project. Evaluation should not be an inspection or a test, but a process that enables those engaged in a project to reflect constructively on their strengths and weaknesses and on how they can best move forward.

Participatory monitoring and evaluation is one way of doing this. Participatory M&E encourages staff or members of an organisation to set their own goals and to take responsibility for ensuring that these are met in their own way, basing their assessment on knowledge of their environment. Different stakeholders will have different needs from M&E systems – the evaluations made by project beneficiaries or members of a local organisation are just as important as those made by donors. (Germann and Gohl 1996).

2.2 Monitoring and Evaluation in Conflict Prevention and Peacebuilding

The challenges to peacebuilding activities

Methods of assessing peacebuilding activities are not dissimilar from methods of monitoring and evaluating any social action intervention. However, there are particular difficulties in applying these methods to the context of peacebuilding. It is difficult to be precise about what the desired outcome is, or what the indicators of success might be, because the nature of peacebuilding is complex and difficult to define in concrete and measurable terms. Secondly, achieving sustainable peace is a long-term process, and

many projects will cease long before their expected outcomes can be measured (Church and Shouldice 2003). Many women's organisations - as well as other actors - contribute to peacebuilding and it is hard to separate out what each has contributed.

Gathering data in violent and insecure circumstances may incur physical risks. Working in settings of violent conflict presents practical difficulties for conducting monitoring and evaluation. Those who work in areas of violent conflict are under physical and psychological stress, and they often need to work under intense time pressure. Therefore assessment, documentation, policy formulation and monitoring, may have to take second place to the *tyranny of the urgent*.

Box 6: New Sudan Council of Churches, Sudan

The civil war in the Sudan over natural resources, including mineral deposits and water, has lasted for 21 years, the longest in Africa. The war has resulted in an estimated 3 million deaths and 4 million people displaced. The New Sudan Council of Churches (NSCC), founded in 1999, operates within the liberated areas where it has begun a people-to-people peace initiative at the local level, complemented by a human rights advocacy strategy internationally.

NSCC operates a three-stage planning process lasting for 3-6 months, 1 year, and 3- year periods. Planning focuses on preparations for peace, including strategising conferences and follow- up on their outcomes. For example, as a result of a major conference addressing fighting between two ethnic groups – the Dinka and the Nuer – NSCC documented a number of indicators of success, including the fact that Nuer delegates walked home through Dinka territory (having arrived by air because of security fears), increased trade between the two groups, greater joint use of grazing and fishing resources, resettlement of abandoned areas, the return of 17 abducted children, increasing intermarriage, and dual-language church services.

The people-to-people peace initiative involves church leaders, NSCC staff, and community representatives. In 1999 NSCC, responding to community concerns, began a programme of peace conferences, addressing issues highlighted by the communities. The Peace and Communication desk disseminates information relevant to the various peace processes in which NSCC is involved, including proverbs, peace songs, and quotations, descriptions of the steps taken to reach agreement, and interviews with protagonists including church leaders. The initiative also organises celebrations of achievements made by communities, marking agreements in local and international media.

Initially there were no special women's representatives in this process, but the 1999 conference adopted a policy of creating a women's desk to ensure that one third of the representatives at the conferences were women. In addition, women are represented in the peace councils that monitor the conferences and are expected to hold decision-making positions on these. NSCC provides peace education for women leaders. It has set up a women leaders' forum, a result of which was the groundbreaking recruitment of women into the police, judiciary, and army. Grass roots pressure ensured that two women were included in the most recent national level peace negotiations. Women have held peace demonstrations, written letters, held meetings with negotiators, and lobbied for quotas of women. Women have been signatories to peace agreements and hold positions in local councils. NSCC has had some success in educating village, county and regional leaders, providing

Box 6: continued

them with training in public speaking, communication skills, and confidence-building, as necessary skills in order to enable them to overcome intimidation. NSCC women's desk has built up contacts with women's groups in Somalia, Burundi, Uganda and Kenya, and engages in continuous dialogue with northern Sudanese women.

Source: London workshop presentation – July 2004

Many of the ideas currently accepted in the monitoring and evaluation of peacebuilding have derived from the work of development and humanitarian agencies, and are designed to meet their specific needs. Such agencies have begun to realise that even when their work is not directly focused on conflict resolution, their style of working – and sometimes their very existence in a conflict-torn area – can fuel conflict. The *Do No Harm Framework* (Anderson 1999) suggests that '...aid can reinforce, exacerbate and prolong the conflict; it can also help to reduce tensions and strengthen people's capacities...' (p. 1). The UK Government's Department for International Development (DFID) has produced conflict assessment guidelines in order to 'improve the effectiveness of development policy and programmes in contributing to conflict prevention and reduction' (DFID 2002, p. 5). These approaches may need considerable adaptation when used by other organisations.

Box 7: A Framework for Analysing the Conflict Context

Context analysis enables the intervening agency to identify what potential exists for a latent conflict to erupt into violence, or for its intensification.

1. Structures of conflict:

Long-term factors underlying violent conflict

Examples include weak political representation, widening economic disparities, regional or ethnic tensions

Four categories: security, political, economic and social

Indicates the society's level of vulnerability to violent conflict.

2. Conflict actors and their motives:

Conflict actors could include political and economic elites, religious leaders, commercial interests, and the military

Illustrate short-term incentives and interests of conflict actors that bring latent conflict into the open
Throws light on opportunities for elite groups to gain benefit from violent action

3. Conflict dynamics:

How a conflict is likely to change over time – intensify, subside, or remain stable

Includes long term trends and shorter term triggers (e.g. contested election results, resentment at selective emergency aid)

Includes institutions such as civil society organisations or the media, and processes such as decentralisation and changes in levels of unemployment

Illustrates a society's capacity to manage or contain conflict

Source: DFID (2002). Conducting conflict assessments: guidance notes

Conflict Assessment

Conflict assessment aims to identify the structures, actors and dynamics of a particular conflict using a variety of tools and frameworks. These generally address two or three stages of assessment, of which the first is context assessment. The 'Do No Harm' framework identifies two sets of factors to be identified in context assessment - firstly the '*capacities for war*', or factors perpetuating division. These might include underlying historical factors such as past events that demonstrate injustice, exclusion or prejudice, or the actions of other countries interfering in a civil war.

The second set of factors is the 'connectors' or '*capacities for peace*'. These might include, for example, local elders or women's groups, common experiences and shared values (Anderson 1999). Capacities for war and capacities for peace both include events, trends, relationships, and people.

The approach to conflict assessment adopted by DFID (DFID 2002) envisages three stages:

- conflict analysis, analysing the structures, actors and dynamics of conflict (see box 7 above)
- analysis of international responses to conflict, programmes designed to address it, and the likely impacts of these
- identifying strategies and options that DFID can use in working with other organisations to improve the effectiveness of their combined response

Box 8: Caucasus Women's League, Caucasus – A warm blanket woven by women

During the Soviet era, Abkhazia was an autonomous republic within the Soviet Socialist Republic of Georgia. As a result of soviet demographic policy and intensive immigration of Georgians from Georgia during that period, the Abkhaz people became a minority (18%) in their own republic. After the collapse of the Soviet Union and the declaration of Georgian independence, Georgian troops invaded in 1992, supported by the Georgian population of Abkhazia. After 14 months of fighting, that destroyed both the economic infrastructure and trust between the Georgian and Abkhaz communities, a ceasefire was declared, and this has remained the status quo until 2004. Georgians previously living in Abkhazia had to leave their homes and seek refuge in Georgia. In 1995 – 2004 some of them were able to move back to Gali -a Georgian enclave in Abkhazia close to the Georgian border. But it is still not safe for them to return to mixed territories. Presidential elections in Abkhazia, and the recent change of leadership in Georgia, have made the political outlook uncertain and this rapid political change makes planning difficult.

Most of the indicators used at present are qualitative ones judged through intuition rather than based on measurement. Key indicators are receiving positive feedback from communities and from the media, the sustainability of relationships between partner organisations, government attitudes towards civic dialogue, the functioning of the League's co-ordinating council, and from external visitors. There is a lack of quantitative indicators and of indicators of impact.

In Abkhazia, the Association of Women of Abkhazia (AWA) works mostly at the grassroots level, training women in mediation skills, conflict analysis and conflict resolution, and organising women's leadership training. Many women activists took part in local elections. AWA works to

Box 8: continued

create space for dialogue between the Abkhaz population and Georgians returning to Abkhazia, while the Georgian partner works with refugees/IDPs from Abkhazia who now live in Georgia. The two organisations participated in a joint visit to Northern Ireland, and set up a meeting in London (with support from International Alert) for male politicians from Georgia and Abkhazia who were involved in the official Abkhaz-Georgian peace negotiations.

Women are encouraged to discuss their personal experiences openly, however painful. This enables them to move forward, and forms the basis for the women's cooperation. In contrast, male politicians repeat the same political slogans and do not move forwards. While Georgian men speak of the restoration of Georgian territorial integrity, and Abkhaz men of recognising their independence, women on both sides speak of common day-to-day problems and what needs to change, and of the need for peace and security.

Regionally, both organisations – AWA and Assist Yourself - are part of the Caucasus Women League (CWL). At present, the League links the regions of the Caucasus, each of which has a different political status. Some (Russia, Georgia, Azerbaijan and Armenia) are independent states, while the others include republics and districts of the Russian Federation. Three members of the CWL represent three unrecognised states – Abkhazia, South Ossetia and Nagorno Karabakh - all zones of unresolved conflicts. The League represents a great diversity of cultures, languages and religions, which has made decision-making difficult, but strategy has developed gradually through discussion. The League's work has three linked strands: conflict transformation, interregional co-operation and women's empowerment, provoking the metaphor of a warm blanket woven by women covering the Caucasus, symbolising equality of relationships within the network.

Source: London workshop presentation – July 2004

Peace and Conflict Impact Assessment (PCIA)

While conflict assessment focuses on understanding the context, and on identifying the factors that have contributed to a particular conflict situation, PCIA draws attention to outcomes. Its aim is to evaluate whether interventions aiming at conflict-sensitive development and conflict transformation have been successful or not, and whether they have contributed significantly to achieving durable peace.

Originating in the work of the IDRC - International Development Research Centre in Canada (Bush 1998), PCIA frameworks have been adapted and extended by other organisations such as the Berghof Centre for Conflict Studies (Hoffman n.d; Paffenholz n.d.) and the Field Diplomacy Initiative (Paffenholz and Reyhler 2004). PCIA frameworks and tools of analysis have been designed to achieve a number of objectives, including risk analysis, planning and programming, and programme management, monitoring and evaluation (Gaigals and Leonhardt 2001).

International Alert and a number of collaborating agencies developed an approach known as *Conflict-sensitive approaches to development* (International Alert and others 2004) to bring these experiences together with a stronger focus on assessing impact. In this approach, conflict-sensitivity is defined as consisting of three separate but related steps:

- first, understanding the context in which the organisation operates
- secondly, understanding the interaction between that context and the work of the organisation
- thirdly, acting on that understanding in a way that maximises positive impacts

The analytical framework developed in this approach is a reaction to the experience of many agencies, which found that assessing the *impact* of their work is a major challenge that previously existing frameworks have not been able to resolve. The analysis includes many of the elements already seen above, and the conflict-sensitive approach aims to build on these. However, it differs from previous approaches and extends their scope. Firstly, it pays more attention to the interactions between the context on the one hand, and the project on the other. Secondly, it highlights the need for a variety of indicators that need to be closely monitored as part of an ongoing process of adjusting interventions and planned activities.

Planning needs to start with good baseline information, addressing the issues described in stage one of DFID's conflict assessment above. In particular, a clear analysis needs to be made of the *causes* of the war - the underlying factors - on the one hand, and the conflict actors on the other. Three types of indicators are then identified:

1. *Conflict and peace indicators*, arising out of the conflict assessment conducted as a baseline study. These indicate how the conflict is intensifying or diminishing over time. Examples might include indicators of human rights abuses such as numbers of reported cases; indicators of tensions around natural resources such as market prices of raw materials; or indicators of political confidence such as people's views about press freedom.
2. *Project-based indicators* are indicators of performance that monitor the different functions of the organisation. These will be included among the performance indicators that many organisations already have for other purposes, for example indicators of progress towards objectives. Conflict-related indicators will clearly include those that enable monitoring of conflict-related goals – those that demonstrate how far the organisation has been able to influence the structures, actors and dynamics of the conflict.
3. *Interaction indicators* that monitor the two-way interactions between the context and the project. Identifying these involves linking conflict and peace indicators with project performance indicators and deriving a third set of indicators that demonstrate how the project and the context influence each other.

For example, if the context assessment has shown that corruption amongst government officials is a factor contributing to conflict, the project will need to monitor 1) conflict indicators describing levels of corruption 2) project indicators such as the number of challenges to this corruption that the project has initiated or supported and 3) interaction indicators showing the impact of corruption on the project's ability to function, as well as the project's impact on corruption as a problem

Box 9: Femmes Africa Solidarité

Femmes Africa Solidarité (FAS) is a regional African women's non-governmental organisation (NGO) that seeks to foster, strengthen and promote the leadership role of women in conflict prevention, management and resolution on the African continent. FAS's work in this regard is set in the context of a wider campaign to protect and promote women's human rights in Africa.

Created in 1996, FAS is based in Geneva, Switzerland and has a regional office in Dakar, Senegal. FAS co-founded and chairs the NGO Working Group on Peace (Geneva) that monitors the practical implementation of resolution 1325 on Women, Peace and Security, adopted by the UN Security Council in October 2000. To consolidate its presence at the international level, FAS has a permanent representative stationed in New York and is also a member of the US based, UN focused NGO Working Group on Women, Peace and Security.

FAS always includes the impact assessment aspect of all projects in the initial stages of planning both in qualitative and quantitative terms. Planning is done on an annual and four-yearly basis, and is broken down into international, regional and national programmes addressing context-specific issues. The work of FAS in advocacy, capacity building and assessment of gender parity is monitored systematically and documented in annual reports and other related publications.

Results can be seen in the direct impact of the work in the field. For example, the FAS project to have NGOs participate within the AU, has been successful in goals and output, like the recent Heads of States Declaration that FAS was instrumental in facilitating. When necessary, adjustments are made to the programme following periodic visits to the projects by independent experts and reviews of the progress towards set objectives. However, it is important to note that there is a difficulty in measuring the qualitative impact of the programmes. The pertinent issue for FAS is to establish how the programme in its entirety influences the environment within which it is being executed. Compounding this difficulty is the fact that evaluating peacebuilding is a long-term process.

At the regional level, FAS has worked tirelessly to mainstream gender into the African Union (AU). FAS played an instrumental role in advancing a gender parity policy, which facilitated the election of five female AU Commissioners out of ten. In 2004 the African Union took ownership of the gender-mainstreaming programme at the highest level, adopting the "Solemn Declaration on Gender Equality in Africa," an initiative forged by FAS and the African Women Committee for Peace and Development (AWCPD).

Sub-regionally, the Mano River Women's Peace Network (MARWOPNET), a FAS initiative established in May 2000, has played a major role in mediating among the parties in Sierra Leone, Liberia and Guinea. In December 2003, the United Nations General Assembly awarded MARWOPNET the UN Prize in the field of Human Rights. FAS are also engendering peace negotiations in the Great Lakes region.

In order to strengthen all of these programmes and activities, FAS is building a Pan-African Centre for Gender, Peace and Development in Dakar, Senegal. This Centre of Excellence in Africa will provide advanced training and research in peacebuilding and development issues, with a particular emphasis on gender.

Source: London workshop presentation – July 2004

Indicators for conflict-related work are derived from the baseline context analysis and cannot be made to fit overall policy frameworks. This means that indicators will vary from one context to another and from one organisation to another. For example, a prime objective of women's organisations engaged in peacebuilding is to gain legitimacy and credibility in order to cross divides and work with other women to promote peace. However, how far they can realistically take this objective depends on many factors, including, for example, the levels of trust that exist on the two sides. The achievement of this objective will vary, according to the conflict context and according to the strengths and linkages of the organisation.

A framework based on conflict-sensitivity is unlikely to provide neat and unequivocal answers, and will face a number of practical problems. For example, because projects are normally designed over relatively short time frames, some of the data and analysis needed to judge impacts will be received too late for project adjustments to be made. Rather than expecting the system to function perfectly, those involved in collecting information from monitoring activities should be satisfied with information that is 'good enough' to be used as a basis for discussion with other stakeholders, and for informed judgements to be made.

Moreover, it will be hard to attribute impact to one organisation or another where several are operating in the same context and this is a further reason for them to collaborate in conflict and peace monitoring and evaluation. Collaboration enables an assessment to be made of the impact of the sector as a whole, rather than the impact of one particular intervention.

2.3 Summary

Section one describes how workshop participants described two different organisational styles: results-driven and process-driven. In making this distinction, they mirrored some of the tensions found in M&E between systems approaches and approaches that value complexity, flexibility, fluidity and participation. *Real life* is complex, messy and unpredictable, and M&E approaches often fail to capture this.

However, conflict assessment has tried to capture this complexity by providing detailed guidance on the questions that need to be asked in order to understand the conflict context. PCIA places emphasis on showing how context and actions are linked. The *Conflict-Sensitive Development* approach takes impact analysis further by identifying context-, project-, and impact indicators. It also goes further than most in accepting the inevitable imperfections of M&E conflict context, aiming not for perfection but for *good enough* solutions.

Section 3

Making Peace and Conflict Impact Assessment Systems Work for Women

Viewing these frameworks through a *gender lens* would lead us to ask three questions: firstly, how gender-sensitive are they? Secondly, how can women's organisations engaged in peacebuilding benefit from these frameworks? Thirdly, given their experience how would women's peace organisations modify or adapt these frameworks?

3.1 Mainstreaming Gender into Conflict-Sensitive Development

Development agencies have generally not had much success in mainstreaming a gender perspective into PME frameworks, although this has to some extent been addressed through the increasing practice of 'participatory monitoring and evaluation' (Gujit and Gaventa 1998). Even the World Bank has been criticised for failing to take on board gender as a cross-cutting issue in the Poverty Strategy Review process.⁴ Moreover, the record of NGOs in engendering their responses to conflict situations is equally poor (El-Bushra and Piza-Lopez 1993; Williams 2002).

We should not be surprised to notice that frameworks such as the DFID guidelines on conflict assessment pay little attention to gender as an important dimension in baseline conflict analysis. *Responding to Conflict*, a prominent training and networking organisation, acknowledges that its work has not yet been fully informed by a gender perspective. It asserts that much work remains to be done to establish the gender dimensions of peacebuilding (Fisher and others eds 2000).

Mainstream frameworks for conflict transformation have generally failed to acknowledge the multiple dimensions of what women actually do. In the same way, standard approaches to assessing impact also appear to fall short of being able to capture this complexity. For many international organisations working in conflict areas, including donor agencies, peace and conflict impact assessment (PCIA) is the cornerstone of policy development and activity planning in areas affected by violent conflict. The way PCIA is conducted has an influence on the way these organisations operate and on the way decisions are made about funding and deployment of staff among other things. Yet many of the frameworks commonly used do not include gender considerations - indeed, many do not ask specific questions about 'ordinary' citizens at all. There is little incentive for organisations to take gender differences, or the need for gender justice, into account in their programme planning and resource allocation. This is a major gap and limits the effectiveness of these organisations in supporting attempts to build a society free of violence. Women's organisations believe they can lead the way in developing approaches to monitoring peacebuilding activities that incorporate a gender dimension.

3.2 Ideas and Tools that Work for Women's Organisations

Workshop participants learned much of value from mainstream approaches to PCIA. They considered two elements particularly useful - tools of analysis, and discussions to clarify misconceptions about indicators.

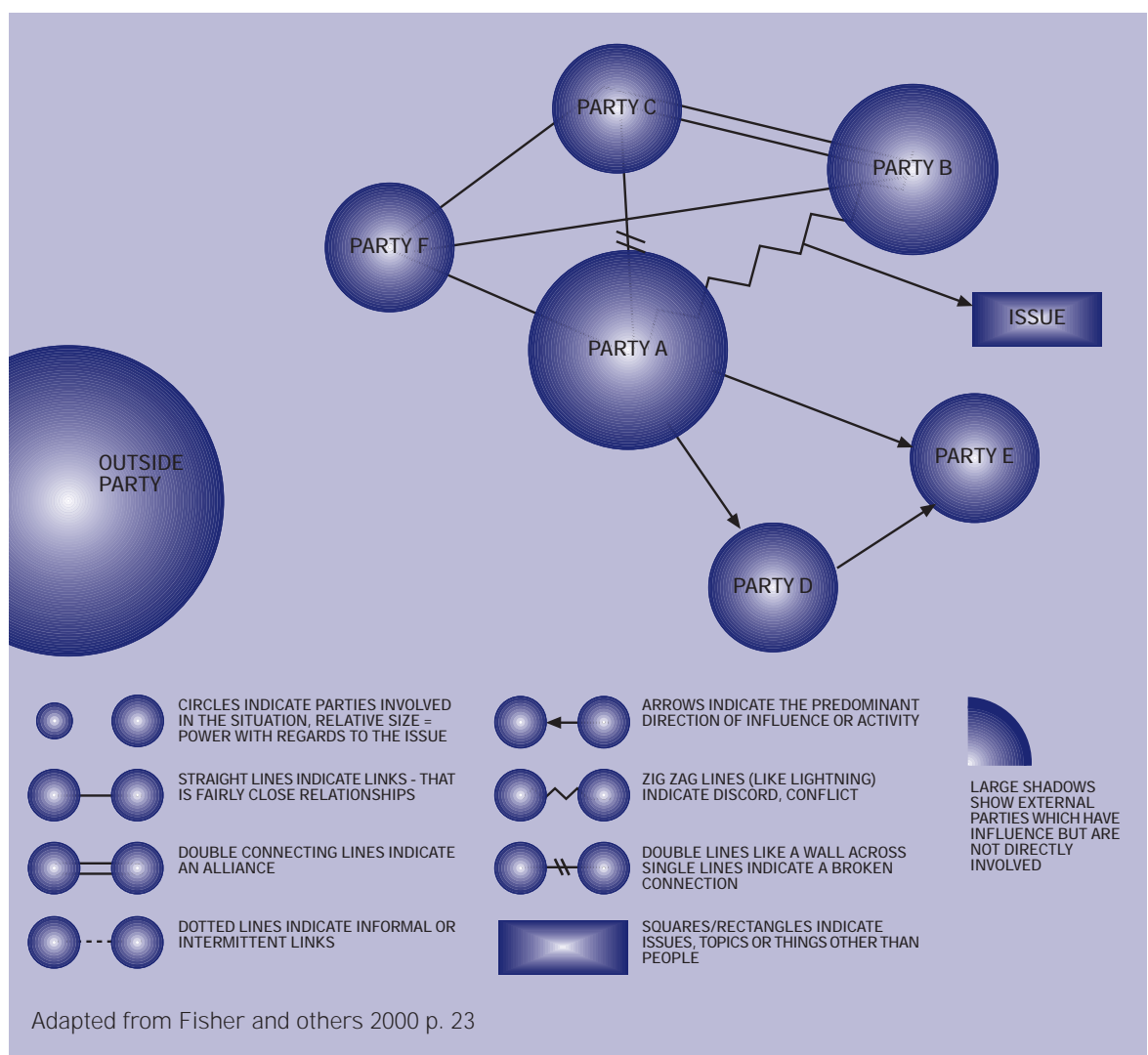
Tools of Analysis

The workshop considered three tools of analysis - conflict mapping, pillars, and the onion and assessed their usefulness.

Conflict Mapping:

Conflict mapping involves drawing a diagram which represents the actors in a conflict and the relationships between them. This enables those conducting the analysis to summarise complex information in graphic form. Conflict maps clarify where the power lies, and, since they show the relationship between parties to a conflict, they identify openings for intervention or action.

Figure 1: A Conflict Map



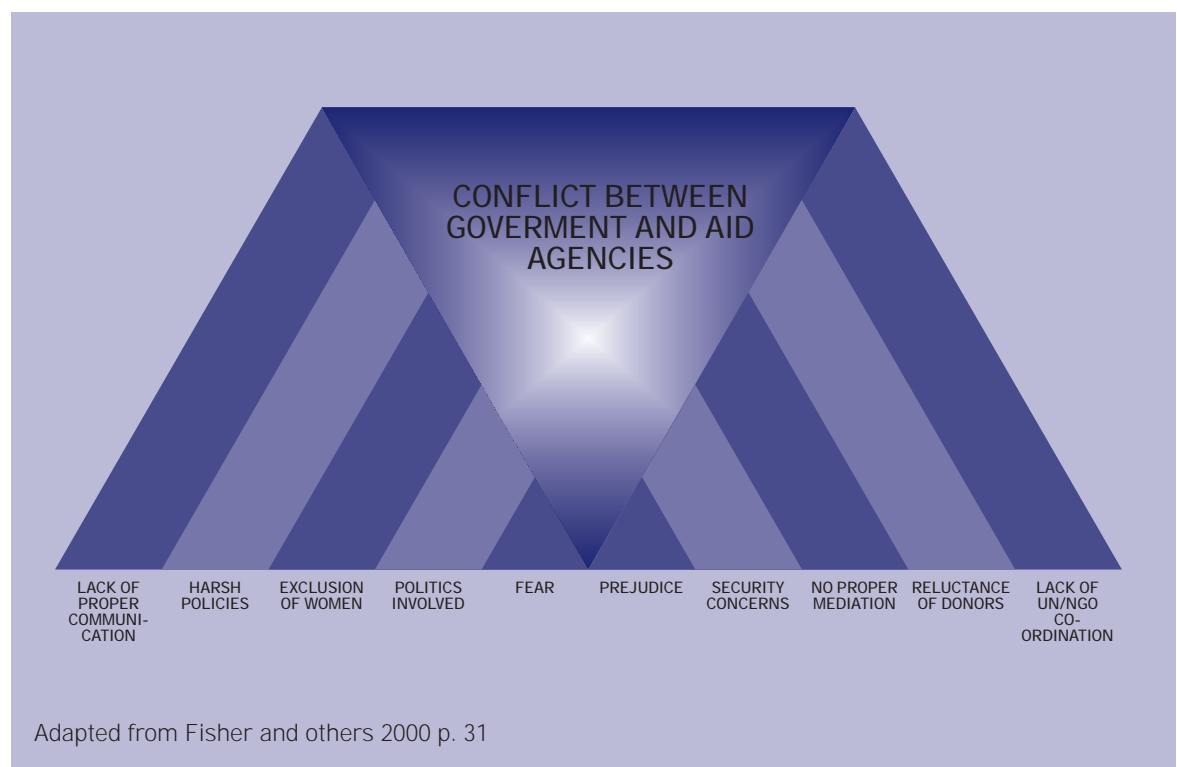
Workshop participants found this tool useful in planning and prioritising their activities. It helped them identify where to focus energy, and where not to intervene. Identifying conflict actors is a large element in putting a conflict map together, so the tool can point the way forward in designing strategic alliances for peacebuilding work. Participants also commented that by re-drawing the map periodically, they had been able to monitor change in the general conflict context, and compare this with the project activities that had been

undertaken in the same period. Participants were also attracted to an alternative way of visualising the map, namely by depicting the relationships involved as a human sculpture. However, some participants expressed reservations about conflict mapping. They felt that many situations are too complex to be reduced to simplified frameworks, and oversimplifying can lead to the risk that the true interests and attitudes of the actors might be overlooked when approaching them. Conflict mapping does not represent a 'true' map, as it will always contain the prejudices and orientations of those who put it together. Each time a conflict map is done, it is likely to look different. It cannot claim to contribute to an 'objective' assessment of the situation.

Pillars

A useful tool for defining strategies is the *pillars* exercise that helps to identify the factors and forces that perpetuate or constrain violence.

Figure 2: The Pillars Exercise



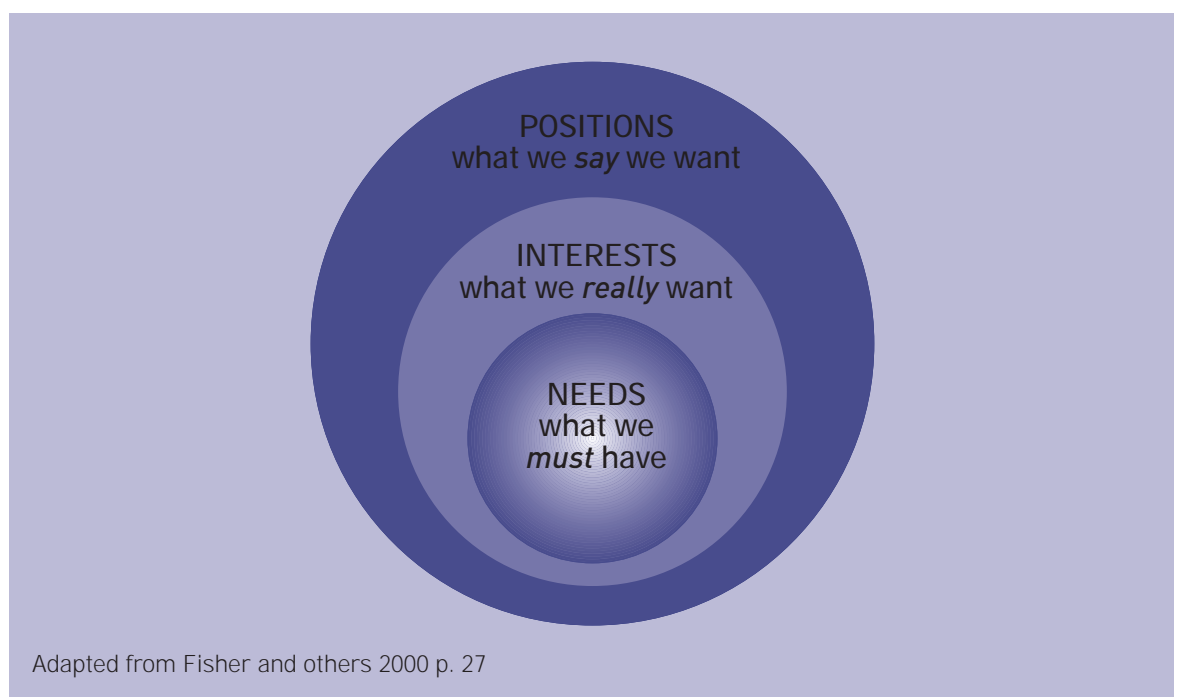
The *pillars* are a graphic representation of the *capacities for war* and *capacities for peace* set out in 'Do No Harm' (Anderson 1999). It illustrates graphically how the factors that perpetuate violence can often be counteracted by a positive capacity. The pillars exercise helps identify the many different factors that sustain conflict, some of the issues it reveals will probably be beyond the capacity of the organisation carrying out the exercise to address. In this sense, it does not necessarily help to identify strategies for the organisation. However, its value for participants is that it enables planners to break down a conflict into its constituent parts, and to see how different problems are interconnected.

Identifying the elements that make up a conflict enables the organisation to match each element with a potential strategy for reversing it. The organisation can later decide which of these strategies it is able to address on its own, which it can address in collaboration with allies, and those that are beyond its reach.

The Onion

The onion diagram depicts the needs, interests and positions of each side in a conflict:

Figure 3: The Onion



The core element in the diagram is the *needs*, the essentials that a conflict party must have satisfied. *Interests* describe what it hopes to achieve - for example, through negotiation, or through war. *Positions* describe the public statements it makes.

In the case of Abkhazia, for example, *position* - as reflected in official pronouncements in the media - is the desire for Abkhazia to be recognised as an independent state. However, in reality not all Abkhazians believe that independence is in the country's 'interest'. Some would prefer union with Russia, for example. Others believe Abkhazia's true interests lie in long-term processes of peace and socio-economic development, or in its voice being heard at the international level, all of which are obtainable without independence. In terms of 'needs', an important one is to preserve the ethnic and cultural identity - and ensure respect for the human rights - of the different ethnic groups in Abkhazia. Likewise, in Georgia there are different perceptions of *its* interests - for some, continued insecurity in Abkhazia is in Georgia's interests, while for others the opposite is true. Both sides share the fear of being overtaken by other ethnicities, and both share the need for long-term peace and development.

In times of stability, needs, interests and positions may come close to coinciding. However, when a group feels itself to be under threat, it may be less willing to reveal publicly what it feels are its needs and interests. There may be less consensus internally within the group about what these are. Participants appreciated the tool for its usefulness in unpacking the hidden motivations of different parties. It also helps people from conflicting groups to realise that they have common interests of which neither side was aware.

Indicators

Women's organisations engaged in peacebuilding are concerned with developing indicators. They often feel themselves to be under pressure from donors to describe more concretely what their achievements have been, in order to demonstrate how they have contributed to building peace. However, workshop participants were also concerned that indicators are part of planning systems, and cannot be identified independently from these. Conventional planning systems seem to many involved in peacebuilding, as being at odds with the nature of their organisations, in which solidarity, intuition, symbolism and organic growth are likely to figure highly as principles of organisation and management.

Key points that emerged from the discussions and presentations included the following:

- There are no 'generic' indicators that apply in all contexts for women's peacebuilding work. Many women came to the workshop in the expectation that these could be developed. However, they recognised that indicators reflect particular circumstances. Indicators can only be designed in relation to specific objectives and should be derived separately in each context and preferably from baseline conflict assessments.
- As commonly understood, indicators relate to the goals and objectives that a project or organisation has adopted. Indicators are the signposts that demonstrate that the goal or objective has been reached. In a properly functioning M&E system, indicators are identified at the same time as the objectives, rather than being sought after the activity has been completed.
- Gender-sensitive indicators show how the impacts of project activities vary between men and women, or show when impacts are observed that relate to changing gender relations. For example, if a project leads to greater physical security for women refugees in a refugee camp, or if men become accepting of women's participation in peace negotiation processes.
- At the same time, qualitative goals (such as confidence-building for example) can be measured quantitatively (for example, by the number of incidents of aggressive behaviour).

Participants appreciated that indicators, if used flexibly and mindful of the 'good enough' strategy of the Conflict-Sensitive Development approach, could be of great importance in helping their organisations assess progress towards their goals. However, not all the questions about indicators were resolved. For example, using symbols as a means of establishing impact is a relatively new idea, and one that has not been incorporated into planning systems approaches. The question can therefore be asked – which symbols are relevant, and in which contexts? How can women's use of symbols and alternative forms of communication be turned into indicators and used to illustrate the success of women's peacebuilding work?

As the comments in the workshop evaluation show (see appendix 3), participants did not feel confident that issues concerning indicators had been sufficiently clarified and resolved. One possible reason for this is that indicators for peace-related work are inherently difficult to specify. Moreover, the peacebuilding roles that women's organisations have set themselves are broad, complex, and long-term, making them difficult to measure in terms that mainstream M&E practitioners would accept as 'objective'. The issue of how to translate intuition into indicators needs further reflection.

3.3 Issues and Challenges

Participants to the workshop expressed a number of doubts and questions in response to standard, mainstream conflict and peace assessment. The following comments reflect their discussions.

Snapshot Analysis versus Organic Understanding

Some participants expressed difficulty with the idea of carrying out a systematic analysis of conflict, to be used as a basis for planning. Any analysis, no matter how comprehensive, will have limitations, since it will inevitably exclude some possible perspectives. How do we know that we have located and involved all the possible actors to share the analysis? How do we know that they are being completely open? In short, how do we know that our analysis is a sound basis for planning our activities?

A further difficulty is that analysis inevitably oversimplifies a situation that is inherently complex. Indeed, complexity is in fact one of the major features of many situations of violent conflict, and this is one reason why many conflicts are difficult to resolve. Oversimplifying can be dangerous, as it can lead to one-track solutions and blind us to other things that really need to change.

Instead of drawing up an analysis and then proceeding to plan and implement activities, perhaps we should allow our understanding to grow, alongside our practice, in a more organic fashion.

Whose Frameworks?

Peace and Conflict Impact Assessment emerges from the work of international agencies that are keen to establish the worth and effectiveness of their work in addressing violent conflict. How replicable are these approaches for local organisations - that may perhaps be more familiar with the situation - and for different types of organisation, such as women's peace groups or human rights monitors?

It has already been noted that conflict assessment has been more successful in generating analysis of the context than in enabling agencies to measure the impact of their work - a gap that the 'conflict-sensitive development' approach has attempted to fill. Other difficulties concern the issue of identifying conflict actors.

Internal and external actors: Firstly, the frameworks and tools so far developed focus on the local environment when seeking out the factors that support or undermine violence. They pay less attention to external actors, and often ignore the impact of global trends on

conflict. Most conflicts are shaped by a combination of internal factors, such as unequal sharing of power between different national communities, and external influences such as the exploitation of a country's natural resources by transnational businesses. Focusing only on the external factors implies that local perpetrators of violence can act with impunity. On the other hand, focusing only on the internal factors perpetuates negative stereotypes by implying that the 'fault' lies with the societies that are being torn apart by violence. When vital parts of the analysis are missed out, the outcomes are bound to have limited effectiveness.

Both internal and external actors need to be acknowledged, if accusations of biased interpretations are to be avoided.

Visible and invisible actors: Secondly, PCIA frameworks identify conflict actors who are directly and visibly involved in fighting, in politics, or in war economies. They pay less attention to those who provide these direct actors with political, financial or moral support. They also ignore those who do not address the suffering that war causes. Moreover, they tend to overlook how the behaviour of ordinary people contributes to war or peace at the local level - the roles of women and young people are particularly noted by their absence in many conflict analyses. It is important that the analysis of conflict should include these less visible actors.

Reducing Subjectivity: the Advantages and Disadvantages of Participatory Approaches

Many of the problems of bias and subjectivity in interpreting evidence mentioned above can be avoided if a participatory approach is adopted. Any conflict analysis is bound to be subjective, but the subjectivity can be reduced by consulting a wide range of sources – different types of organisations, a mix of local people and outsiders, representatives of different interest groups including women and young people. There are a number of reasons why a broad and participatory approach is recommended, for example:

- bringing in the perspectives of a number of different actors will give a more comprehensive and accurate picture
- those people who participate in carrying out a conflict analysis may find that their understanding is transformed and their strategies are more effective
- these benefits can be acquired by a wider group of people
- local people are well-informed and have their own analysis; they observe indicators on a daily basis and information circulates fast
- some issues will be highly sensitive, and outsiders may not have sufficiently detailed knowledge to interpret them
- public debate also reduces risk to individuals

However, participatory analysis may also have disadvantages. Local people often have a mass of information, but an outsider may be better able to synthesise information and read between the lines. Moreover, some of the sharper political commentary may not be forthcoming from local people, for whom this sort of analysis is too sensitive or risky. This suggests that a dialogue between internal and external actors is probably the most valuable and productive approach to analysing the context and how it is evolving.

Box 10: Save Somali Women and Children (SSWC), Somalia

The war in Somalia began in 1990. SSWC was formed in Nairobi, Kenya, in 1992 to respond to the needs of women and children. It was the first Somali organisation to include members from every clan. Programmes were established in Mogadishu for building schools, feeding children, and empowering women by offering childcare while the women received skills training. While some women joined in positively, others took the view that working in the public domain was for men. SSWC undertook a campaign against Female Genital Mutilation (FGM), highlighting the negative impacts of the practice on women's health to doctors, mothers and religious leaders. The incidence of FGM is now down by 7%, and has reportedly become unusual among Somalis in the diaspora.

During the formation of the Transitional National Government (TNG) at the Arte Peace Conference (Djibouti), a group of 35 women activists (one of these being the founder of SSWC) decided to form a 'Sixth Clan' made up of women drawn from across the five main Somali clans. This happened against the background of women being consistently ignored in peace conferences, and in some cases fearing to attend meetings because of threats from men. The Sixth Clan embodies the idea that women participate in political life because of their commitment to promoting peace rather than with the aim of advancing their own clan or sectoral interests. While the idea of women participating in politics has been difficult for Somalis to accept, their numbers have been slowly growing and they have been able to demonstrate their value. In the 2004 National Parliament, it was agreed that out of 275 seats, 33 or 12 % would be reserved for women. To achieve this, women adopted non-violent methods - behaving in ways that won the trust of the religious leaders and by wearing veils, and building on their traditions of song, dance and poetry to appeal to men's emotions. Some women withheld sexual services from their men until they accepted their participation. These methods enabled women to attend and participate in meetings with confidence.

Somali women now want to expand the Sixth Clan internationally in order to build women's confidence and demonstrate – to women as well as men – that women should be valued for their contribution to public life. In this, they have the support of the international community, but it is not yet clear that Somali men will allow women to share power with them. Given the absence of a permanent government in Somalia before October 2004, women have run security risks by attempting to participate in politics and raise their voices.

Source: London workshop presentation – July 2004

Box 11: Isis-WICCE, Uganda

Isis-WICCE is an international women's resource centre that was started in Geneva in 1974 as an information and dissemination resource for women. It later split into three autonomous offices: in Santiago, Manila and Kampala. Isis-WICCE established its offices in Kampala, Uganda in 1993. Uganda was chosen as the home for Isis-WICCE in Africa because of the government's gender-sensitive policies and because a strong women's civil society already existed. The move to Africa was meant to enable the organisation to tap the voices and concerns of African women and avail them to the women's movement outside the continent and vice versa. The activities of the Kampala office cover the Great Lakes region, although considerable work is done outside this area. Isis-WICCE shares information with over 2000 individuals, institutions and networks worldwide.

Isis-WICCE's main focus of activity is giving women information and a voice in the struggle against violations of women's human rights in situations of armed conflict. At the Ugandan level, the organisation has worked in the northern, western, central and eastern regions, looking at sustainable peacebuilding in terms of building relationships across ethnic divides, as well as strengthening women's leadership and participation.

At the regional and international level, Isis-WICCE carries out training for women in human rights, International Humanitarian Law, trauma management, documentation of violations of women's human rights, and advocacy. The organisation also documents women's peacebuilding projects and training initiatives.

In the Great Lakes region, Isis-WICCE's Women's Building Peace project organises three-year training and exchange visits for twenty eight women from seven countries of the Great Lakes Region, enabling them to understand the dynamics of each others' conflicts better. Isis-WICCE also operates at the international level, linking women from conflict-ridden countries on different continents to develop an understanding of war as a global problem, and encourage the development and sharing of unique survival strategies. The organisation also trains women in peacebuilding based on the respect for human rights as well as women's leadership and participation.

How do we Assess our Effectiveness as an Organisation?

How does an organisation assess its contribution to a process in which many other actors are involved? How can it identify how its contribution differs from others'? Possible alternatives are:

- a strategic assessment - assessing the impact of a related group of organisations, rather than that of an individual organisation
- a peer review, in which a group of similar organisations share their experiences and opinions with each other

Both of these alternatives may pose difficulties, especially if people are unwilling to share information openly and if there is competition amongst agencies for donor resources. However, collaboration may bring benefits that overshadow this disadvantage, and may lead to better results and a peace that is more durable. As a workshop participant from Uganda put it: *in peace work we cannot afford to work in isolation.*

3.4 Summary

Just as mainstream frameworks for conflict transformation have failed to acknowledge the multiple dimensions of what women actually do, so standard peace and conflict impact assessment frameworks appear to fall short of being able to capture this complexity. Workshop participants appreciated many aspects of the mainstream frameworks, especially those tools that enable them to analyse and strategise more effectively and to strengthen their advocacy and strategic alliances as a result. Yet the critique they presented of these frameworks goes beyond pointing out the lack of gendered indicators. In essence, standard frameworks have emerged from a particular type of *malestream* organisation, and do not necessarily respond to the 'alternative' organisational culture that many women's organisations consciously seek to establish. In future there is a need to mix approaches, seeking a middle ground in which current models can be more effectively engendered, as well as bringing more systematised approaches and tools into the practice of women's organisations. This middle ground would enable more consistent sharing and networking between different types of organisations working towards peace, as well as helping to develop a shared *language* between women's organisations and their potential donors.

Appendix

Appendix 1: Workshop Agenda

Women Building Peace: Sharing Know-How, Phase II: Assessing Impact
July 25-30 London

Workshop Objectives

- To provide a space for 12 women practitioners and experts from Africa, South Asia, South America and the Middle East to share their peacebuilding activities including strategies, challenges and methodologies
- To engage the participants in a dialogue with resource persons to better understand women's peacebuilding work and its impact. Critical questions will include - How do women assess the impact of their peacebuilding activities? What strategies do they use for monitoring and evaluation? How is this factored into their planning? What challenges do they face in doing this? What lessons do they learn? What tools could be used to improve their current practice?
- To develop a set of qualitative and quantitative indicators that women peacebuilding practitioners can draw on as a template for assessing the impact of their work
- Discuss the potential design of a research project that will examine the human cost of peacebuilding to women. Critical questions will include ` what should be the focus of the research? Who should be involved? What should be the timeframe? What should be the product/s? What methodologies would be appropriate?

Programme

Day I Sunday 25

1:00 pm

Arrival, Registration and Lunch

3:00 pm

Welcome and Introduction to the Programme

- quick round of introductions of all present
- brief introduction to G+PB programme
- introduction to workshop programme
- objectives for the afternoon

Ancil Adrian-Paul, Manager, G+PB

3:15 – 5:30 pm

Introduction to concepts – Planning, monitoring, evaluation etc

Judy El Bushra (external facilitator)

Day II Monday 26

7:00 – 8:30 am

Networking Breakfast (Euston Plaza Hotel)

9:00 – 9:30 am

Welcome and introduction to participants

- introduction of Sue (AAP)
- introduction of all
- presentation of information on IA
- welcome to all participants

Sue McCready, Chief Operating Officer, IA

9:30 – 10:30 am

Panel Presentations on women's projects

10:30 – 11:00 am

Discussion

11:00 – 11:30 am

Break

11:30 – 12:30 pm

Panel Presentations on women's projects

12:30 – 13:00 pm

Discussion

| | |
|------------------|---|
| 13:00 – 14:00 pm | Lunch |
| 14:00 - 15:00 pm | Panel Presentations on women's projects |
| 15:00 - 15:30 pm | Discussion |
| 15:30 - 16:00 pm | Break |
| 16:00 - 17:00 pm | Panel Presentations |
| 17:00 – 17:30 pm | Discussion |
| 17:30pm | Close |

Day III Tuesday 27

| | |
|------------------|---|
| 7:00 – 8:30 am | Networking Breakfast (Euston Plaza Hotel) |
| 9:00 – 9:30 am | Feedback from Day 1 <i>Judy El Bushra (independent consultant)</i> |
| 9:30 – 10:30 am | Presentation on Tools and Methodologies Conflict Sensitive Monitoring & Evaluation <i>Andrew Sherriff, Manager, IA Dev+PB programme</i> |
| 10:30 – 11:00 am | Discussion |
| 11:00 – 11:20 am | Break |
| 11:20 – 13:00 pm | Presentation on Tools of Analysis <i>Judy El Bushra (independent consultant)</i> |
| 13:00 – 13:30 | Discussion |
| 13:30 – 14:30 pm | Lunch |
| 14:30 - 15:30 pm | Gender dimensions of Tools and methodologies <i>Scilla Elworthy (Director of Peace Direct)</i> <i>Inge Relph (external consultant)</i> |
| 15:30 - 16:30pm | Gender dimensions continued |
| 16:30 - 17:30 pm | Feedback & Discussion <i>Inge Relph (former Chair of WOMANKIND)</i> |
| 17:30 | Close |
| 19:00 | <i>International Alert hospitality dinner for all participants</i> |

Day IV Wednesday 28

| | |
|------------------|---|
| 7:00 – 8:30 am | Networking Breakfast (Euston Plaza Hotel) |
| 9:00 – 9:30 am | Feedback and objectives for the day <i>Judy El Bushra (independent consultant)</i> |
| 9:30 – 12:00pm | Working groups (3 groups of 4 each) Participants divide into 3 groups Task: In your groups of 4 engage in the following: <ul style="list-style-type: none"> • discuss which of your various 4 projects to choose • develop at least 5 qualitative and 5 quantitative indicators for the assessment of the impact of the project chosen • on the flip chart paper that you are provided name the project & list the indicators |
| 12:00 – 13:00 pm | Presentation and discussion (Groups 1 + 2 – 15 mins each) |
| 13:00 - 14:00 pm | Lunch |
| 14:00 – 14:30 pm | Presentation and discussion (Group 3) |
| 14:30 | <i>Close of Phase II Women Building Peace: Assessing Impact</i> |

Appendix 3: Workshop Evaluation

Evaluation of Women Building Peace: Assessing Impact Workshop July 25-30 London

Q. What things did you particularly like about the workshop?

- I liked everything and every part of our workshop, but I particularly liked the Toolkit.
- The atmosphere, warmth and creativity, and the fact that every participant could initiate discussion on every topic.
- A better understanding of analysis and impact assessment of women's peace-building work. In addition, the Toolkit and its discussion were quite invigorating.
- The interaction between participants was a very enriching experience.
- I liked very much the use of UN Resolution 1325 as a toolkit.
- The open and conducive atmosphere that allowed for constructive dialogue and sharing.

Q. Was the information provided useful to your work?

- Yes, of course.
- Women have similar problems in quite different countries and contexts; conflict affects different societies in a similar way.
- Extremely useful.
- Yes, indeed very useful and relevant to my work.
- All information was very useful for my work or future work.
- Definitely, expansive and offering a base to build on for future work.

Q. What things could be improved on if Alert were to organise a similar workshop?

- To use films, pictures, to organise role-play.
- More time- especially the difficult issues of indicators could have been much better understood if we had more time.
- It was enough.
- Try to include representatives from donor and policy-making organisation for a balanced dialogue.

Q. Was the organisation of the workshop to your liking? Do you have any suggestions for improvement?

- Yes, it is great.
- It was good. If possible, try to use more interactive methods in the future.
- Yes. Not really- our suggestions from the Oxfordshire meeting were taken into consideration and we appreciate that.
- Yes. Next time show participants around.
- It was very useful. Although, if the group could develop as a network under Alert and could work jointly, it would make sense.
- I have no complaints but maybe more time for discourse.

Q. What did you think of the facilitation? Was it good?

- The facilitation is good and it is not boring.
- It was good but sometimes it could be more emotional and energetic.
- It was fine, but I would appreciate it if tasks were explained the tasks more clearly before group work.
- Yes. This is a very good facilitation. It is so participatory and explanatory.
- Excellent.
- Effective and clear.

Q. What gaps still exist which you would have liked more time on?

- I would like to know more information about concrete tools.
- How women's NGOs can effectively interact and influence officials.
- I will need to polish further my understanding of using the log frame, especially developing the different indicators.
- The logical framework and indicators in particular!
- It is good enough.
- I feel that it would be more effective to send out materials in advance to allow effective assimilation before the workshops.

Q. How will you share this information with your colleagues when you return home?

- I will talk about this workshop in our meetings and I am going to share the materials among the meetings' participants.
- I shall inform members of my NGO and NGOs club in Sukhumi. I also will prepare an article and a TV interview (if possible).
- I will share the info with my colleagues when I get home during our weekly staff meeting.
- I will further share some of the information in the toolkit with our network.
- I will use info from the toolkit during the training we will give to women at the end of August.
- Organise meetings and workshops.
- I will organise one meeting among women activists and share them, how they can adopt it and which they like more. Another, if I could get time to go to ESCAP meeting at that time I am willing to organise one meeting there to highlight this work.
- Written report and verbal presentations including making copies of the publications for dissemination to our trainers.

Appendix 4: Logical Frameworks

Logical frameworks have become an important tool in PME. Adopted most notably by official donors, logical frameworks (log frames) have become a standard tool for planning, assessing, monitoring and evaluating projects. They are particularly important for large projects with several components and need to be co-ordinated and focused on a common outcome. Log frames require project planners to think deeply about what they are trying to achieve, and whether this can be matched with the resources available, before they start work. They reflect the fact that development projects can have a variety of different types of goals and outcomes, some immediate, practical and measurable, and others more distant and abstract, and more dependent on context and on other actors.

| | Narrative | Indicators | Means of verification | Risks and assumptions |
|------------|-----------|------------|-----------------------|-----------------------|
| Goal | | | | |
| Purpose | | | | |
| Outputs | | | | |
| Activities | Resources | | | |

Log frames have helped to facilitate relationships between official donor agencies and their partners, and have helped ensure that projects are held to account for translating resources into tangible benefits. However, many of those who are obliged to present them find the process and the terminology difficult to understand. They have been criticised for seeming to represent the cultural dominance of donor institutions, since they require a logic that is often quite at odds with the logic of grass-roots organisations engaged in peacebuilding. Some agencies however have attempted to develop alternative, participatory methods in which illiterate communities, using a series of questions, construct log frames and discussions that cover the same ground as log frames.

Appendix 5: Inclusive Security: Sustainable Peace – A Toolkit for Advocacy and Action

As a contribution to the practical context-specific implementation of resolution 1325, International Alert, in collaboration with the US based organisation, Women Waging Peace, has over an eighteen month period, produced and launched the resource – *Inclusive Security - Sustainable Peace: A Toolkit for Advocacy and Action* (November 2004).

The Toolkit

The Toolkit is based on the principle that conflict prevention, resolution, and reconstruction issues vary significantly across regions and cultures. There is no “one size fits all” approach that can be taken by the international community or local populations to promote and sustain peace. However, conflict-affected societies do share common characteristics and problems that peace processes seek to address and resolve. In many instances, the international community takes the lead in providing guidance, expertise, and resources to national authorities, but the approaches taken often fail to recognise the experiences, capacities, and concerns of women.

The Toolkit's creation was motivated by the needs of women who, despite their achievements, have limited access to international processes. It seeks to highlight the roles and contributions of these women at the regional, national and local levels who are breaking new ground in peacemaking and reconstruction. In the Toolkit, International Alert and Women Waging Peace have sought to provide examples of women's efforts from around the world.

As a user- friendly resource, the Toolkit aims to provide clear, simple, but not simplistic information. In this process, it unpacks and extends UN Security Council Resolution 1325 and covers issues conflict parties deal with in pre, during and post conflict scenarios. The Toolkit, framed within current approaches such as conflict transformation and human security that currently govern conflict, peace and security issues aims to:

Provide critical information, strategies, and approaches on key peace and security issues;

- Bridge the divide between the realities of peace activists in conflict, post-conflict, or transition areas, and international practitioners and policymakers with responsibility for designing and implementing programmes in these contexts;
- Present issues in a user-friendly manner and demystify the “policy speak” and terminology used by the international community;
- Relate the issues to women's experiences, highlighting how women are affected and how they contribute to core peacemaking, peacebuilding, and security processes;
- Highlight practical examples of women's contributions and offer concrete, “doable” ideas for advocacy and strategic action; and
- Provide information on international human rights agreements and policies, which promote the integration of women's human rights issues into all policies, programmes and processes that affect women's peace and security.

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Useful Websites

International Alert <http://www.international-alert.org/>

The ELDIS Gateway to Development Information, Participatory Monitoring and Evaluation
<http://www.eldis.org/participation/pme/index.htm>

M and E News <http://www.mande.co.uk/>

PCIA – Peace and Conflict Impact Assessment
http://www.bellanet.org/pcia/index.cfm?fuseaction=doc_main

INCORE International Conflict Research Policy and Evaluation Unit
<http://www.incore.ulst.ac.uk/policy/>

Field Diplomacy Initiative, Belgium
<http://www.fielddiplomacy.be>

International Development and Research Centre, Peacebuilding and Reconstruction Programme
PCIA, http://web.idrc.ca/en/ev-25671-201-1-DO_TOPIC.html

Berghof Research Centre for Constructive Conflict Management <http://www.berghof-center.org/english.htm>

Responding to Conflict <http://www.respond.org/>

GTZ Mainstreaming Participation <http://www.gtz.de/participation/english/>

Endnotes

1. <<http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>> accessed 23.05.05
2. < <http://www.acdi-cida.gc.ca/peace>> accessed 23.05.05
3. Women Building Peace: Sharing Know How, International Alert, London, page 33
4. See <http://www.eldis.org/cf/search/disp/docdisplay.cfm?doc=DOC12821&resource=f1> for UNIFEM's feedback to the World Bank.

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