

Peace and Conflict Impact Assessment (PCIA) of the Swiss Angola Programme

Assessment Report



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List of Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APOLO	Appuis aux Organisations Locales : SDC project in Huambo
CAP	Consolidated Appeal Process
CCG	Center for Common Ground: International NGO, Partner of SDC
COIEPA	Comité Intereclésial Para a Paz em Angola: Peace network of Angolan churches: partner of PD IV
COOF	Coordination Office of SDC
CCA	Common Country Assessment: Annual context analysis provided by the UN system
COPRET	Conflict Prevention and Transformation: SDC “Fachsektion” in Berne
DAC/OECD	Development Assistance Committee of the Organisation of Economic Cooperation and Development
IDPs	Internally Displaced Persons
DW	Development Workshop: International NGO, Partner of SDC
FAST	Frühanalyse von Spannungen und Tatsachenermittlung: swisspeace Early Warning Unit
FES	Friedrich Ebert Stiftung: German party foundation, Partner of PD IV
KOFF	Kompetenzzentrum Friedensförderung, swisspeace project: Center for Peacebuilding
LCPP	Local Capacities for Peace Project
MERV	Monitoring Entwicklungsrelevanter Veränderungen, SDC’s internal monitoring and Early Warning tool.
MPD	Mulher, Paz e Desenvolvimento: local NGO partner of SDC
OCHA	UN Office for the Coordination of Humanitarian Affairs
PCIA	Peace and Conflict Impact Assessment
PD IV	Political Affairs Division IV, Swiss Federal Department of Foreign Affairs
SDC	Swiss Agency for Development and Cooperation
RISC	Réhabilitation d’Infrastructures Socio-Communautaires à Huambo: SDC Project in Huambo
Swisspeace	swisspeace – Swiss Peace Foundation
TORs	Terms of Reference
UN	United Nations
UNITA	União Nacional para a Independência Total de Angola

WATSAN Water and Sanitation (Projects)

Executive Summary

The Swiss Agency for Development and Cooperation (SDC) has started to work in Angola in 1995 with a humanitarian programme. In the light of the changing situation in Angola after the death of Jonas Savimbi in February and the signing of a cease-fire agreement in April 2002, SDC decided to conduct a Peace and Conflict Impact Assessment (PCIA) of its programme. The PCIA has been jointly prepared by SDC (COPRET, Angola desk, COOF) and swisspeace as contracting agency with consultation of the Political Affairs Division IV of the Swiss Federal Department of Foreign Affairs (PD IV), which launched its peacebuilding programme in Angola in 2001.

The objective of the “Peace and Conflict Impact Assessment” (PCIA) was to assess the relevance of the Swiss Angola programme and its three sectors (social sector; food security sector; peace promotion sector) with regard to the changing conflict context and to identify possible options for SDC’s and PD IV’s projects to further enhance their contribution to peacebuilding in Angola.

The purpose of the PCIA was to assess SDC’s humanitarian projects (food security and social sector) along “Do No Harm” criteria, identify their peace potential, enhance SDC staff’s and partners’ awareness of peace and conflict issues, assess peace projects (SDC and PD IV) along relevance and coherence criteria and give recommendations for future programming as well as for the forthcoming evaluation of SDC’s programme.

The assessment team used a qualitative approach based on a participatory, utilization focused, process-orientated methodology and swisspeace developed a specific set of assessment criteria for a humanitarian PCIA.

From the context analysis of the current situation in Angola it became clear that from a peacebuilding perspective the main focus of activities in the short-term must lie on the prevention of violent conflict on the local and provincial level that could be sparked by the dire humanitarian situation and tremendous challenges stemming from the social and economic reintegration of millions of refugees, IDPs, and ex-combatants. In the medium to long-term perspective it is necessary to now start giving a contribution to the development of just, participatory and sustainable structures as a means of democratisation to ensure long-term peacebuilding.

In line with the context analysis the main findings are:

1. The overall Swiss Angola programme (SDC and PD IV) is of high relevance for peacebuilding in Angola because it addresses the existing needs of different target groups and has a high potential for contributing both to short-term conflict mitigation and the development of just, participatory and sustainable structures in the medium to long-term.
2. The humanitarian projects are not equally effective for contributing to peacebuilding in their present set-up. Planning processes are generally weak and lack a context and stakeholder analysis. Only few partners are already implementing a participatory development-oriented relief or rehabilitation approach with a “Do-no-harm” perspective. This approach is considered necessary for humanitarian interventions to effectively contribute to peacebuilding.

The main recommendations are:

1. SDC should move from a relief approach to a development-oriented rehabilitation approach.
2. Issues like unjust resource allocation, corruption, and lack of transparency in Angola should feature more prominently in the overall Swiss programme – especially on an international level.
3. SDC's cross-cutting issues (advocacy and empowerment) need to be better defined and integrated into the implementation of the specific projects.
4. The geographical focus of the programme should be also strengthened.
5. Coordination, transparency and information sharing with donors and partner organisations should be enhanced.
6. Planning methodologies and processes need to be improved.

1. Assessment Background

1.1 Background to the Swiss Programme

After the peace accord of Lusaka in 1994, the Swiss Agency for Development and Cooperation (SDC) reinforced its activities in Angola. SDC works in Angola since 1995 and has carried out an emergency humanitarian assistance and social and community infrastructure rehabilitation programme in partnership with various national and international organisations. Until mid 1998, the main programme was focussed on the opening of communication tracks for agriculture and small commerce in the southern Planalto of Huambo. Unfortunately, due to deteriorating security, the Programme "Pontes para a paz" (Bridges for Peace) had to be suspended.

Since mid January 1999 SDC's potential in construction and logistic is used in favour of the tens of thousands of displaced persons within the perimeter of Huambo.

Today, SDC programme in Angola is composed of three intervention sectors:

- **social sector**, comprising activities in the areas of health, water and sanitation as well as education
- **food security**, particularly the funding of emergency assistance food items and powdered milk for children and the sick
- **peace promotion**, involved in training and awareness programmes on the peaceful resolution of conflicts and civil society empowerment programmes

The operational peacebuilding programme of the Political Affairs Division IV (PD IV) started in 2001 with the support of COIEPA, the Angolan churches' committee for peace. Today's programme focuses on three intervention levels:

- **Track 1:** support of the **electoral and constitutional reform** process via the activities of the Friedrich Ebert Stiftung.
- **Track 1.5:** contribution to **good governance** and the fight against corruption by fostering transparency and responsibility of the Swiss private sector, mainly within the framework of the UN-sponsored Global Compact initiative.
- **Track 2:** support of **civil society and media organisations** (via support of COIEPA and the "Expansion of Radio Ecclesia Radio Signal" project)

The entire Swiss programme therefore is comprised out of SDC's and PD IV programmes resulting in three sectors of activities: Social sector, food security and peacebuilding (SDC's peace promotion sector and PD IV's peacebuilding programme) with a total annual budget of about 7.5 Mio Swiss Francs (SDC: 7 Mio; PD IV 0.5 Mio).

1.2 Objectives and purpose of the assessment

The objective of the "Peace and Conflict Impact Assessment" (PCIA)¹ was to assess the relevance of the Swiss Angola programme and its three sectors with regard to the changing conflict context and to identify possible options for SDC's and PD IV's projects to further enhance their contribution to reconciliation and peacebuilding in Angola.

The purpose of the PCIA was to assess SDC's humanitarian programmes (social sector and food security sector) along "Do No Harm" criteria, identify their peace potential, enhance SDC staff's and

¹ The terminology "Peace and Conflict Impact Assessment" is not correct, as this PCIA is not measuring the impact but other criteria. However, it has been agreed between SDC (COPRET) and swisspeace to nevertheless use this terminology as it is being used currently by most organisations.

partners' awareness of peace and conflict issues, assess the peace projects (SDC and PD IV) along relevance and coherence criteria and give recommendations on future programming as well as to the forthcoming evaluation of SDC's Angola programme.²

1.3 Assessment methodology and process

“A peace and conflict impact assessment” (PCIA) is a tool with the objective to improve the design, conduct and evaluation of development and humanitarian work in conflict-prone areas and provide a means for assessing their potential for peacebuilding.³ Programmes are being assessed with the help of specific criteria that up to date vary almost in each PCIA as they depend on the specific objective of each single PCIA.⁴ A PCIA is therefore not an evaluation! Nevertheless some methodologies that are applied for evaluations can also be used for PCIA's.

The PCIA team used a qualitative approach applying the following participatory, utilization focused, and process-orientated methodologies:

Desk study prior and after the mission:

SDC and PD IV provided the assessment team with relevant programme and project documents. Latest research documents on the political and humanitarian situation Angola were also studied prior to the mission. Additional documents were collected and given to the team during the mission. They were then studied after the mission and incorporated into the report.

Development of assessment criteria

Specific criteria for the assessment of the peace potential of the programme have been developed on the basis of the internationally well-established ALNAP⁵ and OECD/DAC criteria for humanitarian evaluations, the “Do No Harm” checklist as developed by the “Local Capacities for Peace Project”⁶ and lessons learned and best practice on linking humanitarian aid and peacebuilding (see Annexe III for details).

Semi-structured discussions and interviews with key stakeholders

Semi-structured interviews and discussions were conducted with key actors (SDC staff, partner organisations, beneficiaries, representatives from international donors and embassies in Angola, representatives from the Angolan government and other resource persons (see Annexe III). For the interviews, a raster with a set of questions was developed by the assessment team on the basis of the assessment criteria. In addition, informal individual meetings were held with representatives from donors and civil society as well as with other resource persons.

Field and project visits

Several field and project visits were conducted, mainly in the province of Huambo (see list in Annexe V).

Awareness building in peace and conflict issues

As a means of awareness building and sensibilisation for peace and conflict issues three workshops were held (two in Luanda, one in Huambo) with SDC staff and partner organisations. Moreover, the participatory nature of the PCIA enabled the assessment team to engage in many informal discussions with core SDC staff as well as partner organisations mainly during the field visits in Huambo.

² See TORs in Annexe I.

³ First part of PCIA definition along Bush, Kenneth, A Measure of Peace, IDRC working paper 1998.

⁴ The terminology “PCIA” is therefore not correct for all PCIA's as measuring “impact” is not always the objective of PCIA's, see also footnote No. 1.

⁵ SDC is also member of the ALNAP network.

⁶ See definition and weblinks in Annexe III.

Participatory analysis of peace and conflict context

During the above mentioned workshops and in all interviews the main problems, challenges and opportunities in Angola after the war were identified and discussed by the participants and interviewees. These results and answers form the basis for the context analysis in chapter 2.

The assessment mission followed the following process:

A participatory approach was considered crucial for all phases of the assessment. Therefore, the preparation, implementation and follow up of the assessment was/will be undertaken as a joint effort of SDC (Angola desk, COPRET, COOF), and swisspeace in consultation with PD IV. All relevant stakeholders including partners and beneficiaries of SDC's programme were involved in the data collection.

The mission was prepared in Berne/Switzerland and in Angola by the COOF. Interviews, discussions and field visits have been carried out in Angola from October 15 – 27 2002. The mission was accompanied by different awareness building workshops and meetings in Luanda and Huambo. Preliminary findings of the assessment were presented and discussed in two separate workshops with SDC staff and the partner organisations in Luanda on October 25. The two meetings were followed by an additional meeting with core SDC staff at the same day where a short-term action plan for the immediate follow up of the mission's recommendations was jointly developed by the COOF and swisspeace.⁷

The in-country phase (October 15-27) was followed by the analysis of the gained information results along the assessment criteria and by draft reporting. The draft report was commented by the COOF in Angola, SDC in Bern and PD IV. A joint debriefing in Berne with the same stakeholders took place on December 11, followed by the final redrafting of the report. Moreover, the methodological findings were presented at a PCIA workshop of COPRET/SDC on December 13, 2002.

1.4 Assessment Team

The composition of the team was mixed in gender, discipline and outside/inside perspectives and was comprised out of four members:

- a senior peacebuilding expert: Dr. Thania Paffenholz (team leader), swisspeace
- a conflict researcher with Angola expertise: Roland Dittli, swisspeace
- a national consultant to provide the cultural lens: Lourenço Pedro Estefanio, Angolan Baptist Church
- one staff Member from SDC to provide the institutional lens and focus on PCIA methodologies:
Nathalie
Sémoroz, SDC Berne (Department for humanitarian aid & SHA, Division Africa)

Moreover, the core programme staff of the COOF in Angola, Jean-Michel Jordan (coordinator), Arnold Furrer, Daniel Kubioka and Flavia Lazzeri accompanied the assessment team with their active participation throughout the entire mission in Angola and especially throughout the field visit to Huambo province.

⁷ See chapter 4.4.5.

1.5 Constraints

As in most cases lack of time was the single most important constraint of the mission:

1. The time planned for project visits proved to be inadequate in the light of the given amount of projects to be assessed. As a consequence not all projects could be visited on the ground. To cope with this constraint, the focus was put more on the entire programme and projects findings are used here mainly as examples within the more general findings.
2. With regard to a well-founded “Do No Harm” check of specific projects, much more time would have been needed. The application of the entire “Do No Harm” checklist (set of questions as developed by the LCPP project⁸) to the humanitarian projects proved to be not feasible as those questions are only applicable to single projects and need adequate research time for each project. To respond to this constraint, the mission focussed more on the participatory assessment of the peace potential of the Swiss Angola programme. Nevertheless, the “Do No Harm” check could be integrated into the assessment criteria and the raster of interview questions and could thereby be used for the assessment of the peace potential.⁹

⁸ see the Local Capacities for Peace Project’s homepage at <http://www.cdainc.com/lcpp-index.htm> and Annexe IV, “Indications” for Assessing Aid’s Impacts on Conflict.

⁹ See Annexe III.

2. Conflict and Peace Context Analysis¹⁰

2.1 Current Situation

The death of UNITA leader Jonas Savimbi in February 2002 opened a window of opportunity to finally end the almost three decades of on-and-off civil strife in war-torn Angola. Both warring parties signed a ceasefire agreement on April 4. As a consequence UNITA's military wing subsequently dissolved and 5000 UNITA soldiers were integrated into Angola's armed and police forces and the rest including their families were assembled in so called quartering areas as a first step of a process of disarmament, demobilisation and reintegration. Furthermore, both parties agreed to implement outstanding issues of the Lusaka protocol of 1994 and UNITA has made considerable progress on its way of re-unification and reintegration into the party political landscape of Angola.

At present Angola is, therefore, in a crucial phase of transition. The ceasefire holds since more than 6 months and a relapse into renewed large-scale civil war seems to be rather unlikely. In Huambo province¹¹ this new situation brought tremendous improvements for the flow of goods and the movement of people. Indeed, there prevails a positive feeling that peace is here to stay this time around.

However, as the victorious party from the war, the government of Angola so far shows little inclination to transform the current absence of violence into a real peace process. The military offensive against separatist Cabindan rebels has recently intensified and almost all interview partners deplored the government's obvious lack of willingness and commitment to tackle the underlying causes for the Angolan conflict and to move decisively towards a peaceful and prosperous future for the country's population.

Meanwhile, there is a tremendous caseload of duties and issues to be tackled in the process of consolidating peace and the social, economic and political reconstruction of Angola. In order to get the stakeholders' views, all interviewees and workshop participants were asked to identify the current core problems and main challenges for present day Angola. The following chapter summarises and clusters the results and answers:

2.2 Core Problems and main challenges in Angola after the war

- The humanitarian conditions of the majority of the Angolan population is a major humanitarian catastrophe. There is a massive lack of food, clean water, seeds and agricultural tools.¹²
- The social and economic reintegration and resettlement of former UNITA combatants and their families (380'000 people), the more than 4 million IDPs and almost 500'000 refugees. This issue bears a high potential for violent conflict on the local level, even more so because there is a complete lack of constructive reintegration concepts on all levels and no integrative concepts that would link the question of reintegration and resettlement with other crucial issues like land, local infrastructure or reconciliation. Currently UNITA fighters are still in a quiet waiting position, however this can change soon if no clear signals with regard to the forthcoming process are coming from the government.

¹⁰ It is not the objective of this PICA to provide an in-depth context analysis of Angola as this has been done within other studies and reports. For an in-depth actual study see: UN Common Country Assessment for Angola. The analysis of core problems, main challenges and opportunities in Angola after the war as being identified and discussed by the participations of workshops and interviewees form the basis for the context analysis.

¹¹ SDCs main geographical focus area.

¹² For the link between humanitarian needs and peacebuilding see: Burton, John (ed.), Conflict. Human needs Theory, Houndsmill 1990.

- On the level of the Angolan society there remains a deep polarisation, widespread mistrust and destroyed social solidarity networks due to the long-standing war. There is also a lack of reconciliation on all levels.
- Lack of good governance on all levels, corruption and unjust resource allocation:
There is neither a working separation of powers nor functioning institutions in place that would be capable to counteract the widespread corruption and organised looting of Angola's rich national resources (oil and diamonds) by the country's current elite. There is no visible effort made by the government to correct the unjust resource allocation. In addition the total absence of transparency around oil revenues enables the elite to continue the organised looting of the country's natural resources.

There is also a danger that the government and the UNITA leadership will strike a deal to let UNITA elites participate in the oil revenue thus leading to a stabilisation of the unjust and undemocratic political system.

Furthermore, provincial and local governments are not yet democratically elected and there is a weak sense of governmental responsibility on all levels. In addition, institutional capacity in the public administration has been continuously eroded since the early 1990s.

- Weak civil society to counteract the government's policy: Civil Society organisations, though numerous, remain very weak. Their funding remains largely dependent on foreign donors. There is an enormous lack of institutional and structural capacities in most organisations, a fact, which can partly be attributed to most donor's activity driven approach instead of an institutional capacity building approach. Civil society organisations will have great difficulties to positively impact the forthcoming political, economic and social processes unless they are enabled to develop strong, representative, and effective organisational structures.
- Lack of many fundamental democratic rights such as freedom of expression including freedom of the press is an additional factor that contributes to bad governance and is not supportive to the development of a stronger civil society.
- Lack of basic infrastructure and services such as education or health care, especially outside the provincial capitals.

The above listed core problems, especially the dire humanitarian situation and the lack of constructive concepts for social and economic reintegration of displaced persons and ex-combatants, have a high potential for violence escalation in the short to medium term especially on the local and provincial level. This potential is aggravated by the following factors:

- The weak conflict coping mechanisms on the local level (administration, traditional systems)
- The big amount of arms, which are still easily accessible for individuals and groups
- The lack of information – especially in the provinces - creating insecurity about a future perspective
- Insecurity about land tenure rights
- The possible emergence of banditry

2.3 Main opportunities in Angola after the war

However, there are also different opportunities for further consolidating peace in Angola:

War fatigue: The biggest opportunity in Angola after the war is the willingness of the people of Angola to live in peace and to never return back to war.

The commitment of UNITA to reintegrate into normal life: UNITA fighters seem to be very ready to reintegrate into life and are not expecting huge financial contributions by the government to support this process. However, they want a political recognition as ex-fighters as a precondition for future regulations.

Political deal on the track 1 policy level: Besides the possible negative effect of the deal between UNITA and the government on the policy level, this creates political security in the short run.

Civil society in place: Besides its weakness, the existence of civil society is also an opportunity for Angola in the medium to long-term that needs to be built up.

In addition the continued commitment of the international community to support the Angolan people and step into government responsibilities, especially on the provincial and local level, ensures the survival of major parts of the suffering Angolan population.

3. Major Findings: The need for short-term conflict mitigation and the development of just, participatory and sustainable structures in the medium to long-term

3.1. Introduction

From the conflict and peace context analysis in the previous chapter, the tremendous needs that exist on all levels in Angola become obvious. However, it is also clear that the main short-term challenge is the focus on the prevention of violent conflict on the local and provincial level. In the medium to long-term perspective it is necessary to now start giving a contribution to the development of just, participatory and sustainable structures as a means of democratisation to ensure long-term peacebuilding.

In order to further assess the potential of the Swiss programme to contribute to short-, medium and long-term peacebuilding in Angola, this chapter will present the findings of the peace and conflict assessment. The findings are clustered along the criteria as explained in chapter 1.5.

The following findings are aimed at strengthening the peace potential of the Swiss programme. Especially the humanitarian programmes are confronted with tremendous challenges in responding to the overwhelming needs of the affected population and adapting to the now changing situation from war to peace at the same time. The assessment team is aware that the humanitarian programme has had a relief focus until very recent and that the assessment criteria are setting a high standard. The findings have therefore by no means the character of an evaluation but form the basis for the recommendations in chapter 4 with the objective to strengthen the peacebuilding impact of the Swiss Angola programme.

3.2. Relevance of Swiss Angola programme with regard to peacebuilding¹³

High overall peacebuilding relevance of the Swiss Angola programme

In the light of the core problems, challenges and opportunities in Angola at present¹⁴ the overall Swiss Angola programme (SDC and PD IV) is of high relevance for peacebuilding in Angola because:

- It addresses the existing needs of the different target groups: WATSAN and health infrastructure (DW and APOLO), investment in information infrastructure (PD IV's Radio Ecclesia support)
- It has a high potential for contributing to short-term conflict mitigation (through trying to ameliorate the humanitarian situation and supporting the return and reintegration of IDPs)
- It has a high potential for contributing to just, participatory and sustainable structures in the medium to long-term (via the projects of the peace sector or DW's "community development" approach).

High peacebuilding relevance of all three sectors of the Swiss programme

The *social sector* is of crucial importance for peacebuilding as it is addressing most of the core problems of post-war Angola and has the potential to strengthen opportunities and positive trends. *Food security* for the general population forms a necessary prerequisite and in the Angolan context an important pillar for long-term stability. A focus on food security has therefore a high potential to contribute to peacebuilding.

The *peace promotion sector* (SDC and PD IV) is of high relevance. A huge need for peacebuilding and reconciliation exists on all levels of society. Together SDC's and PD IV's programmes address all three levels of peacebuilding and the chosen projects are all of high relevance to contribute to short, medium and long-term peacebuilding and democratisation in Angola.

Chosen intervention levels appropriate

According to the conflict and peace context analysis it is necessary to address peacebuilding in Angola on all levels. The interventions of the Swiss programme are therefore appropriate as they are addressing all three levels.¹⁵ Peace Promotion projects are addressing track 1 (FES), 2 (CCG, FES, Radio Ecclésia, COIEPA) and 3 (CCG, DW, Radio Ecclésia); Social Sector projects are addressing track 2 (e.g. Apolo) and 3 (e.g. DW, Apolo); Food Security projects are focussing on track 3 (WFP, milk products).

Weak international policy component

One of the core problems in Angola is the unjust resource allocation due to corruption, lack of transparency and the looting of the countries oil and diamond revenues by a small elite. The addressing of this issue on an international policy level features not prominently enough in the overall Swiss Angola programme.¹⁶

High peacebuilding relevance of SDC's cross-cutting issues

SDC programme's cross-cutting issues (advocacy; empowerment) are of high relevance with regard to giving a contribution to peacebuilding in Angola. Both advocacy for and empowerment of the affected population means giving them a voice and thereby contributing to the respect and

¹³ Relevance is being assessed for the entire programme (SDC's humanitarian projects and SDC's and PD IV's peace projects).

¹⁴ See chapter 2.

¹⁵ track 1 = political level; track 2 = organised civil society; track 3 = grassroots level.

¹⁶ PD IV's programme aims to engage the Swiss private sector to contribute more to good governance and the fight against corruption by fostering its transparency and responsibility, mainly within the framework of the UN-sponsored Global Compact initiative. Taking in account the importance of this issue for Angola's future, this activity line should be very much strengthened and expanded, see recommendations.

strengthening of fundamental democratic rights such as freedom of expression, one of the core problems in Angola.

3.3 Peacebuilding effectiveness of the humanitarian activities¹⁷

Swiss humanitarian projects are not equally effective for contributing to peacebuilding in their present set-up

Not all of SDC's project interventions are equally effective in their present set-up as only very few partners are implementing a participatory development-oriented relief and rehabilitation approach (for example DW), which contributes to peacebuilding.¹⁸

Weak definition of cross-cutting issues

Despite the high relevance of both cross cutting issues (empowerment and advocacy), their specific meaning and application within SDC's annual programme is not formulated. As a consequence the strategy for implementing empowerment and advocacy on the project level context is not sufficiently implemented.

Weak context analysis on programme and project level

Despite the existence of a Common Country Analysis (CCA) of the UN system that is provided to all Member States and other actors and the good quality of SDC's MERV¹⁹ done by the Luanda COOF and the existence of FAST²⁰, these analyses are not sufficiently integrated into programme planning.

This equally applies to the project level: Most of SDC's project proposals, from partners as well as SDC's own proposals, do not provide a context analysis of the project's target area. Some partners provide an analysis (DW, CCG). However, the analysis is not sufficiently integrated into project planning and implementation.

Absence of stakeholder analysis

A stakeholder analysis is another planning tool that contributes to a better understanding of the intervention context, facilitates the targeting of interventions and can also minimise conflict risks. Beneficiaries are identified by SDC or its partners on the project level. However, neither on programme nor project level is a stakeholder analysis carried out.

Weak planning processes

The usually short time reserved for planning does not allow for a sufficient analysis (see above), nor does it provide sufficient room for participation for beneficiaries and other relevant stakeholders that would create the necessary preconditions for ownership, empowerment and a participatory decision-making process. All of these elements are of crucial relevance for the link between humanitarian aid and peacebuilding.

3.4 Participation²¹

Participatory project planning and implementation not sufficiently practised

Some of SDCs and its partners projects in Angola work along a highly participative approach (DW; APOLO) and include beneficiaries into planning and implementation. This is a tremendous asset.

¹⁷ The assessment of effectiveness criteria with regard to the peace projects will be carried out by the programme evaluation in spring 2003.

¹⁸ See Annexe III for further explanations.

¹⁹ SDC's internal political monitoring instrument, see definition of acronyms in the beginning of the report.

²⁰ SDC's external early warning monitoring instrument, see definition of acronyms in the beginning of the report.

²¹ Limited to SDC's humanitarian projects. Participation of the peace programmes will be assessed during the evaluation in spring 2003.

This approach has a direct positive impact on the feeling of ownership among the beneficiary population and contributes also to connectedness of the programme objectives.

Other project partners'²² and also SDC's own project interventions not at all (RISC) working with a participatory project planning and implementation approach.

Lack of partner involvement into SDC programme planning

SDC's implementing partners, both international as well as local, are not consulted for programme planning, which is a common practice at SDC headquarters. Thus potential constructive contributions cannot be used and there is a danger that ownership of the programme is reduced to financial contributions.

High degree of participation and empowerment of SDC local staff

Participation and empowerment is well entrenched in the internal functioning of SDC's Angola COOF with regard to its national staff (recruitment criteria focussing more on potential than on actual abilities and qualifications, human resources development, number of Angolan project directors).

3.5 Connectedness / Sustainability of humanitarian activities²³

Connectedness is in general not sufficiently integrated on the strategic level of programming of SDC's Angola programme. Therefore the application depends on the working method and concepts of the respective partners and projects. For example DW's WATSAN project is implementing connectedness/sustainability to a high degree. The result for SDC's RISC project is mixed: on the one hand RISC aims at creating sustainable micro-enterprises as a phasing out strategy of SDC's previous construction activities in Huambo city; on the other hand it is SDC that contracts these enterprises for the implementation of certain projects and does not involve the respective target groups (administration or communities). This is likely to create a lack of connectedness. Another example is the SDC's APOLO project in Huambo with also mixed records: APOLO is not applying the concept on a consistent level: For example the cooperation contracts with the local administration is the right measure on the way to enhanced connectedness. But the fact that the local administration does often not live up to its signed commitment shows the need for further measures with regard to connectedness in order to create community ownership to hold the administration accountable. However, APOLO's new approach with one of its local partners, CAD, could be a step into the right direction.

An activity which is entirely lacking connectedness is the milk product distribution in non-emergency situations in its present set-up.

3.6 Coverage and selection of beneficiaries along "Do-no harm" criteria²⁴

Good coverage in SDC's focus areas and beneficiary selection mainly contributes to conflict mitigation

The Swiss Angola programme targets a wide range of population groups as beneficiaries. The high potential for conflict between returning IDPs, residents and residents in demobilisation camps is acknowledged. From a "Do No Harm" perspective the team did not encounter instances where a unbalanced selection of beneficiaries would have led to tensions or conflict among these groups.

One caveat is made for the RISC project in this regard: the selection of beneficiaries was made to serve as an exit strategy from SDC's former entrepreneurship activities in Huambo. Should the RISC

²² The mission decided only to give project examples where there was sufficient time to see a project in operation and not judge projects just from documents and meetings with partners.

²³ Connectedness of the peace programmes will be assessed during the evaluation in spring 2003.

²⁴ Limited to SDC's humanitarian projects. Coverage of the peace programmes will be assessed during the evaluation in spring 2003.

project be more than a mere phasing out of the former involvement in Huambo's construction business, the selection criteria of micro-companies benefiting from RISC would have to be re-evaluated.²⁵

Potential high impact through geographical focus

The geographical focus on Huambo province of most of SDC's humanitarian projects (social sector and food security sector) is considered very efficient with regard to their possible impact. Also in the light of SDC's limited resources the geographical concentration is of crucial importance. SDC is one of few bilateral donors in Huambo and has a comparative advantage to other bilateral donors through its longstanding presence and their good infrastructure in Huambo. Moreover, the Huambo context with fewer international actors than in Luanda allows a more efficient coordination with other donors.

3.7 Incorporation of international protection criteria into Swiss programme²⁶

The Swiss programme is applying international human protection criteria such as human rights standards to a high degree within project implementation. Moreover, special projects are also focussing directly on these issues through civic education and other means such as CCG, MPD and the work of FES.

3.8 Coordination and Coherence²⁷

Good overall donor coordination, especially in Huambo

SDC is well connected to the donor community in Luanda and even better in Huambo. Despite the fact that the government is insufficiently taking up its coordination role, information exchange especially with regard to security matters is well established under the umbrella of OCHA in Huambo. SDC actively participates in this coordination.

Lack of common analysis among donors

Despite the overall good general coordination among donors, there is a lack of joint analysis (problem and stakeholder analysis and a shared view on future strategies) on the donors' part. The UN system is regularly providing a Common Country Assessment on a high quality level and is encouraging bilateral donors to make use of this analysis for programme planning. Like some other donors SDC is not taking up this opportunity. This leads to a lack of coordination on the programme level and limits effective programme planning.

SDC lacks information sharing and transparency towards partners

Information sharing forms the basis for coordination. Despite the fact that SDC participates in donor coordination meetings, there is a lack of official information sharing. While other donors for example conduct programme presentations on a regular basis, SDC never presented the medium-term strategy, nor the annual programmes to partners and donors nor was this information shared by other means. This lack of information sharing and transparency limits the potential for coordination and coherence.

PD IV's partners not yet equally integrated

The above point equally applies to the partners of PD IV. Moreover, as the new peacebuilding officer has not yet started, PD IV's partners are currently not equally integrated in comparison with SDC's partners.

Lack of coordination with donors co-funding the same projects

²⁵ During the evaluation in spring 2003.

²⁶ Applying to the entire Swiss Angola programme.

²⁷ Applying to the entire Swiss Angola programme.

Most of SDC's projects with partners are co-funded by other donors. There is currently a lack of coordination among involved donors, which limits potential synergies in planning and monitoring of co-funded projects.

Insufficient use of synergy potential

There is a potential for synergies between different projects of SDC's Angola programme or the Swiss Angola intervention in general, further facilitated through the geographical focus on Huambo and Luanda. This is not relevant for all programme parts, as not everything needs to be coordinated with everything. However, potential synergies are insufficiently used mainly due to the above-mentioned lack of information sharing in combination with a lack of integration of potential coherence into programme planning.

4. Recommendations: Peacebuilding through capacity building on all levels and move to a development-oriented relief and rehabilitation approach

4.1 General recommendations for violence prevention and sustainable peacebuilding in Angola²⁸

In line with the peace and conflict context analysis in chapter 2 it is clear that there is a need to give a contribution to the short-term prevention of violence and to the creation of just, participatory, and accountable structures in the medium to long-term. In order to give constructive contributions to peacebuilding it is necessary to address all three intervention levels (track 1, track 2, track 3).

To counteract the risk of short-term violence escalation it is recommended to implement the following measures:

Contribute to reducing human suffering: Activities aiming at reducing human suffering in Angola are still widely needed.

Support of and advocate for constructive reintegration concepts for former UNITA combatants, IDPs and refugees on all levels: The almost non-existence of constructive reintegration concepts is one of the biggest short-term violence escalation risk in Angola especially on the provincial and local level. It is therefore recommended to advocate for constructive reintegration concepts towards the government and to support all possibilities for constructive reintegration.

Tackling bad governance on the national and global levels:

Bad governance is likely to be the main obstacle on the way to long-term sustainable peacebuilding. Currently there is no indication that the government of Angola or UNITA are set to change this situation. If these issues – and mainly the unjust resource allocation of the countries revenue from the oil and diamond business – are not addressed, the impact of all other measures to building sustainable peace and development in Angola will be tremendously reduced.

It is therefore recommended to advocate for and give support to good governance at all levels, both internationally and in Angola.

On the local and provincial level it is recommended to work with the government in order to build capacity, ownership and responsibility.

Counteract the polarisation of society: Polarisation of societies after war is a common problem in post-conflict countries. It is therefore recommended to engage in direct activities such as reconciliation on all levels, dialogue or information projects and indirect measures such as participatory project planning and implementation approaches that include polarised groups.

²⁸ The recommendations in this chapter are addressed to all actors involved in peace and aid work in or for Angola.

Strengthen civil society

Civil society in Angola is still weak. However the active advocacy for an ending of war from the civil society under the lead of the Angolan churches has already had a big impact. It is now important that civil society continues to play its critical role as a movement towards sustainable peacebuilding and enhanced democratisation. In order to actively engage into this role, all civil society groups need institutional capacity building. It is therefore recommended to reduce an activity driven funding approach for more capacity building.

Supporting democratic structures

The lack of fundamental democratic rights in Angola is one of the biggest threats to long-term peacebuilding. It is therefore recommended to support measures to advocate for and support of democratic, transparent structures.

To work or not to work in Angola?

Many things can be done by outsiders to support the suffering population in Angola and give a contribution to long-term peacebuilding. However, it is also a fact that the government of Angola is a very rich one due to the revenues from the oil and diamond industry. The Angolan government could easily help their own population to survive. However, they are hardly doing it as a small elite is exploiting those revenues for their private incomes. Thus many people within the international community are asking the question whether the aid community is not just simply fulfilling the job of the government. Aid to Angola is therefore questioned! To work in Angola or not, the answer to this question is a mixed one: On the one hand this argument is understandable. If the aid agencies are just fulfilling the job of the government, this is probably not needed. On the contrary, some people say it is counterproductive as it is not forcing the government to take up responsibility.

However, on the other hand, if aid contributes to building sustainable social and political structures in Angola by empowering people through the work in the projects, aid to Angola can have a tremendous political impact for democratisation and a more just system in the medium to long –term. Therefore the answer is “yes”: working in Angola is worth it, however the macro-dimension of it should not be left out and be tackled both, internationally in putting pressure on the government, and nationally by empowering people in Angola.

4.2 General recommendations for aid agencies²⁹

Aid agencies can give an important contribution to address the issues mentioned above in chapter 4.1. Firstly, they can contribute to directly tackle the issues such as human suffering, contributing to constructive reintegration, support of good governance, reconciliation and strengthening of civil society.

Secondly, they can contribute indirectly to reconciliation and good governance through the application of a participatory development-oriented relief and rehabilitation approach³⁰ that contributes to peacebuilding.

The following implementation strategies should be employed:

- Use of aid interventions as entry points for peacebuilding and empowerment of relevant stakeholders. Aid interventions can give a contribution to an issue–based reconciliation and strengthening of local capacities for conflict management.
- Enable people to participate in decision-making process of all project phases.
- Strengthen capacities on all levels. The implementation of projects, therefore, must always be accompanied by a strong capacity building component
- Support self-motivation and ownership for beneficiaries.

²⁹The recommendations in this chapter are addressed to all actors involved in humanitarian aid work in or for Angola

³⁰ See Annexe III for further explanations.

4.3 General recommendations for peacebuilding actors³¹

Angola is in tremendous need of short, medium and long-term sustainable peacebuilding. During the war, many peacebuilding activities have been concentrated on dialogue and mediation. It is now important to support sustainable structures for peacebuilding. The following implementing strategies should be applied:

- It is recommended to continue supporting peacebuilding and democratisation on all levels. It is especially needed to support the Angolan civil society.
- It is recommended to move to a comprehensive capacity building approach. In the light of the still weak civil society structures, donors should modify their current activity driven approach to include an organisational capacity building aspect. Civil society organisations must be enabled to build up their institutional and structural capacities and to implement activities at the same time.
- Give a contribution to counter the current lack of information on all levels. Information projects, civic education, and creating space for public debates on future relevant issues (such as land rights, freedom of press, accountability and transparency, constitutional reform) should be supported as they give a contribution to empowerment, freedom of expression, and the strengthening of participation.

4.4 Recommendations for the Swiss Angola programme³²

4.4.1 Achievements of the Swiss Angola Programme

Prior to the recommendations for the Swiss Angola Programme it has to be acknowledged that the Swiss Programme is already implementing many of the above recommended activity lines. The humanitarian projects are designed to counteract human suffering, SDC is also working already for constructive reintegration, support of good governance, and strengthening of civil society. Both SDCs and PD IVs projects are already working towards peacebuilding and democratisation on all levels and focus specifically on the civil society on different levels through training, capacity building and information projects.

4.4.2 Recommendations for programme level: Recommendations for SDC and PD IV

As the findings in chapter 3 show, the Swiss Angola programme has a high potential to give a contribution to peacebuilding if the way the programme is planned and implemented reduces the risk of violent conflict in the short-term and gives a contribution to just, participatory and sustainable structures in the medium to long-term. In order to achieve this the general recommendations for peace and aid actors as described in chapter 4.2 and 4.3 equally apply for the Swiss programme. More specifically this means:

1. Move from a relief approach to a development-oriented relief and rehabilitation approach³³: (SDC)

It is recommended for SDC's humanitarian programmes to apply a participatory development-oriented relief and rehabilitation approach as foreseen in SDC's Humanitarian Africa strategy.

2. More focus on global policy level (PD IV, less SDC)

It is recommended that the Swiss programme in general puts more emphasis on the fight against bad governance from an international perspective. Diplomatic as well as other means such as supporting advocacy around transparency in the management of Angola's natural resources are keys concepts.

³¹ The recommendations in this chapter are addressed to all actors involved in peacebuilding work in or for Angola

³² In the following sub-chapters, it is always marked in brackets whether a recommendation is more addressed to SDC or PDIV.

³³ See the link to peacebuilding in Annexe III.

The aims and standards laid out by the global “Publish What You Pay-Campaign” should therefore be supported.

3. Strengthen implementation of existing cross-cutting issues (SDC and PD IV)

It is recommended to develop a clearer concept for strengthening the implementation of SDC's cross-cutting issues "advocacy" and "empowerment" into planning, implementation and monitoring of the entire Swiss programme.

4. Add "participation" as an additional cross-cutting issue (SDC and PD IV)

Participation is both a methodology as well as a concept. It is therefore recommended to add "participation" as a third cross-cutting issue, because the combination of participation, advocacy and empowerment forms the basis for a comprehensive contribution to short, medium and long-term peacebuilding in Angola.

5. Strengthen geographical focus (SDC, less PD IV)

It is recommended to further strengthen the geographical focus especially in the Huambo province in order to maximize the impact of the Swiss interventions. The possible implications of this recommendation (such as a shift of more projects to Huambo, the creation of stronger synergies between existing projects, as well as possible staff relocations from Luanda to Huambo) need to be further assessed during the evaluation in spring 2003.

6. Enhance coordination on political and programme level (SDC and PD IV)

It is recommended to actively contribute to enhanced coordination among donors and partners.

7. Improve planning methodologies and processes (SDC³⁴)

In order to implement a development-oriented relief and rehabilitation approach and give a contribution to peacebuilding it is necessary to improve and adapt the entire set of planning tools and processes. For the programme level it is recommended:

- to make use of the Common Country Assessment provided by the UN system in Angola for programme planning (annual and medium-term)
- to regularly conduct or commission a context analysis including a conflict risk analysis of the Huambo situation
- to include a stakeholder analysis (including potential peace and conflict actors) into the Huambo context analysis
- to link all these analyses to programming
- to integrate the implementation concept (to be developed) of the three cross-cutting issues into planning
- to establish participatory planning processes with partners on the programme level (SDC and PD IV) in order to include partners views and enhance synergies between projects.

8. Enhance transparency and information sharing with partner organisations (SDC)

It is recommended to regularly present the Swiss programme to partners and other donors in order to create better synergies. Moreover, the integration of partners' views into planning is crucial. It is also recommended to further integrate the PD IV partners into these processes.

9. Additional requirements for staff on programme level (mainly SDC, less PDIV)

It is recommended that the new peacebuilding officer will also be in charge of the integration of peacebuilding components into the humanitarian programmes. However, the move from relief to rehabilitation and the general application of a participatory, development-oriented rehabilitation approach that creates preconditions for peacebuilding is the task of all SDC programme staff. Appropriate staffing and training should therefore be considered.

³⁴ This recommendation is only addressed to SDC in this report, as planning processes have not been assessed for the DP IV projects (see TORs).

4.4.3 Recommendations for sector level

1. Social Sector (SDC)

The social sector is at the heart of applying a participatory development-oriented relief and rehabilitation approach as its projects address most of the urgent and long-term core issues as identified in chapter 2. It is now important that through the way projects are implemented, a contribution to short, medium and long-term peacebuilding is given.

2. Food Security (SDC)

Increased focus on food security

In the light of the move from relief to rehabilitation it is recommended to increase food security activities at the expense of food aid. Food security activities applied in a development-oriented, participatory manner are giving an important contribution to a sustainable livelihood and therefore create preconditions for the prevention of violence and building peace.

3. Peace Promotion/peacebuilding (SDC and DPIV)

Strengthen capacity building

The general recommendation for peace actors - to invest more into institutional capacity building on all levels of peacebuilding - equally applies to the Swiss programme. All local partner organisations need capacity building as a precondition for enabling them to implement projects. Priority needs therefore to be given to all kinds of organisational/institutional capacity building measures instead of an activity driven approach.

Towards a joint Swiss Peace Programme for Angola (SDC and PD IV)

It is recommended to further merge the SDC peace promotion projects and the PD IV peacebuilding projects into a joint “Swiss Peace Programme” for Angola. This integration would contribute to coherence within the peace programme, allow also more synergies between the two other SDC sectors and the peace programme, thereby contributing to maximize impact and to create a joint Swiss visibility. The recruitment of a peacebuilding officer for both programmes is an ideal condition for the implementation of such a joint sector. In order to keep the profile of each involved Swiss actor it is recommended to make a distinction between the level of peacebuilding within the programme (PD IV: track 1 and 2; SDC track 3).

Application of the SDC cross-cutting issues to the entire Swiss programme (PD IV, SDC)

SDC’s cross cutting issues advocacy, empowerment and the recommended additional issue “participation” are of such high relevance for peacebuilding in Angola that it is recommended to also apply these issues to the entire Swiss peace programme (PD IV and SDC) and develop implementation concepts.

4.4.4 Recommendations for project level

1. Focus on partners with a participatory development-oriented relief and rehabilitation approach (SDC)

It is recommended to give continuous and even stronger support for the partners that already implement a participatory development-oriented relief and rehabilitation approach such as DW.

2. Provide capacity building for other partners (SDC)

It is recommended to provide capacity building for partners that are not yet applying such an approach.

3. SDC’s own projects to be on the forefront of implementing a participatory development-oriented relief and rehabilitation approach (SDC)

It is recommended that SDC's own projects become best practice cases for the implementation of a participatory development-oriented relief and rehabilitation approach. This will create the necessary conditions for SDC staff to learn the application of the approach and therefore enable them to support partners in planning, implementation and monitoring of the approach.

4. Improve planning, implementation and monitoring³⁵ (SDC)³⁶

In order to enhance the impact of single projects for peacebuilding in Angola it is necessary to improve planning, implementation and monitoring as well on the project level. It is recommended to:

- Use existing SDC formats for project proposals as a guideline for implementing agencies. The format will form the basis for the implementation of a participatory development-oriented relief and rehabilitation approach that integrates also peacebuilding and “Do No Harm” issues.
- Integrate a context analysis (including stakeholder and conflict analysis) in each project proposal (Set of questions to be developed for the integration of the context analysis into the proposed format)
- Use existing SDC monitoring formats
- Provide additional funding/resources to projects in order to enable them to implement participatory planning tools such as community mobilisation.
- Integrate cross-cutting issues into planning
- Ensure the integration of connectedness into project planning as foreseen in exiting SDC formats

4.4.5 Recommendations for Huambo projects (mainly SDC)

The following specific issues are recommended for project implementation in Huambo province:

- Target resettlement areas for participatory development-oriented relief and rehabilitation projects as a precondition to create sustainable structures
- Support only “software” projects in transitional areas such as camps and quartering areas
- Avoid fix structures (social and infrastructure) in areas where population movement has not largely concluded
- Reserve place in local structures or committees for future returnees
- Commission study on the role of traditional authorities in Huambo at all levels

4.4.6 Recommendations for follow up activities (SDC)

The following follow up activities have been jointly developed and agreed upon by the assessment team and the COOF team in Luanda in the final session on October 25:

1. Integration of mission findings into the conceptual level of programming:

- Integration of results from joint discussions and the findings of the mission report into the annual programme and the mid-term strategy by COOF and by SDC/Berne.
- Comments by the assessment team to the upcoming draft annual programme and mid-term strategy.
- Development of best practice model for SDC's Humanitarian Aid Division (H-Sparte) by drawing lessons learned of the assessment and implementation process.

2. Integration of mission findings into project level:

- Make more use of existing SDC tools and strategies for planning and implementation
 - Use existing SDC formats for project proposals (for international partners / national partners / co-financing)

³⁵ See also chapter 4.4.5.

³⁶ This only is addressed to SDC, as these issues have not been assessed for the PD IV projects.

- Develop criteria for selection of partners and activities on the basis of existing SDC documents
 - Develop monitoring sheet
 - Adapt planning tools: best practise, training, (already existing) planning toolkit, case studies
 - Training workshop with project case studies in spring 2003 conducted by swisspeace
 - Assessment of training opportunities for participatory planning and implementation approaches available in Angola
 - Get information on situation in other “H-Sparte” countries and maybe plan joint workshop in 2003
- Further discussions of mission findings and its consequences for COOF’s activities, partners, staff profile

4.5 Recommendations for 2003 Evaluation (SDC and PD IV)

It is recommended to include the following issues into the TORs for the upcoming evaluation of the programme in spring 2003:

General recommendations:

1. Joint development of TORs including input of PCIA by swisspeace
2. Include PD IV projects into evaluation of peace sector
3. Follow evaluation along ALNAP and OECD/DAC criteria including the modified sub-categories as done for PCIA
4. Put main focus on those criteria that have not been or not been sufficiently tackled by the PCIA (efficiency of all projects, coordination and coherence in general, for peace projects: effectiveness, participation, connectedness, coverage).
5. Add choice of project partners (mix between multi-lateral, international and local) to the evaluation questions.
6. Respect recommended budget for evaluations from ALNAP = 2% of the overall programme budget for the entire programme period that is to be evaluated.

Specific recommendations:

1. Social sector and food security

In order to move from relief to a participatory development-oriented relief and rehabilitation approach it would be helpful to identify “best practice” project examples as learning experiences. It is therefore recommended to prepare a list of possible “best practice” projects for the evaluation to visit and assess (e.g. CAD-Apolo, DW: WATSAN, etc.)

Moreover, it is recommended to look more closely into the future set up of the Huambo RISC project along the evaluation criteria especially with regard to connectedness and participation.

2. For peace sector:

In order to measure the efficiency and effectiveness of peace projects, the following pre-studies/research need to be done prior to the evaluation:

- Local audience research for media projects (CCG, Radio Ecclesia)
- Research on follow-up utilization of peace training programmes (FES, CCG, DW) and events (conferences, workshops funded by SDC and PD IV).
- Mapping of other donor support of Swiss supported implementing agencies including a list of possible evaluations, studies, reports, etc. and interviews with these donors

3. Assess possible strengthening of geographical focus

It is recommended that the evaluation looks closely into the possibility of a potential further strengthening of the geographical focus especially in the Huambo province and to give a clear recommendations including the possible implications.

Annexe I: Terms of Reference

Peace and Conflict Impact Assessment (PCIA) of SDC's Angola programme

1 Background

1.1 The current situation in Angola: On a sustainable road to peace?

Since the death of UNITA leader Jonas Savimbi in February this year prospects for peace in Angola have been given added impetus. Both warring parties signed a ceasefire agreement on April 4. The security situation improved significantly with a (for the moment) successful disarmament process and the subsequent dissolution of UNITA's military wing. A return to renewed civil war seems at this point highly unlikely.

Nonetheless, the present situation remains very fragile and peace is still far from being well entrenched in Angola. In fact the silencing of the guns first and foremost laid open the dire humanitarian situation of large parts of the Angolan population. However promising a holding ceasefire will be in the mid-term perspective, the short term effect was an influx of people from areas previously not accessible to international assistance into major provincial towns, exacerbating an already critical humanitarian emergency.

At this stage donor interventions must be looked at in the light of these changes in the political, security and humanitarian landscape.

1.2 SDC in Angola

After the peace accord of Lusaka, the Swiss Agency for Development and Cooperation (SDC) reinforced their activities in Angola. SDC has been established in Angola since 1995 and has carried out an emergency humanitarian assistance and social and community infrastructure rehabilitation programme in partnership with various national and international organisations. Until mid 1998, the main programme was focussed on the **opening of communication tracks for agriculture and small commerce in the southern Planalto of Huambo**. At the end of 1997, the first reconstructed bridge could be handed over to the local authorities, others followed in May, resp. in August 1998. Unfortunately, due to deteriorating security, the programme "**Pontes para a paz**" (Bridges for Peace) had to be suspended.

Since mid January 1999 SDC's potential in construction and logistic is used in favour of the tens of thousands of displaced persons within the perimeter of Huambo.

Today, SDC programme in Angola is composed of three intervention sectors:

- **social sector**, comprising activities in the areas of health, water and sanitation as well as education
- **food security**, particularly the funding of emergency assistance food items and powdered milk for children and the sick
- **peace promotion**, involved in training and awareness programmes on the peaceful resolution of conflicts and civil society empowerment programmes

2. Objective and purpose of the PCIA

The objective of the PCIA is to assess the **relevance** of the SDC's programme with regard to the changing conflict context and identify possible options for SDC's projects to give a contribution to reconciliation and peacebuilding. The focus of the assessment will therefore be put on relevance instead of measuring an actual impact (see Paragraph 3).

The purpose of the PCIA is to:

- Assess SDC's humanitarian programmes along "Do No Harm" criteria (sector 1 and 2; see above 1.2) and identify their "Peace Potential"
- Enhance SDC staff's and partner's awareness of peace and conflict issues
- Assess the overall Swiss intervention in Angola with regard to coherence and relevance.
- Give recommendations on:
 - how to further assess the impact on peacebuilding of SDC's and PD IV's peace promotion programmes in Angola
 - how to strengthen coherence of SDC's sector programmes – where necessary and/or possible
 - how to further strengthen coherence between SDC's and PD IV's Angola interventions.

3. Terminology: Impact or relevance?

Peace and Conflict Impact Assessment (PCIA) is a tool with the aim to "improve the design, conduct and evaluation of development work in conflict-prone areas and provide a means for evaluating the potential for peace-building" (K. Bush, *A Measure of Peace*, IDRC 1998). A PCIA therefore constitutes more than just a normal evaluation with a limited focus on peace and conflict.

The term "**impact**" in our context is defined as: "The totality of positive and negative, primary and secondary effects produced by a development intervention, directly or indirectly, intended or unintended" (DAC, 2001) with regard to a given peace and conflict situation.

In order to measure impact, a series of quantitative and qualitative methodologies are to be applied. However, in the context of "peace and conflict" it still remains difficult to find out the cause-effect relation. Acknowledging this fundamental analytical problem and being aware of the considerable time-constraints the Angola PCIA is facing, the Angola PCIA focuses on the Angola programme's *relevance* (for peace) instead of its *impact* (on peace and conflict). Therefore de facto modifying the assessment to a Peace and Conflict Relevance Assessment (PCRA).

The term "**relevance**" in our context is defined as: "The extent to which the objectives of a development intervention are consistent with country needs, global priorities and partners' and donor policies" (DAC, 2001) with regard to a given peace and conflict situation.

4. Process and Methodology

The preparation, implementation and follow up of the Assessment will be undertaken as a joint effort of SDC (Angola desk, COPRET, KOBÜ) and swisspeace. The involvement of representatives of all relevant stakeholders including beneficiaries of SDC's programme is important for the assessment and will be incorporated into the methodology of data collection. Moreover the utilization of the results of the assessment is crucial. Therefore the process of data collection will be combined with awareness building and a needs assessment with regard to peace and conflict issues. Additionally, swisspeace will adapt its working plan to upcoming needs – if necessary. Furthermore, the participatory presentation of results and discussions of follow up procedures including the incorporation of a peace lens into the upcoming programme evaluation scheduled for the first half of 2003 are agreed upon between SDC and swisspeace.

The PCIA Team will develop relevance criteria - along which the assessment will take place - through adapting and modifying the well-established ALNAP and "Do No Harm" criteria.

The assessment process will include the following steps, aims, and methods:

Phase 1: TOR development, desk study and mission preparation
In Switzerland (5 days x2 = 10 days)

Step	Method	Result	Responsibility
ToR development		ToRs jointly developed and agreed	SDC and swisspeace; with comments from PD IV
Selection of projects to be assessed		Kind and number of projects are defined and agreed upon by swisspeace	SDC COOF ³⁷ swisspeace
Mission Preparation: Content	Desk study of existing project and programme information	PCIA Team is familiar with all relevant programmes/projects	swisspeace
Mission Preparation: Methodology Part I	Criteria Development	ALNAP and “Do No Harm” criteria modified and a set of criteria adapted to the ANG context	swisspeace
Mission Preparation: Methodology Part II		Workshops are prepared and organised	Swisspeace and COOF
Mission Preparation: Methodology Part III	Country peace and conflict context analysis	A preliminary conflict Analysis is drafted for relevance assessment of SDC programme / sectors	swisspeace
Mission Preparation: logistics	Drafting of mission schedule	Interview partners are defined and informed Time schedule agreed upon	Swisspeace and COOF

³⁷ From each of SDC’s three main sectors (1: Health, Water and Sanitation, Education; 2: Food Security; 3: Conflict Resolution and Reconciliation) the COOF will designate 3 projects to be assessed. Two PD IV projects (the “Regionalisation of Radio Ecclesia” and project funded through the Friedrich Ebert Foundation) will be included into this current assessment.

Phase 2: In-country assessment and awareness building (14 days x2 = 28 days)

Step	Method	Result	Responsibility
Peace&Conflict Sensibilisation of SDC staff	Peace and conflict needs assessment.	Clear picture obtained with regard to what can be done on the spot and recommendations for further steps/ training	swisspeace
	Conflict awareness workshop (2x) Follow-up workshop e.g. on “Integration of P&C issues into program planning” if necessary or appropriate	Participants are sensibilised for Peace and Conflict issues	PCIA Team
Do No Harm assessment of selected SDC HA projects	Focus group discussions Semi-structured interviews with key actors (SDC staff, partner organisations, beneficiaries, government representatives, resource persons etc.)	Crucial data collected	PCIA Team
	Assessment along previously defined criteria		PCIA Team
	Debriefing at COOF	Preliminarily major findings are presented, follow up steps discussed	PCIA Team and COOF
	Participatory debriefing	Preliminarily major findings are presented to main stakeholders; follow up discussed	
Coherence and Relevance assessment of PD IV and SDC peacebuilding programme	Focus group discussions Semi-structured interviews with key actors (SDC staff, partner organisations, beneficiaries, government representatives, resource persons etc.)	Crucial background information collected	PCIA Team
	Assessment along previously defined criteria, workshop results and country conflict analysis		PCIA Team
	Debriefing at COOF	Preliminarily major findings are presented, follow up steps defined	PCIA Team COOF

Phase 3: Draft and Final Report writing including Final Debriefing at SDC’s headqarters in Berne (9 days)

Total days: **47**

5. Composition of assessment team

1 Team leader (Dr.Thania Paffenholz, swisspeace)

1 Researcher (Roland Dittli, swisspeace)

1 local consultant

1 translator where needed

6. Reporting

A draft report will be presented maximum two to three weeks after the mission. The COOF will send written comments one week after the draft report has been sent. The draft report will also be discussed at SDC's headquarters (with the HH desk and CORPET) no later than two weeks after it had been received. Swisspeace has to send the final report no later than two weeks after the meeting at SDC. The Final report should not exceed 20 pages.

7. Time Schedule

Review/finalize of TOR's	8 und 9, 2002
Planning/information gathering	September 20
Preliminary Mission Schedule	September 25
Travel to Luanda	mid October
End of mission	End of October
Deadline for draft report	Prior to 10.November.
Deadline for Final	Latest 20.December

8. Management of Assessment

TORs and planning of assessment will be jointly done by SDC and swisspeace. Focal point within SDC for support of the Assessment team is Nathalie Semoroz. She is also responsible to provide the team with the relevant information material as agreed. All parties (swisspeace, desk, CORPET, COOF) need to agree on the TORs (with comments by PD IV). Swisspeace is to ensure the feasibility of the TORs. The COOF in Luanda is responsible for the support of the in-country mission including organization of meetings and focus group discussions, providing advice, transport and logistics and recruiting of the local team members. Focal point in Luanda is the COOF coordinator. COPRET is responsible to support the TOR development and the commenting of the report. The KOBÜ and the desk in Bern are responsible to ensure the use of the findings such as incorporation of a peace lens into the TORs and implementation of the program evaluation in spring 2003. swisspeace is responsible for a professional implementation of the PCIA and will support the incorporation of the findings into the evaluation by proving expertise for the TOR development of the evaluation and partly join the evaluation team in spring (budget not included into this contract).

9. Utilization focus and follow up

To ensure the best utilization of the assessment's results the following measures are planned:

- Awareness building (including a needs assessment)
- Participatory workshops "sur place"
- Joint discussions on follow up
- Incorporation of results into programme evaluation and mid-term planning

Annexe II: Definition of terms

Conflict is a normal part of social life in all kinds of societies. Conflict is the expression of different interests. When dealt with in a constructive way, conflict can lead to tremendous positive developments, both for individuals and for the society as a whole. However, conflict can also lead to violence, when dealt with in a destructive way.

Peacebuilding is a long-term process that covers all activities intended to build and promote peace and overcome violence.³⁸ The overall aim of peacebuilding is to prevent violent outbreaks of conflicts or to transform violent conflicts into peaceful conflict management. The specific aim of peacebuilding depends on the specific phase a conflict is in: Prior to the escalation of conflict, it is aimed at preventing a violent outbreak of conflict. Once a conflict has become violent, peacebuilding activities focus on transforming violence into peaceful forms of conflict. When the violence has reached a stage of war or civil strife, peacebuilding clearly wants to contribute to the cessation of war. In the post-conflict or post-violence phase, peacebuilding aims at making peace sustainable and preventing a relapse into violence. Different terms are often used for the different stages of peacebuilding such as conflict or crisis prevention, conflict management, conflict settlement or peacemaking.³⁹

“Do No Harm” and “local capacities for peace”: the concept of “Do No Harm” stems from the realisation, that international assistance given in the context of violent conflict, cannot stay away from that conflict. In such a context aid can actually reinforce, exacerbate, and prolong the conflict (“doing harm”). But it can also help to reduce tensions and strengthen people’s capacities to constructively deal with conflict. In order to achieve the latter, the concept “Local capacities for peace” aims at ensuring that humanitarian or development assistance in conflict situations is given in a way that does „not do harm“ but helps local people to disengage and establish constructive structures for peacebuilding through identifying and supporting local capacities for peace.⁴⁰

Peace and Conflict Impact Assessment (PCIA) is a tool with the objective to improve the design, conduct and evaluation of development and humanitarian work in conflict-prone areas and provide a means for assessing their potential for peacebuilding.⁴¹ Programmes are being assessed with the help of specific criteria that up to date vary almost in each PCIA as they depend on the specific objective of each single PCIA.⁴²

³⁸ Definition in Berghof Handbook for Conflict Transformation: www.berghof-center.org/handbook

³⁹ Definition in: Paffenholz, Thania, “Designing Intervention Processes: Conditions and Parameters for Conflict Transformation”, in: Berghof Handbook on Conflict Transformation: www.berghof-center.org/handbook/paffenholz

⁴⁰ See the “Local Capacities for Peace Project” homepage: <http://www.cdainc.com/lcpp-index.htm>

⁴¹ First part of PCIA definition along Bush, Kenneth, A Measure of Peace, IDRC working paper 1998.

⁴² The terminology “PCIA” is therefore not correct for all PCIA as measuring “impact” is not always the objective of PCIA, see also footnote No. 1.

Annexe III: Assessment criteria

In the absence of specific criteria for peace and conflict assessment of humanitarian interventions, swisspeace developed a set of new criteria. Internationally well-established criteria for humanitarian evaluations from ALNAP and OECD/DAC⁴³ formed the basis for the criteria development. In order to adapt these criteria to the specific needs of PCIA they were added by the “Do No Harm” checklist as developed by the “Local Capacities for Peace Project”⁴⁴ and lessons learned and best practice on linking humanitarian aid and peacebuilding. This resulted in a set of seven criteria⁴⁵ - adapted to PCIA needs - which are subsequently listed. After the internationally accepted definition, each of the seven criteria will be explained with regard to the context of peacebuilding. In a third step the specific application of the criteria during the assessment mission is explained.

1. Relevance of the programme for peacebuilding

International definition

The extent to which the objectives of the programme are consistent with the needs of the country, beneficiaries, partners and donors policies (DAC/OECD 2001).

Peacebuilding Adaptation

The extent to which the programme is - in addition to the above definition - consistent with the country's peacebuilding needs as defined in a peace and conflict context analysis.⁴⁶

Application

The relevance of a programme is assessed along the following core question:

- To what extent were the objectives and the main general activity lines/sectors of a programme addressing the core problems, strengthening the main opportunities and thereby replying to the existing needs of the country in the short, medium and long-term?

The peacebuilding relevance of a programme is given, if the main activity lines are addressing the country's peacebuilding needs.

2. Peacebuilding effectiveness of the programme activities

International definition

The extent to which a programme and its activities (projects) has attained or is expected to attain its relevant objectives efficiently and in a sustainable manner (DAC 2001).

Peacebuilding Adaptation

The effectiveness of the programme for peacebuilding depends on the way project activities contribute efficiently to the countries peacebuilding needs as defined in the context analysis. In the context of humanitarian aid programmes and peacebuilding, experience and lessons learned show, that a participatory development-oriented relief and rehabilitation approach – if properly implemented – applies standards in many ways identical to that of peacebuilding or the “Do No Harm” approach. For example it requires a thorough application of planning tools; it includes a detailed analysis of the intervention context; it applies participatory planning and implementation methodologies that contribute to a feeling of inclusiveness among and empowerment of beneficiaries. Only few elements need to be added to such an approach from a peacebuilding perspective: e.g. an integration of a

⁴³ These criteria are: Efficiency, effectiveness, impact, relevance/appropriateness, coverage, connectedness/sustainability, coordination, protection, coherence, see OECD/DAC (1999), Guidance for evaluating Humanitarian Assistance in Complex Emergencies and ALNAP criteria in: ETC-UK (2002), Making evaluation more effective in humanitarian assistance, see also full list with explanations in Annexe II.

⁴⁴ See definition and weblinks in Annexe II.

⁴⁵ As defined and developed by Thania Paffenholz.

⁴⁶ A peace and conflict context analysis can be done by external experts or / and in a participatory way with programme staff, partners or/and beneficiaries. The depth of the analysis depends on the PCIA's objectives.

conflict analysis into the context analysis; mapping of peace and conflict actors within stakeholder analysis; the integration of some “Do-no-harm” questions into planning and monitoring.⁴⁷

Application

This criteria is assessed along the following main questions:

- whether and how does SDC and its partners plan and implement projects with a development-oriented relief and rehabilitation approach?
- is SDC and its partners using participatory planning and implementation methodologies?
- does SDC and its partners use context, conflict and stakeholder analysis for planning?

3. Participation⁴⁸ and empowerment of beneficiaries

International definition

The extent to which a programme and its projects include other donors, partners and beneficiaries into planning and implementation.

Peacebuilding Adaptation

Participation is a crucial criteria for peacebuilding. The level of participation of the involved stakeholders is an important indicator for the peacebuilding effectiveness of a peace or aid intervention. It is necessary to include all relevant groups in order to give them a local sense of inclusiveness and inter-group fairness and thereby contributing to empowerment and support to building local capacities for peace.

Application

The criteria “participation” is being assessed along the following main questions:

- Whether and how is SDC involving relevant stakeholders (SDC staff, partners and beneficiaries) into planning and implementation of the programme?
- How does project planning and implementation reinforce a local sense of inclusiveness and inter-group fairness?
- How does project planning and implementation empower beneficiaries and relevant stakeholders to develop structure that have the potential to also contribute to conflict management and peacebuilding?

4. Connectedness: sustainability of the programme’s activities

International definition

Connectedness is the need to assure that activities of a short term emergency nature are carried out in a context which takes longer-term and interconnected problems into account” (DAC 1999). The concept aims at linking relief, rehabilitation and development. It is also recognised as an important concept within SDC’s Humanitarian strategy for Africa.⁴⁹

Peacebuilding Adaptation

Connectedness is of crucial importance for peacebuilding as peacebuilding is a long-term process. Thus, only connected/sustainable interventions can contribute to the building of the necessary structures required for sustainable peace.

Application

The criteria is being assessed along the following questions:

⁴⁷ See “Do No Harm” checklist in Annexe II.

⁴⁸ Participation is currently being discussed to be added to the ALNAP list. As the participation of beneficiaries in planning and implementation of programmes is of crucial importance for peacebuilding, this criteria as been added.

⁴⁹ „Die Sektion ist stets darauf bedacht, eine entwicklungsorientierte humanitäre Hilfe zu leisten. (...) Bereits in der Nothilfe muss die Frage der Nachhaltigkeit, des Kontiguums und der Selbstverantwortung der betroffenen Bevölkerung aufgenommen werden.“, SDC, Die humanitäre Hilfe in Afrika, Sektionskonzept 2002 – 2005, Final Draft 13.2.2002, p.9.

- What steps were taken in programme and project design and implementation to include or improve connectedness?
- What existing or planned steps were taken to include building sustainable structures through the aid intervention?

5. Coverage: selection of beneficiaries under “Do-no harm criteria”

International definition

The extent to which a humanitarian programme reaches the affected population (DAC 1999).

Peacebuilding Adaptation

The extent to which a programme’s outreach also takes into account a just and fair selection of target groups and thereby contributes to inter-group fairness and prevents possible conflicts around the programme’s resource allocation.

Application

The criteria is being assessed along the following main questions:

- Did the intervention reach the most affected target groups?
- Did the intervention try to maximise its impact through concentration on specific areas within the country?
- Is aid provided in ways that benefit one (some) sub-group(s) over others?
- Do material goods go more to one group than others?

6. Protection: Integration of human security into programming

International definition

All activities aimed at ensuring full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law (human rights, humanitarian and refugee law) (ICRC 1999).

Peacebuilding Adaptation

As the respect and the inclusion of international human security needs for the affected population are of crucial importance for preventing potential violent conflict and thereby supporting peacebuilding, the criteria does not need any additional peacebuilding adaptation.

Application

The criteria “protection” is assessed along the question:

- how did the programme take in account the human security needs of the target population?
- to which degree are international standards such as human rights included into programming?

7. Coordination and coherence of the programme

International definition

Coordination and coherence are two criteria that are of general importance to create synergies and maximize the impact of interventions (DAC 1999).

Peacebuilding Adaptation

The need for coherence, where coordination can be an indicator and a tool, is equally important for peacebuilding and does not need a special adaptation.

Application

The criteria coordination and coherence is assessed along the following questions:

- whether and how is SDC coordinating with donors, partners and other relevant stakeholders?
- how does SDC share information and planning functions with other aid agencies, partners, local authorities or local NGOs
- are actors working towards the same goals and are projects planned and implemented in a coherent manner?

Annexe IV: “Do No Harm” Checklist

“Indications” for Assessing Aid's Impacts on Conflict⁵⁰

1. The following questions constitute the Indications of Negative Impacts

[A “yes” answer indicates a negative impact]:

- Are aid goods stolen, especially by those connected directly to a warring side?
 - What are the market impacts of aid in the given area?
 - Specifically:
 - Are prices of goods connected to the war economy rising?
 - Are incentives for engaging in the war economy rising?
 - Are prices of goods connected to the peacetime economy falling?
 - Are incentives for engaging in peacetime economic activities falling?
- Is aid provided in ways that benefit one (some) sub-group(s) over others? Does the aid agency employ people more from one group than others? Do material goods go more to one group than others?
- Is aid providing a sufficiently significant amount of material to meet civilian needs that:
 - More local goods are freed up to be used in warfare/by armies?
 - Local leaders take little or no responsibility for civilian welfare? [What are the manifestations of this?]
- Is aid being given in ways that “legitimize” war-related individuals (giving them more power, prestige or access to international attention or wealth)? Is aid being given in ways that legitimize the actions of war (for e.g. reinforcing patterns of population movements that warriors are causing; linking to divisions in the society thus reinforcing them)? Is aid being given in ways that legitimize war-supporting attitudes (for e.g. rewarding those who are most violent; being given separately to all groups in assumption that they cannot work together)?
- Does the aid agency rely on arms to protect its goods and/or workers?
- Does the aid agency refuse to cooperate or share information and planning functions with other aid agencies, local government or local NGOs? Does it openly criticize the ways that others provide aid and encourage local people to avoid working with other agencies?
- Do field staff separate themselves from the local people with whom they are working and do they frequently use aid goods, or the power they derive from them, for their personal benefit or pleasure?
- Does the aid agency apportion its institutional benefits (salaries or per diem scales; equipment such as cars, phones, offices; expectations of time commitments to the job; rewards for work done; vacation, R & R, evacuation plans) in ways that favor one identifiable group of workers more than others?
- Do the aid staff express discouragement and powerlessness in relation to their staff superiors, home offices or donors? Do they express disrespect for these people but often cite them as the reason why something is “impossible”?
- Are aid staff frightened and tense? Do they express hatred, mistrust, or suspicion for local people (any of the local people)? Do they frequently engage their local staff counterparts in conversation about violence, war experiences, the terrible things they have experienced (thus reinforcing the sense that these are the things that matter)? Does the agency promote or in other ways exceptionally reward staff members who have served in more violent places/situations?
- Does the aid agency's publicity and/or fundraising approach demonize one side of the war? Does it treat one group as always “victimized” by the other?

⁵⁰ As developed by the “Local Capacities for Peace Project”, <http://www.cdaine.com/lcpp-indications.htm>

In addition to deciding if an aid agency's programme deserves a “yes” answer to the above questions, people involved in these implementation pilot projects must also assess the degree to which any of these actions, attitudes or situations actually matters in the given context.

The question to ask in this regard is: Does it directly relate to events that are effected by or caused by aid?

Note: If the answers to these questions are consistently “no” and, furthermore, rather than doing the things described in the questions, the agency and its staff are actively pursuing alternative approaches, it is important also to assess the significance of this in relation to the conflict. Is the alternative approach recognized and commented upon by community leaders or large numbers of local people with appreciation? Are incidences of violence between groups or of lawlessness among warriors dropping? Can any of this be attributed to a change in climate to which the aid agency's approaches have contributed?

2. The following questions reflect the **Indications of Positive Impacts of Aid on Conflict** (i.e. lessening tensions and/or supporting local capacities for peace):

- Has the aid agency actively sought to identify things in the conflict area that cross the boundaries and connect people on different sides? Has it designed its programme to relate to these connectors?
- Is the aid delivered in ways that reinforce a local sense of inclusiveness and intergroup fairness? Are programmes designed to bring people together? Are they designed so that for any group to gain, all groups must gain?
- Is the aid delivered in ways that reinforce, rather than undermining, attitudes of acceptance, understanding and empathy between groups?
- Is the aid delivered in ways that provide opportunities for people to act and speak in non-war ways? Does the agency provide opportunities for its local staff to cross lines and work with people from the “other” side?
- Does the aid respect and reinforce local leaders as they take on responsibility for civilian governance? Does it provide rewards for individuals, groups and communities that take inter-group or peace-reinforcing initiatives?
- Do aid agency staff reinforce the attitudes of their friends and counterparts as they remember, or reassert, sympathy and respect for other groups?

Again, in addition to answering these questions with a “yes,” those involved in the implementation pilot projects must try to assess the significance of these actions in relation to the conflict, or its mitigation. The Local Capacities for Peace Project, as a whole, will be engaged in refining ways to make this assessment in different settings and circumstances.

Annexe V: List of persons and organisations met and field visits

October 15 – 27, 2002

Name	Function	Organisation
Aguiar da Fonseca, Fátima	Vice-President	Mulher, Paz e Desenvolvimento (MPD)
Arroyo, Fernando	Field Advisor Huambo	OCHA
Bamba-Crettaz, Isabelle	Honorary Consul	Swiss Representative
Baptista, Cupi	Provincial Representative	Development Workshop Huambo
Bärfuss, Rudolf	Ambassador	Swiss Embassy Mozambique
Bertolini, Nicola	Economic Advisor	EU Commission
Bréchet, Marie-Claude and Jean-Pierre		Solidariedade Evangélica (SOLE)
Cain, Allan	Country Director	Development Workshop Angola
Cordeiro, Miguel	Country Director	Adventist Development & Relief Agency (ADRA)
Dolan, Ian	Country Director	Trocaire
Emerson, Isabel	Country Director	National Democratic Institute (NDI)
Fandrych, Sabine	Resident Representative	Friedrich Ebert Stiftung
Fanger, Anne		Caritas
Hailemichael, Haile	Sector Manager, WATSAN	Development Workshop
Jaca, Antònio	Executive Director	Rádio Ecclesia
Kapuzu, Arnaldo	Vice-Governor	Administration Huambo Province
Lemieux, Joséé	Country Program Manager	Development Workshop
Pedersen, Anders	Chief Human Rights Office	United Nations Mission in Angola - UNMA
Schubert, Benedict		Mission 21
Sullivan, Shawn	Political and Economic Counselor	US Embassy
Timmermann, Quirine	Programme Director HA	Dutch Embassy
Utterwulghe, Steve	Country Director	Center for Common Ground (CCG)
Weber, Beat	Community Publishing Project Councillor	Development Workshop Huambo

Field Visits

Sat 19.10: Visit UNITA Reception Area close to Sambo, Huambo Province (DW Community Publishing Project)

Sat 19.10: Visit Sambo Community, Huambo Province (DW Community Publishing Project)

Mon 21.10: Visit Tchilembo construction site, Huambo Province (SDC APOLO and RISC Project)

Mon 21.10: Visit Huambo surroundings (DW WATSAN Project)

Tue 22.10: Visit micro-enterprise in Huambo City (RISC project)

Tue 22.10: Visit school in Catumbela, Benguela Province (Caritas Milk Powder distribution)

Annexe VI: References

Berghof Handbook for Conflict Transformation: www.berghof-center.org/handbook

Burton, John (ed.), Conflict: Human Needs Theory, Houndsmill 1990

Bush, Kenneth, A Measure of Peace, IDRC working paper 1998

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Paffenholz, Thania, “Designing Intervention Processes: Conditions and Parameters for Conflict Transformation”, in: Berghof Handbook on Conflict Transformation

United Nations System in Angola, Angola: The Post-War Challenges, Common Country Assessment 2002, Luanda 2002