

**Livelihood and Employment Promotion
in Conflict Affected Countries**

**Final Report
Executive Summary**

September 2012

Japan International Cooperation Agency (JICA)

**RECS International Inc.
Japan Development Service Co., Ltd.**

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ABBREVIATIONS

ACR	Alta Consejería para la Reintegración Social y Económica de Personas y Grupos Alzados en Armas
AE	Alternative Energy
AEO	Agriculture Extension Officer
AFEX/JCS	AFEX & Juba Catering Service
AGs	Armed Groups
AIDS	Acquired Immune Deficiency Syndrome
BAPPEDA	Badan Perencana Pembangunan Daerah
BAPPENAS	The State Ministry of National Development Planning
BARISTAND	Balai Riset dan Standardisasi Industri
BBK	Balai Besar Keramik
BBT	Balai Besar Textile
BCC	Behavior Change Communication
BDC	Boma Development Committee
BHN	Basic Human Needs
C/P	Counterpart
CBO	Community Based Organization
CDC	Community Development Center
CDI	Center for Digital Inclusion
CDM	Community Development Manual
CDO	Community Development Officer
CDP	Community Development Plan
CEP	Community Empowerment Program
CES	Central Equatorial State
CONPES	Consejo Nacional de Política Económica y Social
CPA	Comprehensive Peace Agreement
CST	Community Support Team
DARF	Demonstration Agricultural Research Farm
DDP	District Development Plan
DDR	Disarmament, Demobilization and Reintegration
DPO	Disabled People's Organization
DRC	Democratic Republic of the Congo
DSwDs	Demobilized Soldiers with Disabilities
DVDA	Directorate of Feeder Roads
ECOPD	Ex-Combatants and Other People with Disabilities
EEPIS	Electronic Engineering Polytechnic Institute of Surabaya
ET	Electronics and Telecommunication
EVI	Extremely Vulnerable Individuals
ex-AG	ex-Armed Group
ex-FAR	ex-Forces Armees Rwandaises
FAR	Forces Armees Rwandaises
FP	Family Planning
GAM	Gerakan Aceh Merdeka
GDERD	General Directorate of Extension and Rural Development
GDM	General Directorate of Marketing
GDP	Gross Domestic Production
GDPP	General Directorate of Planning and Policies
GDSI	General Directorate of Soil and Irrigation
GoSS	Government of South Sudan
HIV	Human Immunodeficiency Virus
HPC	Higher Population Council

ICT	Information and Communication Technology
IDP	Internal Displaced People
IEC	Intensive English Communication
IETC	Indonesia Export Training Center
IG	Income Generation
IGA	Income Generation Activity
ILO	International Labour Organization
IPES	Instituto Para la Economía Social
IT	Information Technology
JICA	Japan International Cooperation Agency
JOHUD	Jordanian Hashemite Fund for Human Development
LAC	Local Advisory Committee
LCC	Local Loan Committee
LIPS	Livelihood Improvement Project for South Sudan
LRA	Lord's Resistance Army
MAF	Ministry of Agriculture and Forestry
MCH	Maternal and Child Health
MCRD	Ministry of Cooperatives and Rural Development
MIDC	Metal Industries Development Center
MLPSHRD	Ministry of Labour, Public Service, and Human Resource Development
MOH	Ministry of Health
MONUC	Mission de l'Organisation des Nations Unies en République Démocratique du Congo
MTC	Multi-Service Training Center
MTDP	Medium Term Development Plan
MoA	Ministry of Agriculture
MoNE	Ministry of National Economy
NARC	National Agriculture Research Center
NCDRP	National Commission for the Demobilization and Reintegration Program
NDP	National Development Plan
NGO	Non-Governmental Organization
NVTI	Nakawa Vocational Training Institute, Uganda
ODA	Official Development Assistance
OJT	On-the-Job Training
ORI	Officier de Relation Industriel
PA	Palestinian Authority
PIEFZA	Palestinian Industrial Estates and Free Zones Authority
PLO	Palestine Liberation Organization
PLSD	Participatory Local Social Development
PNA	Peacebuilding Needs and Impact Assessment
PP	Pilot Project
PRDP	Peace Recovery and Development Plan for Northern Uganda
PSFU	Private Sector Foundation Uganda
PwDs	Persons with Disabilities
QIP	Quick Impact Project
R/D	Record of Discussions
RDF	Rwanda Defense Forces
RDRC	Rwanda Demobilization and Reintegration Commission
RDRP	Rwanda Demobilization and Reintegration Programme
RETPC	Regional Export Training and Promotion Center
RH	Reproductive Health
RPA	Rwandan Patriotic Army

RPF	Rwandan Patriotic Front
SAVOT	Project for Strengthening Basic Skills and Vocational Training in South Sudan
SDC	Skills Development Center
SENA	Servicio Nacional de Aprendizaje
SENATRA	Le Service National de la Traction Animale
SFM	Swedish Free Mission
STC	Skills Training Center
TAG	Technical Advisory Group
TCT	Tumba College of Technology
TOT	Training of Trainers
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund Agency
USD	United States Dollar
WDA	Workforce Development Authority

CHAPTER 1 SURVEY OUTLINE

1.1 Background and Objectives of the Survey

One of the recent trends in the international development community is its emphasis on livelihood and employment promotion for enhancement of sustainable peacebuilding and conflict prevention in conflict affected countries.

For the last decade, the Japan International Cooperation Agency (JICA), whose focal areas of its peacebuilding assistance includes support for economic restoration, has been active in the field of the development of basic infrastructures (road construction contributing to employment creation, etc.), livelihood improvement (community development in rural areas), and of human resource development (skill/vocational training, entrepreneurship training, agribusiness training, etc).

In this context, this Survey reviewed JICA's cooperation projects and extracted issues and lessons learned from these experiences in the fields. The Survey covers twelve cases of cooperation for livelihood improvement and human resource development in nine conflict-affected countries in Asia, Africa and Latin America.

The objective of the Survey was to draw lessons learned and ways forward from JICA's experience in this field for its future activities.

1.2 Survey Outline

(1) Targeted Area

The conflict affected countries where JICA have implemented the projects related to livelihood improvement and human resource development, namely Indonesia, South Sudan, Rwanda, Northern Uganda, Colombia, Eritrea, Palestine, Jordan and Democratic Republic of the Congo.

Table1.2.1: Programs Related to Human Resource Development

Country	Programs
Indonesia Maluku	Maluku Peace-Building and Reconstruction Assistance Project in Indonesia
Indonesia Aceh	Urgent Rehabilitation and Reconstruction Support Program in North Sumatra
Colombia	Project for the support of Entrepreneurship and Employment for the Households of Demobilized Ex-Combatants and Recipient Communities
South Sudan	Project for Improvement of Basic Skills and Vocational Training (SAVOT)
Rwanda	Skills Training for the Reintegration of Demobilized Soldiers with Disabilities
Rwanda	Project for Strengthening the Capacity of Tumba College of Technology
Eritrea	Basic Training for Reintegration of Demobilized Soldiers

Table1.2.2: Programs Related to Livelihood Improvement and Community Development

Country	Programs
Indonesia Maluku	Maluku Peace Building and Reconstruction Assistance Project in Indonesia
Indonesia Aceh	Urgent Rehabilitation and Reconstruction Support Program in North Sumatra

Palestine	Jericho Regional Development Program
Jordan	The Project for Family Planning and Gender in Development
DR Congo	The Study on Community Development in Cataracte District, Bas-Congo Province
South Sudan	Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development (LIPS)
Northern Uganda	Reconstruction Assistance Programme in Northern Uganda (JICA-REAP) Project for Community Development for Promoting Return and Resettlement of IDPs in Northern Uganda

(2) Survey Methodology

The Survey has been implemented by field survey in the targeted countries, interview with people involved with the projects in Japan, and literature review. The field survey was conducted in four countries including Indonesia, South Sudan, Rwanda and Uganda. The programs in other countries were examined by interview and literature review.

The schedule of the field survey is as follows.

- 1) Indonesia: 22nd April –6th May, 2012.
- 2) South Sudan: 14th May – 23rd May, 2012.
- 3) Rwanda: 23rd May – 6th June, 2012.
- 4) Uganda: 23rd May – 6th June, 2012.

(3) Framework of the Analysis

3.1) Analysis of the context

The analysis identified the context in which the projects were started and implemented, including the status of the conflict and political/economic/social situations.

3.2) Analysis of key issues in enhancing livelihoods and employment in conflict affected situations

The analysis included effective approach taken or due considerations given during the designing/implementation of the project, the difficulties faced by the project and the lessons learned in tackling the below-mentioned critical issues.

- i. **Social aspects** (*social or psychological aspects, such as restoring dignity or strengthening social cohesion or promoting reconciliation*)
- ii. **Capacity enhancement of community** (*especially strengthening community's absorptive capacity*)
- iii. **Government Engagement** (*particularly the local government*)
- iv. **Linkage with the policy, strategy, or development plan**
- v. **Partnership with private sector**
- vi. **Use of Existing Local and Third-Country's Resources**

CHAPTER 2 LESSONS LEARNED

In this chapter, important issues and approaches when formulating and implementing employment promotion and/or livelihood improvement projects in conflict-affected countries are classified into three categories based on lessons learned from the subject projects of the Survey. These three categories are (i) those issues specific to employment promotion and/or livelihood improvement projects in conflict-affected situations, (ii) those issues which are common to any projects in conflict-affected situations and (iii) those issues that are common for employment promotion and livelihood improvement projects not only in conflict-affected situations but also in developing countries in general. The chapter concludes with a reference to the comparative advantages of the JICA.

2.1 Important Issues to Consider in Supporting Employment Promotion and Livelihood Improvement in Conflict-Affected Situations

2.1.1 Key Challenge in Project Formulation

Balance Between Immediate Impacts and Sustainability

Conflict-affected countries generally face two issues: (i) an urgent need for social stability and reconstruction and (ii) medium to long-term statebuilding. This means that any attempt to support employment and livelihood improvement in a conflict-affected countries equally require a short-term approach to produce immediate impacts for livelihood improvement and employment creation for residents and a medium to long-term approach contributing to the reconstruction and long-term economic development of the country. In other words, the viewpoint of quick impacts and the viewpoint of sustainability are both important. Fig. 2.1.1 shows the number of years after the end of a conflict or peace accord and the approaches adopted by the projects of the Survey.

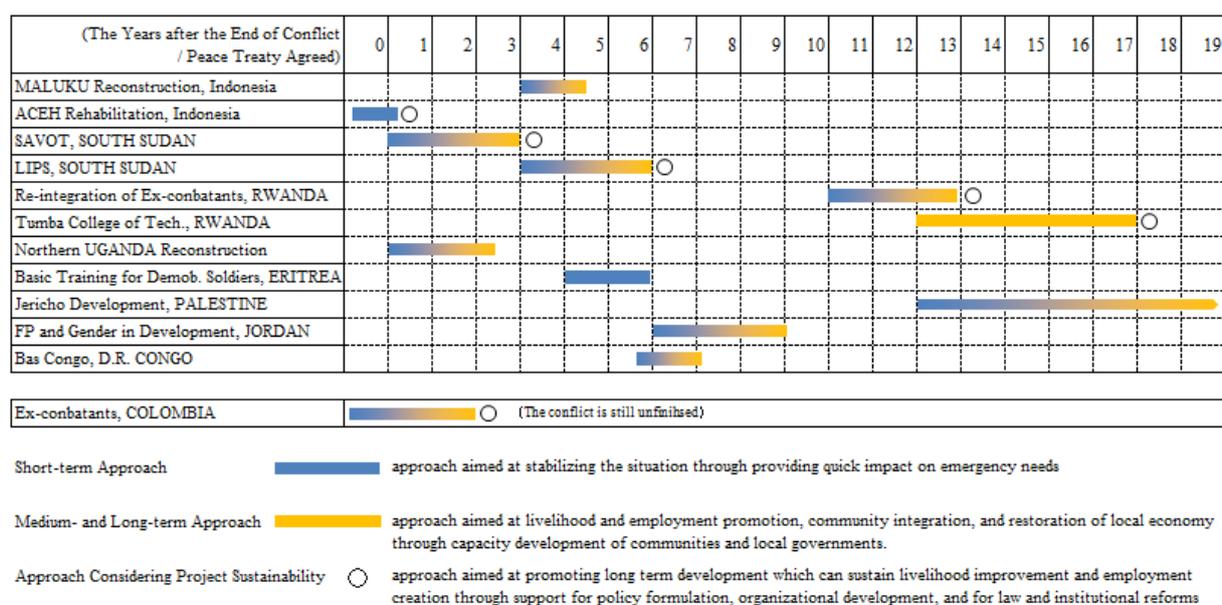


Fig.2.1.1 Number of Years after the End of Conflict/ Signing of Peace Treaty and Approach of Each Project

As Fig. 2.1.1 clearly shows, there is no clear evidence to support the view that projects implemented shortly after the end of a conflict tend to adopt a short-term approach while those implemented much later tend to adopt a medium to long-term approach. The actual decision on the type of approach to be adopted appears to be strongly influenced by the timing of projects, instability factors affecting individual countries and the political as well as economic situation of each country. In the case of the Project for Improvement of Basic Skills and Vocational Training in Southern Sudan (SAVOT Project) and the Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development (LIPS Project) in South Sudan, a short-term approach aimed at creating immediate impacts to establish social stability was adopted along with efforts to strengthen government organizations and to improve the administrative system due to realisation of the need for long-term statebuilding in the light of the extremely fragile administrative system. Meanwhile, in the case of the Skill Training for the Reintegration of Demobilised Soldiers with Disabilities (the Rwandan Disabled EX-Combatants Project) in Rwanda, a short-term approach designed to produce quick impacts using a functioning existing training institution was adopted to deal with the persisting factor of instability (ex-combatants with disabilities who has not engaged in any productive activities) even though many years had passed since the end of conflict. It is often the case that a short-term approach is adopted when a persisting factor of instability needs to be addressed even years after the end of conflict. A closer look at each subject project of the Survey reveals innovative attempts to ensure such sustainability even though the short-term approach adopted emphasised quick impacts. Some examples are the use of an existing organization(s), encouraged involvement of the government in the planning, implementation and monitoring processes, feedback of project outcomes to government policies, utilisation of the private sector and promotion of self-reliant community development to eradicate the sense of dependency on aid organizations. These are explained in more detail in 2.2 and 2.3.

2.1.2 Contents of Skill and Vocational Training

Response to Fluctuating Labor Market

The economic situation in the post-conflict reconstruction process tends to be extremely fluid and can change the labor demand abruptly in a short period of time. When planning and implementing skill training or vocational training, the needs of such a fluid labor market must be appropriately identified so that the training contents can reflect such needs in a flexible manner.

In the case of the SAVOT Project, training started with construction, carpentry and automobile maintenance as the demand for these types of work for large-scale reconstruction was deemed to be assured. With the quick reconstruction of the capital, however, additional training courses were introduced to cater for the rapidly growing demand for hotel staff, electricians and air-conditioning engineers among others. In the case of the Urgent Rehabilitation and Reconstruction Support Program in North Sumatra (the Ache Project) in Indonesia, large-scale post-tsunami and post-conflict projects led by the Government of Indonesia and donors triggered the rapid revitalization of hotels, restaurants and retail shops in 2005, followed by the rapid growth of the construction industry in 2006 onwards. This rapid revitalization process of the economy lasted for approximately three years but the growth rate of the industrial sectors mentioned here subsequently became more modest after the departure of aid organizations from the local scene. As these cases show, the need for human resources in conflict-affected countries is strongly linked to the trend of aid by donors for reconstruction and/or rehabilitation. In the vocational training field, therefore, it is essential to select the target sectors for technical assistance in response to trends or changes of the market and also to develop a mechanism capable of identifying the actual market needs. The Fig. 2.1.2 shows the relationship between

economic situation in the process of rehabilitation after conflict and needs in labor market according to the examples in Aceh in Indonesia and Juba in South Sudan.

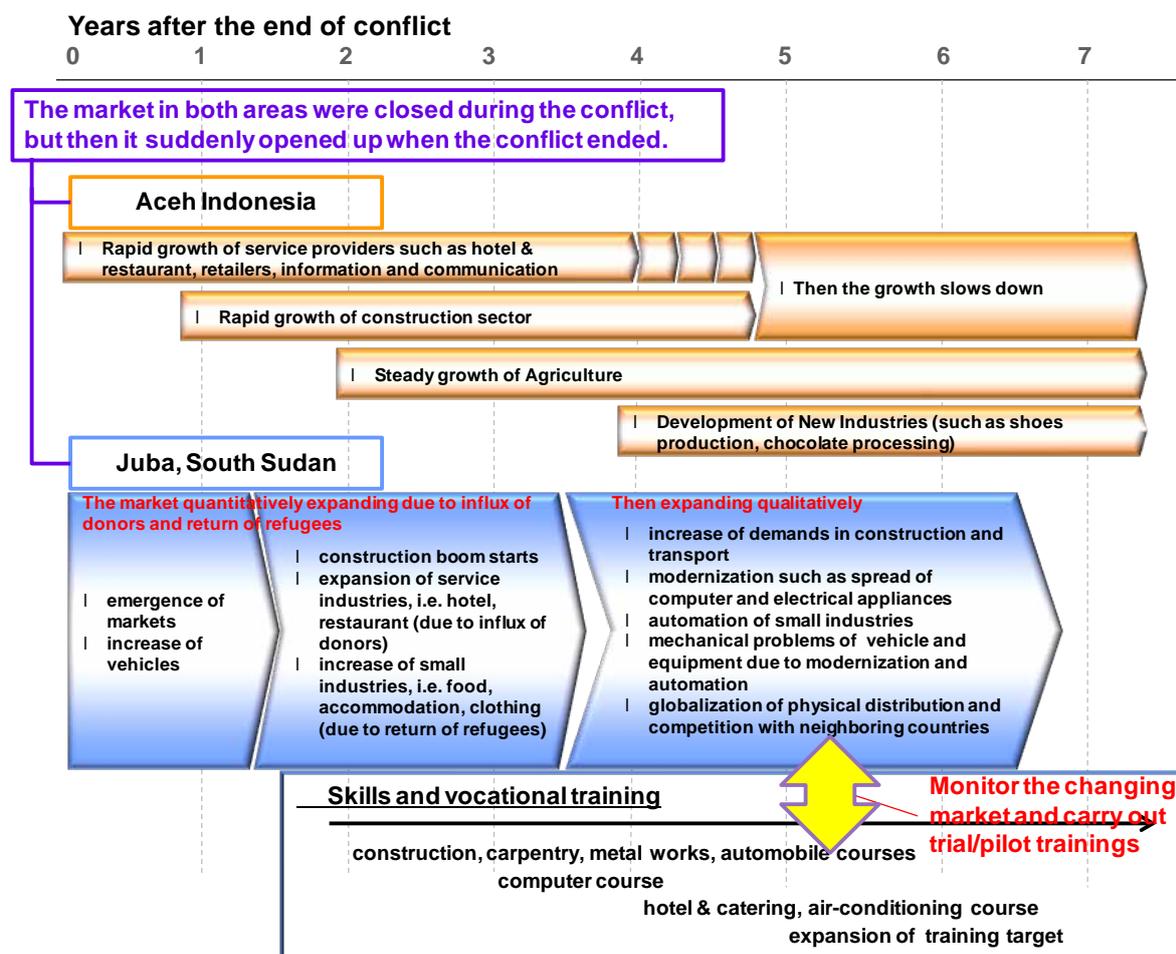


Fig. 2.1.2 Transition of Economic Situation in the Process of Rehabilitation after Conflict

Meanwhile, in some conflict-affected countries which have progressed to the development stage to a certain extent, assistance is designed to develop new industrial markets to meet the challenges of ensuring medium to long-term national growth. Because of the absence of a fully developed private sector to support these industries, it should prove to be effective to introduce a policy of contributing to the development of the private sector by adding components designed to create a mechanism capable of responding to market needs in a flexible manner and to support entrepreneurs. One good example is the establishment of a fully functioning technical advisory group (TAG) which incorporates representatives of industries under the Project for Strengthening the Capacity of Tumba College of Technology (the Tumba College Project) in Rwanda.

Consideration of Social Aspect in Skill Training

Skill training in conflict-affected countries should be designed to contribute to restoration of a sense of confidence and improvement of lifestyle and discipline, work ethics and other aspects of everyday life in addition to improvement of technical capability when the timing of training is at the initial stage of reconstruction or when the people targeted are ex-combatants and other people directly affected by conflict.

A country which has experienced a long conflict often has a major gap between the labor market (demand) and locally available human resources (supply). Such a gap is not only felt in the technical or skill aspect attributable to the loss of educational opportunities but also with the lifestyle, discipline and worth ethics resulting from living for a long time in temporary camps or a highly precarious life. For this reason, the SAVOT Project added a special training course on career planning and entrepreneurship with the advice of the industrial circle. The curriculum for this course included such themes as life planning, vocational information, CV writing, interview techniques, business planning and business manners.

A skill training project must be designed with its possible impacts on the social and psychological aspects of young people in mind. For young people on which the psychological impact of conflict is very strong, participation in skill training and/or livelihood development activities can achieve positive social and psychological impacts, creating a sense of eventual contribution to their families and communities. Such confidence and change of mentality obtained through skill and other types of training directly generate positive impacts on employment as well as entrepreneurial opportunities. Conversely, willingness to work cannot be generated without restored confidence. In fact, the results of interviews with trainees in the SAVOT Project clearly indicate the importance of obtaining confidence to support a family and positive changes in thinking and behaviour as training outcomes. Such restoration of confidence due to skill training and the contribution of training to improving the relationship between trainees and their families as well as communities were also evident in the results of interviews and the questionnaire with ex-combatants in Rwanda.

2.1.3 Selection of Beneficiaries of Assistance

Fostering of Future Engineers from the Viewpoint of Medium-to-Long Term Statebuilding

Conflict-affected countries which have experienced civil conflict for a long period of time often have an extreme shortage of technical personnel due to the death or displacement of such personnel and the lack of domestic opportunities to freshly educate and train engineers. This means that the fostering of future engineers from the viewpoint of medium to long-term nation building is an important task for any skill training project/scheme in these countries. From this viewpoint, the SAVOT Project combined the short-term approach of quickly responding to the needs of communities with the medium to long-term approach of fostering engineers to shoulder economic reconstruction and development in the future. Meanwhile, the Tumba College Project is a typical example of a project aimed at training future engineers from the viewpoint of medium to long-term nation building as this project was implemented for the purpose of fostering core engineers required to realise the knowledge-based economy envisaged by Rwanda's national development plan (Vision 2020).

Handling of Ex-Combatants

In conflict-affected countries, slow progress of the social reintegration of ex-combatants may become a factor for social instability and can even reignite a conflict. Assistance for ex-combatants in vocational training should focus on not only skill improvement and employment but also support for the restarting of their new life in civil society. As already described in 2.1.2 above, a viable approach must be capable of producing two types of impacts: (i) economic impacts to facilitate economic independence (development of livelihood and skill training to ensure such development) and (ii) social and psychological impacts for integration to the community. The building of confidence with ordinary people is the key to the success of the reintegration of ex-combatants towards whom ordinary people in communities often have a feeling of fear and distrust.

Take the Ache Project and the SAVOT Project for example, mixed classes of ex-combatants and ordinary citizens were provided to facilitate their exchanges. In the case of the Project for the Support of Entrepreneurship and Employment for the Households of Demobilized Ex-Combatants and Recipient Communities (the Colombian Ex-Combatant Project), the beneficiaries were not ex-combatants (self-disarmed guerrillas) but their families and communities to accept them. Support for host communities was introduced as a backlash by these communities to the idea of solely assisting self-disarmed guerrillas was anticipated. In this manner, the sense of unfairness among the residents of the recipient communities was lowered, successfully reducing the risk of their objecting to the social reintegration of self-disarmed guerrillas.

In the case of the Skill Training for the Reintegration of Demobilised Soldiers with Disabilities in Rwanda, the selection of the trainees tried to strike a good balance between ex-combatants of the present government, the former government and the other armed group. In the succeeding Project on Skills Training and Job Obtainment Support for Social Participation of Ex-Combatants and Other People with Disabilities (ECOPD Project), the scope for trainees was widened to include ordinary people with disabilities and the training was conducted with mixed classes of these ex-combatants and ordinary people. As a result, the project contributed to improving the relationship between ex-combatants with different backgrounds and also between ex-combatants with disabilities and ordinary people with disabilities. Both projects urged the trainees to organize cooperatives during the training period. Such prompting helped those ex-combatants with disabilities to continue their cooperative activities after the completion of the skill training and also to help cooperative members to start joint businesses. Because many of these cooperatives have ex-trainee and non-trainee citizens as members, they have strengthened the cooperative relationship between their members to jointly win new orders.

Give Due Considerations to Other Groups with Special Needs

Uneducated people, such as street children, can become a factor for social instability when they remain jobless for a long time. Such negative development can be halted by their inclusion in the target persons for skill training. In the SAVOT Project, financial and technical cooperation was provided to an NGO involved in the education of street children, contributing to both the fostering of the said NGO and the education of street children.

Socially Vulnerable People

Conflict-affected countries have a range of victims and socially vulnerable people, including ex-combatants, refugees, IDPs (Internal Displaced People), orphans, traumatised children, war widows, sexually abused women and female householders. Special assistance for these socially vulnerable people risks the fomenting of a feeling of unfairness within communities, unwittingly hindering the reconciliation process. When planning and implementing a project designed to assist the socially vulnerable people, it is important to develop an environment in which they are naturally accepted by the community.

In the case of the LIPS Project, groups engaged in farming on common land were formed in the agricultural component of the model project. Group negotiations coordinated by community development officers made it possible for IDPs and women to gain access to land. As a result, IDPs and regular residents worked together on group farms, facilitating the process of reconciliation as the attitude of the latter towards the former changed from exclusion to integration. In the Project for Community Development for Promoting Return and Resettlement of IDPs in Northern Uganda (Northern Uganda Reconstruction Project) and the Study on Community Development in Cataract

District, Bas Congo Province in the Democratic Republic of Congo (DRC) (Bas Congo Study), the pilot projects were designed to facilitate the acceptance of socially vulnerable people by local communities and the former's voluntary participation to mutual-help activities.

Tensions among Communities/Community Members

Projects offering skill/vocational training or training for livelihood improvement are likely to provide incentives for participation even for people or communities in an antagonistic relationship. As such, this approach is effective for the purpose of reintegrating ex-combatants and other conflict-affected people into the community or facilitating the reconciliation of people who were on opposite sides during a conflict. Therefore, for the planning and implementation of skill training, one effective method is the creation of opportunities for sets of residents which have experienced or are experiencing an antagonistic relationship to improve such relationship. Concrete measures include the development of a mechanism for joint training and the introduction of opportunities for their interactions.

The conflict in Maluku Province in Indonesia partly originated from religious conflict between Christians and Muslims. In the course of this conflict, residential areas and schools were divided on religious lines. Even though the confusion over divided residential areas had subsided by the time of the project's commencement, the relationship between these two groups still required improvement. The Maluku Peace-Building and Reconstruction Assistance Project (Maluku Project) in Indonesia which started under these circumstances gave careful consideration to the religious balance between Christians and Muslims for the promotion of local industries featuring small producers. The project also provided opportunities for exchanges and the strengthening of relations between Christian and Muslim communities through a series of training which involved an overnight stay at a hotel.

2.2 Common Issues to Consider in Conflict-Affected Countries

Feedback of Data and Knowledge to National Policies and National Development Plans

As viable policies and data are often lacking or the existing policies and data do not reflect the real situation in conflict-affected countries or areas more than the case in developing countries in general, it is extremely important to develop a mechanism for the feeding back of knowledge obtained through project implementation to the policy planning process.

The Tumba College Project in Rwanda not only promoted the policies and strategies of the government but also fed back knowledge obtained through the field work to the policy planning process. Under this project, trainees underwent industrial attachment (in-company training) as part of the efforts to develop linkage between the Tumba College of Technology and industries in accordance with the government policy and know-how on such methodology was accumulated. The Workforce Development Authority (WDA), which is the central-level organization for TVET (Technical and Vocational Education and Training) in Rwanda, highly evaluated the results of this industrial attachment initiated by the Tumba College Project and has introduced this practice as a model practice for industrial attachment to all vocational training organizations in Rwanda, urging them to copy such in-company training. As such, this project is a typical example of presenting a concrete methodology based on knowledge obtained through field work for the realisation of policies and plans formulated by the government of a recipient country. Another pertinent example can be found in the Colombian Ex-Combatant Project. The project contributed to the formulation of a new government policy designed to facilitate the re-integration of surrendered combatants as it played a pioneering role in dealing with the issue faced by the Government of Colombia of supporting the families of the said combatants and members of recipient communities (this formulated policy emphasizes the importance

of support for the families of ex-combatants and members of recipient communities). In the case of Rwanda, the policies and laws designed to support ex-combatants with disabilities as well as persons with disabilities came into force at the same time as the implementation of the Rwandan Disabled Ex-Combatant Project. Another good example relating to livelihood improvement was the LIPS Project. In this project, a community development manual (CDM) and vegetable growing manual (Step by Step Agriculture) were prepared. It is now planned to use the former as the official manual of the Rural Development Bureau of the Ministry of Agriculture and Forestry for its use by community development officers (CDO) throughout the country and as a textbook at the training organization for rural development. Meanwhile, the latter was prepared as an official manual of the provincial department of agriculture and forestry. Moreover, the newly established agricultural and forestry development policies in South Sudan have clarified the hitherto ambiguous concept of and direction for rural development having incorporated the lessons learned from the project.

Establishing Self-Reliant Communities

In conflict-affected countries, the administrative structure is generally fragile, making it necessary for communities to provide their own public services. At the same time, however, the bonds between local residents may be weak and it is not unusual for communities to be inclined to depend on aid organizations because of their experience of humanitarian aid for many years. In Aceh province in Indonesia, the economic recovery began after the peace treaty. However, the donor agencies and local authorities have pointed out that the local residents became dependent on aid and were losing their self-reliance, due to the influx of vast amount of recovery fund. Furthermore, although many aid organizations conducted livelihood improvement assistance and the beneficiaries formed a community group to get the recovery fund from donors, those activities have disappeared after the end of assistance from donors. Under these circumstances, the participation of community to the project on their initiative with forming community organization is important to establish self-reliant attitude in communities. These activities also foster the ownership of communities towards aid projects and are indispensable to ensure the sustainability of any positive outcomes of external assistance.

This situation is also typically observed in South Sudan and one obstacle encountered by the LIPS Project in its efforts to improve the livelihood of local residents was the habitual dependence of people in the target areas on external food aid. To overcome this obstacle, the project emphasized the organization of local communities to strengthen their capacity to pursue self-reliant and fair rural development. The actual measures implemented were the establishment of village development committees, formulation of a rural development plan by each committee and strengthening the community bonds through the implementation of the model project. A similar approach was employed by Bas Congo Study and the Northern Uganda Reconstruction Project where the participation of local communities in the development planning process helped to increase the community ownership of the project, contributing to the fostering of a sense of independence among local residents.

Improved Relationship Between the Government and Residents

As mentioned earlier, a fragile administrative system is another characteristic of conflict-affected countries. As even the basic public services are not provided in many cases, there often is a strong sense of distrust towards the government among the people. Under such circumstance, the subject projects of the Survey attempted confidence building through the planning and implementation of participatory projects and the establishment of an administrative support system for these projects, i.e. improved public services for residents.

The LIPS Project in South Sudan and the Bas Congo Study adopted a community development approach which primarily featured the capacity building of the government instead of more direct assistance for farmers via an NGO, etc. For example, in South Sudan, at the time, a new government had been established after the civil war which had lasted for 20 years and there were no firmly established government policies or systems to provide basic public services. As a result, residents harboured a strong sense of distrust towards the government because of their feeling of being ignored. Under these circumstances, the project aimed at providing comprehensive assistance with a view to developing the basis for the dissemination of a livelihood improvement model, taking the necessity for the capacity building of the central and local governments as well as communities into consideration. The rationale for the selection of this approach was the understanding that assistance to ensure the proper functioning of the new government of South Sudan was a priority as this would make people feel the effects of the functioning new government in their daily lives, gradually enhancing their trust in the new government. Among a variety of activities, the most emphasized was OJT (On the Job Training) -based capacity building for state community development officers (CDO). 50 CDOs of the Central Equatoria State participated in the project on a full-time basis. While receiving training, they also prepared business plans jointly with farmers. Their field activities to gain experience included actual cultivation, the construction of school buildings and retailing businesses. As a result, the capacity and motivation of these extension workers were considerably enhanced while their reputation among local people was improved. The questionnaire survey results have confirmed that the residents' perception of being cared for by the government has increased.

In the Northern Uganda Reconstruction Project, the pilot project for the increased productivity of grain production was conducted together with the local Sub-County officers. In the process of implementation of the pilot project such as introduction of ox-plow and provision of farming equipments and seeds, the Sub-County staff participated in the selection of farmers' organizations, and supported the formulation of implementation plan for the selected farmers' organizations. Such activities done by Sub-County staff have strengthened the ties between communities and the local government and positively contributing to confidence building.

2.3 Common Issues to Consider in Assisting Employment Promotion and Livelihood Improvement in Not Only Conflict-Affected Countries But Also in Developing Countries in General

Risk Avoidance in Income Generation Activities

Because of the generally small market size of conflict-affected areas, it is difficult to find highly profitable income generating activities (IGAs). Apart from the obvious need to eliminate high risk IGAs for poor residents, special care is required in regard to the selection of the target items and the implementation methods of IGAs when planning IGAs.

Villages in the target areas of the LIPS Project were small and scattered. Moreover, the spending power of the villagers was also small, meaning a small market size. Therefore, high risk IGAs were excluded from the beginning. In this project, sub-projects aimed at alleviating hunger among the villagers were also introduced for the diversification of risk. To be more precise, the emphasis was placed on highly productive cassava and sweet potatoes as these will grow in a severe environment without much investment. The disease-resistant varieties introduced proved to be very popular and their cultivation rapidly grew in the target villages.

A similar risk avoidance approach was employed by the livelihood improvement project implemented by the CDI (Center for Digital Inclusion), an NGO, in Aceh, Indonesia. In this project

which aimed at rehabilitating local communities battered by the tsunami in 2005, the JICA provided assistance for five groups producing salt or salted fish. Local residents are still continuing these economic activities today. For the design and implementation of this project, the CDI opted for a productivity increase of existing products rather than the introduction of new products. This approach made it unnecessary to develop new sales routes for new products. As buyers already existed, the increased production volume resulting from the increased productivity produced extra income. A large pan used to produce salted fish was provided for each household as a design component to avoid difficulties associated with the joint management of a group activity. The careful planning and arrangements together with periodic monitoring are believed to be the factors behind the good sustainability of this project.

Partnership with the Private Sector

When implementing skill training, partnership with the private sector is important to ensure the effective utilization of local resources. However, as it is generally the case that the private sector is not fully developed and is also in the process of post-conflict reconstruction in conflict-affected countries, the development of a mechanism to collaborate with the private sector in the process of reconstruction is a real challenge for any project.

In the case of the Tumba College Project, a meeting of the advisory group consisting of representatives of industries, education institutions and government organizations was held approximately once a year for each subject. At the beginning of the project, the training curriculum was jointly developed by all stakeholders, reflecting the needs for human resources with practical knowledge and skills required by industries. The development of a mechanism to respond to the needs of industries for particular types of human resources within the framework of the project produced impressive results.

In the SAVOT Project, a system to cater for the needs of the local hotel business sector was developed by partnering with the existing private sector providers. Through industrial attachment, a collaborative relationship was developed with local hotels with a view to facilitating the employment of trainees. Unlike the Tumba College Project, however, the actual collaboration with the industry did not smoothly proceed. Even though a technical advisory group consisting of representatives of craft unions was established at the onset of the project, these members did not fully appreciate the significance of skill training. As their commitment to the cause was also weak, the advisory group did not properly function. This suggests that the provision of a positive incentive for the private sector is necessary if collaboration with the private sector is required. In this context, the Colombian Ex-Combatant Project described below was another interesting case.

In this project, collaboration with the CSR scheme of EXITO, a large supermarket chain in Colombia, was sought. EXITO has been involved in every process of the project, including the selection of candidates for training, disbursement of a grant for course attendance, periodic monitoring of training in progress, acceptance of trainees for in-company training and provision of employment opportunities for those completing the training. One advantage of such an arrangement for the government is that a support program for ex-combatants is directly linked to employment. For EXITO, its potential employees can improve their skills through training provided by the government prior to their employment. Moreover, problematic trainees can be identified by the periodic monitoring and any problems can be jointly solved by the government and EXITO. For EXITO, its linkage with an international cooperation project improves its symbolic corporate standing. The trainees can enjoy a direct link between training and employment while receiving a cash benefit during the training period.

Conscious efforts have been made under the project to extend its targets to the families of trainees and communities through careful observation and adjustment of this tripartite relationship.

What is interesting with the Indonesia Export Training Center (IETC), a C/P organization in the Maluku Project is the fact that most of the lecturers of the IETC come from private sector. While 120 courses are planned for 2012, the IETC has only six full-time instructors of its own. One major factor for the success of the IETC is this strong linkage or collaboration with the private sector. In this way, the IETC has beautifully solved the problem of a shortage of capable instructors (as such instructors are often headhunted by private enterprises, the instructor turnover rate at skill training organizations is generally high) which is not uncommon among public vocational training centers.

2.4 Comparative Advantages of the JICA

The following comparative advantages of the JICA have surfaced through the present Survey in relation to the implementation of projects aimed at achieving employment promotion and/or livelihood improvement in conflict-affected countries.

(1) Process-Oriented Technical Cooperation Approach

A UNDP (United Nations Development Programme) report entitled “Capacity for Development: New Solutions to Old Problems (2002)”, which profoundly affected the international aid community, criticized the tendency of many donors to transfer knowledge and systems developed in donor countries as they disregarded the existing capacity of developing countries. On the other hand, many of the JICA’s technical cooperation projects emphasize the ownership of their local stakeholder(s) and try to establish methods suited to the partner countries through joint work with the C/Ps while utilising the existing organization and knowledge of the partner countries. In the case of the ex-combatants project in Colombia, the method emphasizing the process of jointly developing a model with the C/P instead of dispatching a consultant to one-sidedly develop and propose a model has been praised as having contributed to the development of a model which is highly applicable to the country, the fostering of ownership and the smooth use of the model after its development. This is a good example of the joint development of a suitable model for field application with the C/P using the existing organization and tools of the said country.

(2) Feeding Back of Knowledge Obtained in the Field to Policy Planning

In the technical cooperation projects of the JICA, experts are assigned to field work to proceed with the planned work in collaboration with their counterparts. This arrangement means that the JICA’s experts are in a position to influence policies which reflect knowledge obtained in the field against the background where many policy makers in developing countries are not particularly familiar with the situation in the field. The ability of the JICA to work on both the government level and the field level is important in post-conflict countries where the policies and systems often do not reflect the reality in the field because of the destruction of vital data or other reasons. Such situation formed the background of the move by the WDA, the central organization for the TVET in Rwanda, to introduce an improved version of the industrial attachment first initiated under the Tumba College project as model training scheme to be copied by all vocational training organizations in the country.

(3) Presentation of a Concrete Methodology for Policy Implementation

In connection with the feedback of knowledge discussed above, the technical cooperation projects of the JICA aim at spreading the geographical coverage of the project effects by mean of presenting a

concrete methodology for policy implementation by the governments of partner countries based on lessons learned from implementation while providing assistance for the planning and implementation of policies. The community development manual prepared under the LIPS Project now has the status of an official manual of the Rural Development Bureau of the Ministry of Agriculture and Forestry for its use by all community development officers. Moreover, its use as a textbook by rural development training organizations throughout the country is planned. This project is a good example of the presentation of a concrete methodology for the realisation of policies of the Government of South Sudan. It has not only contributed to the planning and implementation of policies of South Sudan but has also opened up the prospect of spreading the project effects nationwide in the near future. In the Colombian Ex-Combatant Project, the JICA firstly provided skill training for the families of surrendered combatants and members of recipient communities and this approach was subsequently incorporated in government policies. The impact of a JICA project on the formulation of policies by the government of a recipient country was also observed with the Rwandan Disabled Ex-Combatant Project.

(4) Utilisation of Third Country Resources Possessed by the JICA

Most of the vocational training projects studied this time utilised third country resources nurtured by the JICA under past projects. Assistance for South-South cooperation is not only cost effective but also enjoys advantages originating from the economic, cultural and technological similarities of the countries involved. The presentation of successful precedents to counterparts in a similar situation is useful to enable them to image concrete targets in the future, enhancing their motivation for the success of the immediate project. The South-South cooperation actively pursued by the Tumba College of Technology in Rwanda covers a wide range of fields, constituting a good reference for future assistance efforts of the JICA as well as other donors and international aid organizations.

(5) Possibility of Assisting Region-Wide Economic Growth and Employment Promotion

One effective direction for future assistance for conflict-affected countries and areas is believed to be the type of assistance for economic development and employment promotion over a wide area. The JICA has great potential to implement such region-wide assistance as it is capable of combining various schemes, including development studies, policy advice, grant aid, yen loan and technical cooperation, for simultaneous implementation. From the viewpoint of confidence building through economic interdependence, a regional development master plan study may be implemented first to formulate a strategy to expand interactions between multiple ethnic groups through long-term region-wide economic growth and employment promotion. Many different schemes can then be mobilized to achieve this strategy. It can be argued that skill training, livelihood improvement and community development projects can generate much stronger impacts if they are incorporated in a region-wide development strategy.

Take the Jericho Regional Development Program in Palestine for example, it consisted of three sub-programs, i.e. (i) sub-program for strengthening of the administrative capacity and social services, (ii) sub-program for the promotion of agricultural development, processing of agricultural products and distribution and (iii) sub-program for tourism development and urban environment improvement. These sub-programs were formulated to produce multiplication effects through their systematic as well as effective collaboration. For the promotion of the agricultural and tourism sectors in particular, mutual dependence between the Palestine economy and the Israeli economy was taken into consideration. Although the primary objective of the program was to foster various industries in Palestine, it also emphasized the viewpoint of assisting the fostering of trust by means of attempting to

create a better relationship with Israel in the form of an economic structure beneficial for both sides. As the JICA has the advantage over many other donors in regard to its capability to develop such collaboration between a development plan/program and technical cooperation projects or grant aid projects, it should consider actively pursuing this kind of collaboration as part of its effective assistance for peacebuilding in conflict-affected countries and areas.

Appendix

Program Analysis

APPENDIX PROGRAM ANALYSIS

This section analyzes each of 12 programs/projects in 9 countries. The analysis firstly identifies the context in which the programs/projects were started and implemented, including the status of the conflict and economic/social situations. Then it finally examines effective approach taken or due considerations given during the designing/implementation of the project, such as the difficulties faced by the project and the lessons learned in tackling 6 critical issues.

1 Maluku Province, Indonesia

Maluku Peacebuilding and Reconstruction Assistance Project in Indonesia

Project Title : Maluku Peacebuilding and Reconstruction Assistance Program in Indonesia

Project Duration : June 1, 2006 - December 31, 2007 (1.5 years) However, prior to the start of the project, between November 2005 - March 2006 (5 months), a social economic survey was carried out.

Implementing Agency (C/P) :(1) Counterpart Organizations : [Central government] National Development Planning Agency (BAPPENAS), [Regional government] Maluku Provincial Development Planning Agency (BAPPEDA), (2) Other Related Bodies : Industrial Ministry Ambon Industrial Research Standardization Center (BARISTAND Ambon), Maluku Province Industry Agency (DINAS Industry), Indonesia Export Training Center (IETC), National University of Pattimura

Scheme of the Project : (1) In Country Training, (2) Community Empowerment Program (CEP)

Outline of the Project

I Project Background and Overview

The conflict in Maluku created a large number of Internal Displaced People (IDP), and all economic activities in the region became sluggish or halted completely. After the signing of the peace accords, the central government issued a presidential degree and gave instructions for the rapid recovery of Maluku. However, security remained unstable, and people were concerned about the recurrence of conflict. Even after the signing of the peace accords, for approximately 3 years, the residential areas for Christian and Muslim people were still divided, and stagnation of economic activities remained.

I Project Purposes

- Rebuilding communities in the project target region, including economic activities, social activities, and safety for conflict-affected people.
- Creation of opportunities for rebuilding the relationships between Christian and Muslim residents.

I Characteristics of Beneficiaries

Christian and Muslim farmers, fishermen and small business workers in Baguala, the area with the most affected by the conflict, and Leihitu, the area with high poverty.

<p>I Main Activities</p> <p>This project was comprised of three main pillars; economic, societal and safety. The economic pillar was comprised of “Support for Revitalization of Economic Activities” and “Promotion of Local Industries”. The various activities were implemented to rebuild communities in target areas and allow the residents to live stable and safe lives.</p>	
<p>I Main Achievements</p> <p>Development of interactions and intercommunications between Christian and Islamic residents.</p>	
<p>Timing of Intervention</p> <p>4 years after the peace accord (2 years after flare up of turmoil)</p> <p>The promotion of peace and the return of IDPs by the Maluku Province government proved to be effective, and in 2005, 3 years after the peace accord, correspondence and exchange between the Christian and Muslim residents finally started again, also with the return of IDPs accelerating, and economic activities starting up again.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>B. Mid to longer-term response : approach aimed at livelihood improvement, employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>× C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment through support for policy formulation, organizational development, and law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>∩ Consideration for Avoiding Increase in Disparity within Region</p> <ul style="list-style-type: none"> • Under Support for the Revitalization of Economic Activities”, due consideration was given to the selection of the target areas. Not only Baguala District, which was heavily affected by the conflict, but also Leihitu District, where conflict itself did not spread, was also selected as a target area because it was suffering from severe poverty. • Under “Promotion of Local Industries”, due consideration was given to the targets for training. Taking budget and immediate impact into consideration, the existing groups with high motivation were given priority. However, the religious balance of participants for training was also considered in order to enhance social cohesion. <p>∩ Provision of Opportunities for the Recovery of Trust</p> <p>During training, Christian and Muslim residents were invited to take part together with shared lodgings, providing opportunities for a recovery of trust and interactions between the two communities.</p>

	<p>n Promotion of IDP’s Return, Resettlement, and Reintegration</p> <p>Due to the conflict, there were many IDPs who had been forced to leave their community and evacuated to other regions, given no choice but to cut short or cease economic activities. For enabling these people to quickly return to their communities and restart economic activities, the farmer and fisherman groups in each community were gathered together to carry out joint trainings, aiming at integration and rebuilding of relationships between communities by offering an opportunity to share experience.</p> <p>n Consideration for Economic Disparity Between Emigrants and Original Residents</p> <p>Unlike those people who emigrated to Ambon from other Indonesian islands, most of the original residents of Ambon are traditionally farmers and fishermen who had a tendency to show resistance to new economic activities. Through this project, support was provided for the original residents of Ambon to learn new technology and became able to adapt more flexibly to changes in the market and the environment.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Capacity Building of Communities through Organizing Residents</p> <ul style="list-style-type: none"> • In the field of agriculture, 8 villages were selected, and a facilitator was selected in each village to coordinate activities. Taking these facilitators as the axis, agricultural groups were formed to carry out activities in each village. In the field of fishery, six villages were appointed with facilitators to coordinate activities, and fishery groups were also formed to carry these activities out. The selection of groups gave priority to existing groups, providing them with further motivation. • The implementation team at Pattimura University carried out the skill training for each group, along with providing them with any necessary equipment. <p>n Difficulties in Group Activities</p> <p>Under “Support for Revitalization of Economic Activities” targeting at agriculture and fisheries, some issues were raised such as the distribution of profits and the shared management of savings. Groups experiencing such problems were likely to cease group activities. On the other hand, those groups that continued group activities had effective leaders, and were able to resolve the issues created by group activities while showing a trend for increases in profits.</p> <p>n Difficulties in Introducing New Technology</p> <p>Continuation of newly introduced technology was difficult. For example, in villages that had started their aquaculture, the</p>

	<p>maintenance and management of provided equipments was complicated and costly, and the financial burden in regard to continuing business was too large.</p> <p>⌞ Requirement for Equal Distribution of Equipments</p> <p>Equipment was provided in order to give the project instant impact, but the provision of equipment was not conducted at a group or community level but rather to individuals. In addition, the equipments provided differed between villages.</p>
<p>3) Government Engagement</p>	<p>⌞ Mobilization of Governmental Bodies</p> <p>Under “Promotion of Local Industries”, officials in the central government and related organizations were mobilized.</p> <p>⌞ Capacity Building of Local Governmental Staff</p> <p>For the intermediate agri-business course for training of trainers, small-scale business people were limited to 40%, and 60% of trainees were taken from governmental staff in order to enhance the capabilities of local governmental staff for the rebuilding of local industries.</p> <p>⌞ Insufficient Involvement of Regional Government</p> <p>Under “Support for Revitalization of Economic Activities” through CEP, local university was utilized in order to accurately and quickly respond to the needs of the residents. On the other hand, the involvement of local government was limited.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>⌞ Link with Presidential Decree / Maluku Province Development Plan</p> <p>In 2003, the government issued the Presidential Decree relating to recovery and reconstruction of Maluku and North Maluku province, intended to respond to IDP problems, rehabilitation of social and economic infrastructure, community empowerment, and enhancement of productivity. Taking this decree onboard, the Maluku Province government established the Provincial Government Development Plan (2003 - 2008), comprising “reconstruction and stability” and “enhancement of sustainable competitive power.” This project was implemented within the framework of these central / regional government policies and development plans, and this brought the project legitimacy and credibility.</p> <p>⌞ Reflection of Project Results into Provincial Policy</p> <p>The leadership of regional government recognized the importance of the formulation and implementation of development plans that reflect the needs of the residents. In response to this, the project introduced the Participatory Local Social Development (PLSD) training method. This was modified to suit the current state of Maluku by local stakeholders. Based on this, development plans for 4 villages (5 year</p>

	plans) were completed. These elements using PLSD methods were later incorporated by BAPPEDA into the budget process of Maluku Province, and came to have an impact at the provincial level.
5) Partnership with Private Sector	None in particular.
6) Use of Existing Local and Third-Country's Resources	<p> n Use of Local Universities Under “Support for Revitalization of Economic Activities”, a local university was used in order to accurately and quickly respond to the needs of the residents. The university that was a target of destruction during the conflict, was willing to support for the community revitalization, and this did make it possible to respond quickly to the needs of communities. However, there remained issues with sustainability of the project due to the lack of experience of university in directly promoting community development. </p> <p> n Use of Existing JICA Projects in Indonesia Under “Promotion of Local Industries”, the existing JICA’s network and resources that had been built up from previous projects were used, including the Industrial Ministry Ambon Industrial Research Standardization Center, Maluku Province Industry Agency and Indonesia Export Training Center. This approach contributed to local ownership, as well as the effective and swift implementation of the project. However, there remained issues with fairness and sustainability of the project. </p>

2 Aceh Province, Indonesia

Urgent Rehabilitation and Reconstruction Support Program in North Sumatra

Project Title : Urgent Rehabilitation and Reconstruction Support Program in North Sumatra

(1) Banda Aceh Emergency Rehabilitation and Reconstruction Support Project: Emergency Development Survey “Rehabilitation and Reconstruction Support Program for Damage Caused by North Sumatra Offing Earthquake Tsunami”

(2) Local Industry Promotion

Project Duration : March 2005 - March 2006

Implementing Agency (C/P) : [1] DINAS- Industry, [a] Brick manufacturing mid- and small- scale business support training : Industrial Ministry Ceramic Center (BBK), [b] Welding / metal processing technology training : Industrial Ministry Metal Industries Development Center (MIDC), [c] Training on dress making and embroidery skills : Industrial Ministry Sewing Center (BBT), [d] Patchouli oil technology training : Industrial Ministry Banda Aceh Technology Center (Baristand), [e] Business and Financial Acquisition Training for Mid- and Small- Scale Businesses : Banda Aceh and Medan Trade Training Promotion Centers (RETPC), [2] Syiah Kuala University, [3] Center for Digital Inclusion (CDI; NGO),

Cooperation Expenses : (1) n/a, (2) (a) 12 proposals including livelihood securing support: Approx. 100 million yen, (b) Brick manufacturing mid- and small- scale business support training : Approx. 2.6 million yen (June 15–30, 2005), (c) Welding / metal processing technology training : Approx. 3.5 million yen (July 2005), (d) Training on dress making and embroidery skills : Approx. 3.5 million yen (September 2005), (e) Patchouli oil technology training : Approx. 1.1 million yen (January 2006), (f) Business and Financial Acquisition Training for Mid- and Small- Scale Businesses : Approx. 4.1 million yen (February 2006)

Scheme of the Project : (1) Development Planning Study, (2) In-Country Training

Outline of the Project

I Project Background and Overview

The Indian Ocean Earthquake and Tsunami caused unprecedented damage in Aceh in December 2004, while the region was still closed off due to the ongoing military operation to clear out the anti-governmental GAM (Gerakan Aceh Merdeka) forces. The disaster caused the region to suddenly be opened up, with support flowing in from external regions and foreign countries. The catastrophic destruction caused to Aceh brought about a ceasefire in the conflict, and in August 2005 a peace treaty was concluded in Finland.

I Project Purposes

Recovery and improvement of livelihood after the tsunami and conflict, and sustainable reconstruction (establishment of a foundation for peace).

I Characteristics of Beneficiaries

Producers who engage in local industry in Aceh, Former combatants including women and refugees from the internal conflict, and Farmers and fishermen affected by the conflict and the

<p>tsunami along the coastal regions.</p> <p>I Main Activities</p> <p>Support for recovery and livelihood improvement of producers. Support for reintegration of former combatants into the society.</p> <p>I Main Achievements</p> <p>The support (provision of training and equipment) for the recovery and livelihood improvement of producers and the reintegration of former combatants to the society was provided, and it contributed to a certain amount of improvement in livelihood.</p>	
<p>Timing of Intervention</p> <p>I A few months after the tsunami (a peace agreement was signed 8 months after the tsunami)</p> <p>I With a peace agreement concluding the internal conflict that had continued for more than 30 years, the Indonesian government and international donors led major post-tsunami and post-conflict reconstruction operations.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>X B. Mid to longer-term response : approach aimed at livelihood improvement, employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment through support for policy formulation, organizational development, and law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>n Selection of Project Target Regions Suffering from Tsunami and Conflict Damage</p> <p>In addition to support for fishermen who had suffered the effects of the tsunami along the coastline, the project aimed at support for recovery from the conflict. Therefore, in order to provide support for former GAM combatants and refugees from the conflict, Pidie was also selected as a target region for the project, which had been a base of GAM operations and severely suffering from the conflict.</p> <p>n Support for Immediate Impact on the Resumption of Local Industries</p> <p>With the start of the major reconstruction operations led by Indonesian government and donors, JICA provided trainings in areas of high market demand, such as brick manufacturing and welding / metal processing. In addition, aiming for immediate impact on local industries, trainings in Islamic dress making and patchouli oil technology were also provided to support the restarting of local</p>

	<p>businesses because those fields were still active in business during the conflict and so maintained their market.</p> <p>▫ Support for the Reintegration of Former GAM Combatants into Society</p> <p>For supporting the reintegration of former GAM combatants into the society, a joint training with general entrepreneurs was held for establishment of companies and acquisition of funding in Banda Aceh and Medan.</p> <p>▫ Implementation of Immediate Aid</p> <p>For the fishermen along the coastline who suffered damage from the conflict and then lost everything to the tsunami, the CDI (Center for Digital Inclusion), a local NGO versed in the region and engaged in the Emergency Development Survey “Urgent Rehabilitation and Reconstruction Support Program in North Sumatra”, was employed to provide immediate aid.</p>
<p>2) Capacity Enhancement of Community</p>	<p>▫ Empowerment of Community Through Increased Productivity</p> <ul style="list-style-type: none"> • A project conducted by an NGO (CDI) provided support to 5 groups for the improvement of their livelihood, such as salt making and salted fish making. The beneficiaries are still continuing these activities. • In addition to the emphasis on fairness, this project was focusing on equality, while targeting increased productivity in fields that the beneficiaries had been working on, rather than in new fields. This approach made it unnecessary to develop new sales routes for new products, because buyers already exist. It means that the increase in the production volume generated by the increased productivity will link directly to the increase in income. • Furthermore, a large pan used to produce salted fish was provided for each household as a design component to avoid difficulties associated with the joint management of a group activity. • The careful planning and arrangements together with periodic monitoring are believed to be the factors behind the good sustainability of this project. • In villages that produce salt, the next step in the plan is to form an association so that they can enhance their ability to negotiate with traders over price.
<p>3) Government Engagement</p>	<p>▫ Building a Relationship Between Central Government and the People of Aceh</p> <p>The training for reconstruction was carried out using the central government’s training resources, which have already cooperated with JICA for many years, including the Industrial Ministry Ceramic</p>

	<p>Center (BBK), the Industrial Ministry Metal Industries Development Center (MIDC), the Industrial Ministry Sewing Center (BBT) and then Banda Aceh and Medan Trade Training Promotion Centers (RETPC). Having existing public organizations as training providers to residents was intended to rebuild a trust between the government and the people of Aceh.</p> <p>n Governmental Monitoring (Cooperation from Baristand)</p> <p>The Aceh Industrial Research Standardization Center (Baristand Aceh), which supports quality improvement of products in Aceh, implemented the patchouli oil technology training, and they place their focus on follow-ups after training. In Pidie, which was a GAM base, in order to monitor activities of training participants and their groups, they went as far as to hide their number plates that would otherwise give their vehicles away as being government owned and expose them to potential GAM attacks. The thorough follow-ups by the Center contributed to the fact that the village continues making patchouli oil and the provided machinery is still in working order.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>n Compliance with Indonesian Government's Mid-Term Development Plan</p> <p>Under the government's Mid-Term Development Plan (2004 - 2009), the three main points raised are (1) creating a safe and peaceful Indonesia, (2) creating a democratic country where all the people are equal and (3) improvement of the welfare of the people. This project was implemented under this framework.</p>
<p>5) Partnership with Private Sector</p>	<p>None in particular.</p>
<p>6) Use of Existing Local and Third-Country's Resources</p>	<p>n Use of Previous JICA Projects in Indonesia</p> <p>For the region-centered program of economic recovery and promotion, use of the network JICA has built up from previous projects allowed swift and effective support to be provided, including the Industrial Ministry Ceramic Center, the Industrial Ministry Metallic Work Development Center, the Industrial Ministry Sewing Center, the Industrial Ministry Banda Aceh Technology Center and then and the Banda Aceh and Medan Trade Training Promotion Centers.</p> <p>n Use of NGO Familiar with the Region</p> <p>The cooperation with the CDI, a local NGO which has considerable experience and achievements in the target region and has already established links with the community, made it possible to implement sustainable support.</p> <p>n Use of Local Universities</p> <p>For community rebuilding support using the CEP (Community</p>

	Empowerment Project), the local Syiah Kuala University, very familiar with the region, was used to conduct immediate support for securing livelihood.
7) Other	<p>n The Importance of Mid- and Long- Term Aid</p> <p>In Aceh province in Indonesia, support for improvement of the livelihood was carried out by many aid agencies and organizations, and the beneficiaries also created “unions” in order to secure funds from donors. However, along with the end of many of the projects, these were also automatically dissolved. Also, in those businesses that require sale of a product, there was also the issue of market access, making it very difficult to improve livelihood over just a short period. In order to secure sustainability in support for improving livelihoods, the mid- and long-term perspective is required for the design of and commitment to support.</p>

3 South Sudan

3.1 Project for Improvement of Basic Skills and Vocational Training in Southern Sudan (SAVOT)

Project Title : Project for Improvement of Basic Skills and Vocational Training in Southern Sudan (SAVOT)

Project Duration : September 1, 2006 – December 31, 2009 (Phase 1), August 27, 2012 – July 31, 2013 (Phase 2)

Implementing Agency (C/P) : Ministry of Labor, Public Service, and Human Resource Development (MLPSHRD)

Budget : 580 million yen (as of the plan of fiscal year 2012)

Scheme of the Project : Technical Cooperation Project

Outline of the Project

I Project Background and Overview

In 2005, a Comprehensive Peace Agreement (CPA) was signed, which brought an end to the civil war which lasted over 20 years. Following the signing of the CPA, the Government of National Unity in Khartoum was inaugurated, and Southern Sudan was granted autonomy. The government of Southern Sudan (GoSS) was formally established in December 2005.

Given the huge number of people who had been forced to live outside their home town during the war, it was foreseen that the many internally displaced people (IDPs) and refugees would come back and settle down in Southern Sudan in coming years, which would lead to a rapid increase of the population. In light of the above situation, it was indispensable for the Southern Sudanese, including returnees (in particular in Juba and its surrounding area) to acquire basic vocational skills which could translate into employment and self-employment for the sake of recovery and reconstruction of Southern Sudan, and improvement of their livelihood.

MTC (Multi-Service Training Center), which is located in the city of Juba, offered a regular training course of eight fields as the core institution of vocational training in Southern Sudan before civil war. In order to restore its original function, improvement of its implementation and management skills was urgently needed. On the other hand, there was a lack of skilled workers among Sudanese, and most the skilled workers employed in reconstruction activities are from neighboring countries such as Kenya and Uganda. Therefore there was a need for development of human resource so that Southern Sudanese gained necessary skills to participate in the reconstruction projects.

I Project Purposes

Basic skills and vocational training are effectively delivered through the capacity building of training providers.

I Characteristics of Beneficiaries

Local population including, ex-combatants, women, refugees, returnees (ex-refugees and ex-internally displaced people). The proportion of returnees in the training of SAVOT

<p>accounted for 32% overall, higher in urban areas: MTC (56%), SFM (44%).</p> <p>I Main Activities</p> <p>(1) The technical, managerial, and physical capacity of MTC is strengthened.</p> <p>(2) The capacity for training delivery of non-formal training providers (such as NGOs) is strengthened.</p> <p>(3) The capacity of SAVOT's training providers in employment support services is promoted.</p> <p>I Main Achievements</p> <p>(1) SAVOT provided training to 3,861, which exceeded its original target of least 1,300, during the project period</p> <p>(2) Over 70% of graduates either got a job or self-employment within 6 months after completion of the training</p> <p>(3) MTC, which was not functioning for almost 20 years during civil war, started operation in full. At present, MTC is able to run a training course by itself in 8 sections.</p> <p>(4) SAVOT has developed capacity of non-formal training providers. Ex-combatants are trained in SAVOT for the first time in Southern Sudan</p>	
<p>Timing of Intervention</p> <p>One year after the conclusion of CPA.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development, and for law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>▫ Achievement of Tangible Results in the Short Term</p> <p>The project aimed at achieving tangible results in the short term in order to meet the needs of the emergency recovery and reconstruction and to allow people to realize peace dividends. For this reason, the highest priority was given to start the training, so that the selection of partner training institutions, the creation of training programs, procurement of necessary materials and equipment, and the recruitment of trainees were carried out in a short period of time. The first vocational training was conducted six months after the project started, and about 450 people attended the training within one year.</p>

	<p>n Change in Consciousness and the Necessity of Adjustment to Post-War Situations from Conditions during the Conflict</p> <p>According to the local industries, skills are not the only obstacle in hiring local personnel, and there are other factors including daily habits, discipline, and work ethics. The background for this lies in the unstable times during the war and the fact that for many years, companies did not operate in the region. Receiving advice from the industries, the project added career planning and entrepreneurial skills sessions as special subjects of training. The curriculum included life/career planning, occupational information, resume writing and interview tips, business plans, and business etiquette. In addition, according to results of interviews held with trainees, it was shown that they gained confidence to support their families, and their thinking and actions became more positive as a result of training.</p> <p>n Training of Ex-Combatants</p> <p>DDR (Disarmament, Demobilization and Reintegration) was started after the start of projects, and the project responded to the reintegration needs of ex-combatants by setting up a new short course. The training was carried out in the following way, but there was an opinion that three month training was too short to provide enough services to ex-combatants.</p> <ul style="list-style-type: none"> Ø Focus on behavioral change and the desire for learning and employment for starting a social life as a civilian. Ø Provide training to about 100 trainees including women with a variety of training courses Ø Form training classes mixed with ex-combatants and ordinary citizens (ratio 1:1), so that they are able to understand each other by learning together and to start the reintegration process from the training stage. Ø Employ a social worker in order to provide regular counseling sessions for ex-combatants who are worried about their reintegration in one way or another. Ø Employ a career planning and entrepreneurship expert in order to help trainees to make their life plans after completing the training. Ø For illiterate trainees, SAVOT provides basic literacy courses on Juba Arabic and English. Ø Provide start-up kits to successful graduates upon graduation. This enabled graduates to start their business or be employed just after graduation.
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2) Capacity Enhancement of Community	None in Particular.
3) Government Engagement	<p>∩ Establishment of Monitoring and Evaluation System</p> <p>No sound monitoring and evaluation system for vocational training providers which involves MLPSHRD has yet been established. Therefore, SAVOT has promoted the placement of the Director in charge of vocational training in MLPSHRD.</p> <p>∩ Collaboration with the Labor Office of Central Equatoria State</p> <p>The project invited the staff of the labor office of the state government for study tours to Kenya and important seminars to seek possible collaboration with its partner training providers. However, the state labor office is not fully functional yet, which has hindered the possible collaboration with the office.</p>
4) Linkage with the Policy, Strategy, or Development Plan	<p>∩ Absence of Policy and Contribution to Policy Formulation</p> <ul style="list-style-type: none"> • The Government of Southern Sudan was just launched in October 2005. Although the Government recognized the importance of the training of technicians, there was no policy and institution relating to vocational training. Therefore, the project had no choice but to attempt to reform the organization and institution of MTC by itself. • Therefore, in the process of policy formulation by International Labour Organization (ILO), SAVOT made efforts to reflect the reform of MTC in the new policy. For this reason, the project submitted its basic study report on vocational training policy to the Ministry of Labor. The project continued to contribute to the policy formulation and implementation through close collaboration with ILO. • The Government's formulation of vocational training policy was largely based on basic data provided by SAVOT. As a result, the Government recognized the effectiveness of institutional reform in MTC as a model case for other training centers. However, there is no description of vocational training in the Medium-Term Development Plan (2011-2013). Therefore, it is still not clear about the Government's priority concerning vocational training in the country.
5) Partnership with Private Sector	<p>∩ Use of Non-Formal Training Providers</p> <ul style="list-style-type: none"> • Taking into consideration the immediate needs of training for ordinary civilian after 20 years of civil war, SAVOT aimed to provide training not only via public training providers (i.e. MTC) but also NGO and other non-formal training providers, so to expand the variety of trades for wide range of people in the war-torn country.

	<ul style="list-style-type: none"> • Data shows that training by private providers is more efficient than MTC. For instance, Unit cost of private training is USD 2,427 in MTC and USD 751 in private providers. • Although public training institutions have the facilities, their ability to manage them tends to be low. In order to make effective use of public facilities, MTC and other public training institutions should promote business alliance with private training institutions and provide citizens with many and greater variety of training opportunities. <p>▫ Implementation of Industrial Attachment</p> <ul style="list-style-type: none"> • The project has gained cooperation from the private sector in the acceptance of trainee internships. During the project period, 284 trainees of AFEX/JCS (AFEX & Juba Catering Service) and MTC were accepted by 75 companies which provided free of charge training in the workplace. All trainees of SFM (Swedish Free Mission) also participated in industrial attachment programs either for free or paid. <p>▫ Linkage with Private Companies through Income-Generating Activities</p> <p>MTC initiated to strengthen income generation by providing automotive repair services requested by outside entities. Given the fact that the operational cost of MTC has not been provided by the Government, it was the only way to manage MTC sustainably. In addition to automotive repair, the project plans to increase revenue in the future through the production of woodwork and metal products as well as the maintenance of facilities and equipment.</p>
<p>6) Use of Existing Local and Third-Country's Resources</p>	<p>▫ Use of Third-Country Resources</p> <p>In order to improve the technical capabilities of MTC trainers, the project utilized Nakawa Vocational Training Center (NVTI) in Uganda which has received technical cooperation by JICA over the long term. For efficiency of the input, the trainers of NVTI transferred technology and created educational materials about the individual technologies while Japanese experts conducted the activities concerning planning, management and supervision of the program.</p> <ul style="list-style-type: none"> • One of the advantages of the use of NVTI is that it is easier for MTC's trainers to accept guidance from Ugandans because of the similarities in terms of economic and cultural background, technological level, and geographic location. In addition, MTC trainers could imagine a specific goal of MTC in the future by looking at the history of NVTI which has grown from a small training center.

7) Others	<p> n Responding to Highly Flexible Labor Market In the beginning, the project started the training course in the fields which were thought to have a high demand such as construction, carpentry, and automotive maintenance because of their close relationship with the reconstruction process. However, with subsequent expansion of capital, including a sharp increase in hotel construction and construction of government and private office building, the demand for hotel services, electrical work, and air conditioning systems increased. Thus these fields were added to the course. The course on hotel services, which is short-term in nature, had the advantage of leading to employment in a short period of time. The challenge was to accommodate changes in Juba's economy and labor market demand. While putting out antennas for information pertaining to these types of changes, training was conducted as a pilot or trials to reflect these changes. </p> <p> n Establishment of a Unified Training System In Southern Sudan, a unified training system (e.g., admission requirements, years of training, curriculum) has not been established. In this situation, the project has promoted institution building (such as the standardization of rules for operation) regarding the operation of public training centers in the country. </p>
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3.2 Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development (LIPS)

<p>Project Title : Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development (LIPS)</p> <p>Project Duration : February 10, 2009 – February 9, 2012</p> <p>Implementing Agency (C/P) :</p> <ul style="list-style-type: none"> - Ministry of Cooperatives and Rural Development, Government of Southern Sudan (MCRD/GOSS) - Ministry of Cooperatives and Rural Development, Central Equatoria State (MCRD/CES) - Ministry of Agriculture and Forestry (MAF/CES) <p>Cooperation Expenses : 512 million yen</p> <p>Scheme of the Project : Technical Cooperation Project</p>
<p>Outline of the Project</p> <p>I Project Background and Overview</p> <p>In January 2005, the Comprehensive Peace Agreement (CPA) was achieved in Sudan after civil war between north and south which lasted over nearly 20 years. However, in South Sudan, securing livelihoods of people in rural areas has become an urgent issue as a result of the return of IDPs (2.5 million) and refugees (330,000). The main source of income of households in and</p>

around Juba, the capital of Southern Sudan, has been agriculture, animal husbandry and fishery. However, the capacity and activities of Community Development Officers (CDO) who are in charge of eliciting the needs of rural people and coordinating with relevant ministries and Agriculture Extension Officers (AEO) who are responsible for the dissemination of agricultural technology were not enough to meet the needs of rural people. Under such circumstances, the Ministry of Cooperatives and Rural Development, Government of Southern Sudan (MCRD/GoSS) requested technical cooperation projects to the Government of Japan in order to develop livelihood improvement models which correspond to the diversity of rural areas near Juba for the consolidation of peace.

I **Project Purposes**

The goal is to establish basic conditions for extension of livelihood improvement models suitable for various communities in and around Juba.

I **Characteristics of Beneficiaries**

- The target village area was strongly influenced by the conflict. Many IDP and returnees reside.
- Residents include agricultural people, nomadic-agricultural, nomadic tribes, and other tribes.
- Conflicts between residents over water use and on cattle raiding occur sporadically.
- Weak social relations among residents as a result of conflict over the long-term also have weakened the capacity to respond conflicts and disputes among residents.

I **Main Activities**

- (1) Basic Tools for community development services are developed. This includes: i) community development manuals, and ii) Agricultural technology packages.
- (2) Capacity of the relevant government staff and community leaders in extension of Livelihood Improvement Models is strengthened.
- (3) Institutional Capacity of MCRD/GOSS/CES, and MAF/CES in effective operation of Livelihood Improvement Models is strengthened.
- (4) The Model project adapting Livelihood Improvement Models is implemented.

I **Main Achievements**

- (1) Development of community development manuals and agricultural technology packages as well as the contribution to the formulation of Rural Development Policy.
- (2) Provision of training opportunities for senior officials of MCRD, CDO, AEO and community leaders.
- (3) Capacity development of CDO, AEO and community leaders through the implementation of the Model project.

Timing of Intervention

Jan. 2005, 4 years after the conclusion of CPA.

Types of approaches taken by the project (can be multiple answers):

A. **Short-term response** : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.

B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.

C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development, and for law and institutional reforms.

Project approach, lessons learned and challenges

<p>1) Social Aspects</p>	<p>▫ Access to Land among IDPs and Women</p> <ul style="list-style-type: none"> • A community in a village is basically a group of people composed of the same tribe. Therefore, IDPs who come from different tribes from the permanent residents are often subjected to discrimination. There was resistance among permanent residents in accepting IDP in rural development. • The project formed a group A which conducted agricultural activities in a collective farm and a group B which used individual land in the agricultural component of model projects. The usage of land was often restricted for IDP and women. In this situation, the land usage right was easier to obtain when a group negotiated. Introduction of a collective farm and CDO acting as coordinators enabled IDP to cultivate. Friction between IDP and permanent residents was mitigated by both groups working in the same collective farm. <p>▫ Strengthening of Social Relations among Communities through the Construction of Social Infrastructures</p> <p>In order to strengthen the unity of the community, the project included activities for building schools and other social infrastructures which were in high demand among local residents. Friction between tribes and villagers was mitigated through their participation in gathering construction materials and building common facilities, which led to the improvement of relationships between villagers.</p>
<p>2) Capacity Enhancement of Community</p>	<p>▫ Formation of Boma (Village) Development Committee (BDC)</p> <p>The leadership is critical in rural development especially in an area of weak social relations. The capacity development of traditional tribal chiefs and rural development committees is effective in rural governance. Under the support from the project, Boma development committees were formed in each model village and consisted of 11 to 13 members of the village, male, female, and youth. The project provided them and traditional tribal chiefs with extensive training. As a result, the BDC demonstrated leadership in organizing rural residents, conducting collaborative works, and holding village meetings.</p>

	<p>n Formulation of Community Development Plan</p> <p>Community Development Plan (CDP) is a blueprint that reflects the future of the village. Each BDC of the model villages of the project formulated their own CDPs in February 2010 and these were formally approved by the local government. Then, BDC took a more proactive communication with local government and development partners in order to realize their CDP.</p> <p>n Strengthening of the Solidarity of the Community through the Implementation of Model Projects</p> <p>Villagers increased conversation and built closer relationships through the planning and implementation of model projects based on CDP. In South Sudan, the relationship between rural residents is weak in that they tend not to work together to improve village life. The model projects provided them with opportunity to strengthen their relationship through collaborative work for the building of school and joint operation of community center. In addition, women also participated in these meetings and collaborative works, which contributed to the improvement of their status in the community.</p> <p>n Development of Farmer Teacher</p> <p>Farmer teacher is an informal method of agricultural extension in which farmers themselves plan the role of information and technology transfer in their own community. Due to the limited number of AEOs, the project emphasized the development of farmer teachers. 32 farmers who were selected as farmer teachers in 6 model villages received extensive training on agricultural technology, sales techniques, leadership in the demonstration farms as well as on monitoring and guidance. Many of them enthusiastically tackled new agricultural technology, provided guidance to the local farmers, and played the role of extension workers in their community.</p>
<p>3) Government Engagement</p>	<p>n Capacity Building of Government Officials at the Central and State Level.</p> <p>In order to strengthen the capacity of stakeholders of rural development in the country, the project offered a variety of trainings such as instruction by JICA experts, overseas and domestic study tours, workshops and seminars, and OJT. The participants of training ranged from leaders from Ministry of Rural Development and extension workers to rural leaders, who play a leading role in the fields of agriculture and rural development. More than 100 persons received training.</p> <p>n Capacity Development of CDO through OJT</p> <p>When the project started, extension workers did not know about their activities on the site, and the extension works of CDO and</p>

	<p>AEO were not functioning. Under these circumstances, 50 extension staff of the Central Equatoria state participated full time in this project. In addition to receiving training, they gained a variety of experience on the sites: they made a development plan together with farmers, cultivated the fields, built schools, started businesses, etc. As a result, the motivation and the ability of extension workers have increased significantly.</p> <p>n Collaboration between AEO and CDO</p> <p>The project adopted rural development approaches which Japan had applied after the Second World War. In this method, AEOs and CDOs work hand in hand in order to contribute to livelihood improvements in rural villages. Similarly, this project sent both AEO and CDO in one model project site. AEO took initiative in agricultural extension services while CDO dealt with IGA and socio economic aspects. The involvement of both CDO and AEO in the model project aimed to bring comprehensive development in rural villages and therefore to enhance villagers' livelihoods in various sectors. Through a series of activities, communication among villagers got active and the foundation for cooperative works was established.</p> <p>n Weak Local Administrative System</p> <p>Since local administrative systems are not fully established, there lacks coordination among administrative services at the village and county levels. Even if rural communities and CDO develop a CDP through a bottom-up approach, the local government at the county level does not have a structure to support the plan.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>n Development of Community Development Manuals and Agricultural Technology Packages</p> <p>In South Sudan, the concept and methods of rural development are not well understood among officers engaged in rural development activities. Under such circumstances, the project developed community development manuals and agricultural technology packages based on information and lessons learned from surveys, training and model projects which were conducted in the project.</p> <p>n Support for the Formulation of Rural Development Policy</p> <p>A new Agriculture, Forestry and Rural Development Policy was formulated after the discussions with representatives of the Ministry of Rural Development of 10 states and other stakeholders. This policy clearly shows the concept of rural development and the direction of development which were ambiguous before, and reflects the lessons learned from this project.</p>
<p>5) Partnership with Private Sector</p>	<p>None in Particular.</p>

6) Use of Existing Local and Third-Country's Resources	n Use of Third-Country Resources <p>In the third-country training, participants visited many sites of agricultural and rural development in Kenya and Uganda. Knowledge gained in this study trip was effectively utilized by CDOs and AEOs in the implementation of model projects. The Third-Country training was especially effective for CDOs and AEOs who could make their goals clear by looking at advanced cases of neighboring countries and by holding a clear image of their model projects after 5-10 years.</p>
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4 Rwanda

4.1 Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (DSwDs)

Project Title : Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (DSwDs)

Project Duration : December 2005 – November 2008

Implementing Agency (C/P) : Rwanda Demobilization and Reintegration Commission (RDRC)

Cooperation Expenses : 154 million yen

Scheme of the Project : Technical Cooperation Project

Outline of the Project

I Project Background and Overview

Following several years of civil war between the Hutu and the Tutsi tribes, the 1994 genocide, and conflicts with the neighboring Democratic Republic of the Congo (DRC), the country of Rwanda faced severe political, social, and economic challenges in reducing the bloated Rwandan Patriotic Army (RPA) to a more appropriate size and demobilizing and repatriating members of Armed Groups (AGs) who had crossed from Rwanda to the DRC after 1994. To address these problems, the government of Rwanda started in 1997 the Rwanda Demobilization and Reintegration Program (RDRP). By 2004, the program had demobilized 33,945 combatants from three groups: ex-soldiers of the RPA; ex-soldiers of the Armed Forces of Rwanda (ex-FAR) of the former regime, which had held power until 1994; and ex-combatants of Armed Groups (ex-AG) that had been active in the DRC. (The total number of combatants demobilized as of the end of March 2012 had reached 68,418.)

Among the ex-combatants were many with disabilities. Yet the support these Demobilized Soldiers with Disabilities (DSwDs) received from the RDRP was limited to medical assistance and rehabilitation appliances. It did not include skills training to help them reintegrate into civilian life. Agencies implementing skills training for Persons with Disabilities (PwDs) in Rwanda are also few and limited in scope, and efforts at socially and economically reintegrating DSwDs face major constraints. Following a request from the Rwandan government, JICA responded to initiate its Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (DSwDs).

I Project Purposes

Expertise to reintegrate DSwDs into communities through skills trainings is strengthened and shared among the Rwanda Demobilization and Reintegration Commission (RDRC) and the Skills Training Centers (STCs).

I Characteristics of Beneficiaries

Demobilized soldiers with disabilities from 3 groups: the Rwandan Patriotic Army (RPA), the Armed Forces of Rwanda (ex-FAR), and paramilitary Armed Groups (ex-AG). These groups opposed during conflict period.

I Main Activities

- (1) To strengthen STCs' capacity to accept Persons with Disabilities (PwDs).

<p>(2) To provide DSwDs with vocational skills.</p> <p>(3) To develop a system for accumulating, analyzing, and using information on STCs and DSwDs.</p> <p>I Main Achievements</p> <p>(1) At the time of the terminal evaluation in August 2008, the total number of DSwDs participating in skills training had reached 923. Therefore, the project has achieved its goal, which had initially assumed 800 or more participants.</p> <p>(2) 189 of 253 graduate trainees (75%) had made practical use of the vocational skills acquired.</p> <p>(3) Other achievements included beneficiaries' participation in cooperatives, improvement of relations with families and neighboring communities as well as of relations among ex-combatants from Rwanda Defense Forces (RDF, former RPF), Armed Forces of Rwanda (FAR), and armed groups.</p>	
<p>Timing of Intervention</p> <p>8 years after the Rwanda Demobilization and Reintegration Program (RDRP) was started, that is, 4 years after Stage 2 of the RDRP when beneficiaries were expanded (inclusion of ex-FAR and ex-AG in addition to ex-RPA/RDF) for national reconciliation and integration.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>X B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment through support for policy formulation, organizational development, and for law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>∩ Selection of Trainees</p> <p>The selection of direct beneficiaries (trainees) for the project was carefully done, to strike a balance between the different groups of ex-combatants: former soldiers of the national armed forces (ex-RPA), former soldiers of the previous regime (ex-FAR), and ex-combatants from armed groups (ex-AG).</p> <p>∩ Consideration of Relations between Ex-Combatants and Their Communities</p> <p>The project took care to ensure that the starter kits distributed to skills trainees would not stand out as conspicuous luxuries given the living standards of the communities in which the skills trainees were being integrated. As a result, unnecessary grievances and disputes in the community did not happen. In addition, many cooperatives which were formed after graduation are operated in a mixture of ex-combatants and community members. This suggests</p>

	<p>that the integration of ex-combatants into the community has been promoted by the formation of cooperatives.</p> <p>n Formation of Cooperatives</p> <p>The formation of cooperatives during skills training has helped the ex-combatants with disabilities to become independent economically and socially. This approach is highly innovative and has helped ex-combatants to continue cooperative activities and to start a business together with their members. It allowed ex-combatants with disabilities to spend on truck the transition period from the graduation of STC to the integration into the community.</p> <p>n Support for the Existing Regional Training Centers</p> <p>The project used existing local skills training organizations instead of establishing new centers for ex-combatants. This allows the project to provide ex-combatants with disabilities with skills training in the areas in which they live. This solution was considered to be effective even after vocational skills training ended, when beneficiaries gained employment. The approach also promoted reintegrating trainees into the local community when they participated in skill training around residential areas. It was possible to reverse the reintegration if the project isolated the trainees in new centers exclusive for ex-combatants.</p> <p>n Enhancement of Trainees' Motivation</p> <p>Interviews with trainees show that furnishing graduates with starter kits, when they have finished skills training and are ready to enter employment or to form a cooperative or association, strongly motivated the DSWDs to acquire skills and secure employment. It also promoted the social and economic independence of the graduates.</p> <p>n Relieving Idleness, Decreasing Discontent, and Restoring Dignity</p> <p>Since RDF soldiers became disabled when fighting for establishing this new government, many of them feel that the government owes them support to recover. The ex-combatants from armed groups (ex-AG) with disabilities also faced difficulty in reintegrating themselves into the society because they were outside Rwanda for over ten years after 1994 and did not know about new regime. Providing skills training was meaningful in that it released these ex-combatants with disabilities from a state in which they were doing nothing except accumulating feelings of discontent. By acquiring skills, they were able to think themselves as useful and productive persons in improving their livelihood and contributing to their communities despite their disabilities.</p>
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<p>2) Capacity Enhancement of Community</p>	<p>n Formation of Cooperatives</p> <p>Many cooperatives are composed of graduates and community members. The formation of this kind of cooperative has contributed to the improvement of livelihood and strengthening of social relations in the communities by promoting cooperation among members in the workplace and by increasing income of the members of the cooperatives.</p> <p>n Contribution to the Communities</p> <p>Many graduates have contributed to their communities by the use of skills they acquired in the training centers. For example, many graduates of Gako Organic Farm have become the ‘farmer teachers’ of their communities by the use of knowledge on organic farms they acquired in the training course. It has also helped them acquire self-confidence.</p>
<p>3) Government Engagement</p>	<p>n Monitoring Conducted by RDRC and Local Governments</p> <p>Skills training and social reintegration of ex-combatants with disabilities have been monitored by RDRC regional offices and the departments of social affairs in each level of local governments.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>n Timely and Effective Response to Rwanda’s Demobilization Program</p> <p>The project was implemented in accordance with Rwanda’s process of demobilization, and therefore its timing may be considered relevant and proper. Especially the project was started when the number of demobilized soldiers reached its peak.</p> <p>n Strong Commitment of the Rwanda Government</p> <p>The government of Rwanda has demonstrated a strong commitment to support for ex-combatants with disabilities by passing a law on DSwDs in the year 2007.</p> <ul style="list-style-type: none"> Ø Law on protection of ex-combatants with disabilities Ø Law on protection of persons with disabilities (promulgated in 2007) Ø Laws and regulations pertaining to barrier-free (approval of the Cabinet in August 2011)
<p>5) Partnership with Private Sector</p>	<p>n Establishment of Linkage with Disabled People’s Organization (DPO)</p> <p>It is essential to establish the network with DPO for projects supporting persons with disabilities because the DPO has accumulated, analyzed, and utilized information and know-how on support for persons with disabilities. It is also taking the initiative of advocacy movement for persons with disabilities. The succeeding</p>

	project which is also targeting people with disabilities has made efforts to strengthen cooperation with DPO.
6) Use of Existing Local and Third-Country's Resources	<p>∩ Use of Existing STC Facilities, On-Site Instructors, and an Existing Curriculum</p> <p>The project utilized existing local resources efficiently. As the inputs of the project were mainly used for the implementation of skill training, the use of local resources such as existing STC facilities, on-site instructors, and an existing curriculum contributed significantly to the effectiveness and efficiency of project implementation. The project provided existing STC with barrier free renovation.</p> <p>∩ Use of Third-Country's Resources</p> <p>The project employed South African and Ugandan experts. Thus, the project reduced the cost for dispatching experts and enhanced effectiveness of TOT by utilizing neighboring experts. In fact, those third-country experts were highly evaluated by the Rwandan side.</p>

4.2 Project for Strengthening the Capacity of Tumba College of Technology in Republic of Rwanda

<p>Project Title : Project for Strengthening the Capacity of Tumba College of Technology in Republic of Rwanda</p> <p>Project Duration : July 2007 – June 2012.</p> <p>Implementing Agency (C/P) : Ministry of Education, Tumba College of Technology</p> <p>Budget : 937 million yen (as of the plan of fiscal year 2012)</p> <p>Scheme of the Project : Technical Cooperation Project</p>
<p>Outline of the Project</p> <p>I Project Background and Overview</p> <p>Rwanda's Vision 2020 aims at developing a knowledge-based and technology-led economy. However, the industrial sector faces a serious shortage of technicians and engineers because of the civil war and genocide. Therefore, the vision puts high priority on human resource development in science and technology. Rwanda's Educational Sector Strategic Plan for 2006-2010 put emphasis on science and technology education and the introduction of a nine-year basic education. It aimed to develop the human resources for the science and technology sector in each level of education, namely basic education (primary and secondary), technical and vocational education and training (TVET), and higher education on engineering. Accordingly, the Government of Rwanda decided to establish the Tumba College of Technology (TCT) which would offer three courses, namely Information Technology (IT), Electronics and Telecommunications (ET), and Alternative Energy (AE).</p>

<p>I Project Purposes</p> <p>TCT becomes an effective A1 level institution that provides practical technical education and training relevant to industrial and social needs.</p>	
<p>I Characteristics of Beneficiaries</p> <p>Young people with a high school qualification who want to become mid-level technicians demanded by industry and to be engineers with practical skill for the realization of a knowledge-based economy which the Government of Rwanda has been planning.</p>	
<p>I Main Activities</p> <p>(1) The basic management system of TCT is established.</p> <p>(2) A course management cycle is established.</p> <p>(3) Technical, pedagogical and managerial skills of TCT staff (teaching staff and administrative staff) are improved.</p> <p>(4) The management capacity including employment promotion and income generation activities of TCT is enhanced.</p>	
<p>I Main Achievements</p> <p>(1) According to the Tracer Survey of 2011, 81.5% of the first batch graduates were employed, running business or continuing study.</p> <p>(2) According to the Satisfaction Survey conducted in 2011, 97.4% of the employers were satisfied with TCT graduates they employed.</p> <p>(3) The competency gained through the capacity development of the project earned TCT the recognition of the CISCO Regional Academy.</p> <p>(4) TCT has been qualified as the East African Community Center of Excellence⁴ along with three other intuitions in Rwanda.</p>	
<p>Timing of Intervention</p> <p>13 years after the Rwanda Patriotic Front (RPF) seized power in July 1994.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>X A. Short-term response: approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>B. Mid to longer-term response: approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>C. More sustainable response: approach aimed at promoting long-term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development, and for law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>n Contribution to the Social Integration of the Youth</p> <p>Many of the students and graduates of TCT were born before or after the genocide in 1994 and lost their family members in the</p>

	<p>massacre. The project has contributed to the process of social integration of those young people who live their life positively by obtaining skills and confidence in school and achieving employment or entrepreneurship, or still continuing to study in university.</p> <p>n Provision of Training to Disadvantaged Groups</p> <p>TCT has also helped the local community and disadvantaged segments of the society through activities such as the provision of training to youth who lost their parents during the genocide.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Support Activities for Local Communities and Disadvantaged Groups</p> <ul style="list-style-type: none"> • The project trains best performing (nationally) girls (20-30 students) in ICT (Information and Communication Technology) skills for 4 weeks every year. This program is implemented in partnership with Imbuto foundation which was created by the first lady of Rwanda Mrs. Jeannette Kagame to foster economic empowerment, health and education. • The project supports programs which help local communities develop alternative energy. <ul style="list-style-type: none"> Ø Provides trainings on the construction of biogas systems Ø Constructs biogas plants in secondary schools around TCT Ø Manufactures solar water heaters as well as their installation Ø Provides short trainings on fabrication and testing of improved cooking stoves
<p>3) Government Engagement</p>	<p>n High Level of Commitment by the Rwandan Government</p> <p>The Rwandan government has been allocating significant financial resources to TCT by utilizing counterpart fund of Japanese non-project grant aid. The government's budget allocation in line with the policy emphasizing education sector and TCT has contributed to the success of the project.</p> <p>n Establishment of Cooperative Relations with the Government</p> <ul style="list-style-type: none"> • Provide technical support for WDA (Workforce Development Authority) -sponsored training seminars pertaining to industrial attachment. • Also work closely with the Ministry of infrastructure from the perspective of human resource development of the country implementation plan required in telecommunications, IT, energy, etc. Representatives of the Ministry of Infrastructure participated in the Technology Advisory Group (TAG) for the creation of the initial curriculum in order to exchange information on technical personnel necessary for the promotion of the government

	<p>development plan.</p> <ul style="list-style-type: none"> • Carry out 6 consulting works on biogas and biomass for the Ministry of Construction.
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>∩ Linkage with the Government’s National Development Plan and Educational Policy</p> <ul style="list-style-type: none"> • Rwanda’s Vision 2020 aims at developing a knowledge-based and technology-led economy, and Educational Sector Strategic Plan puts high priority on the development of human resources for the science and technology sector. • TCT’s policy is consistent with Rwanda’s energy policy which regards biomass, micro-hydro power generation, and transmission technology as priority issues. • The Government emphasizes human resource development as one of the pillars of its IT policy. In addition, the Government which laid fiber-optic cable throughout the country expected TCT to develop human resources for its management and operation. <p>∩ Feedback of Field Experience and Knowledge to the Policy Level</p> <p>In order to further promote the development of technical personnel with practical skills, the Ministry of Education established WDA (Workforce Development Authority) under its umbrella. This is to achieve a further improvement of technical education through WDA’s centralized management and supervision of TVET related institutions. This WDA appreciated the performance of industrial attachment of TCT. Then WDA introduced it as a model for industrial attachment to other TVET institutions so that they commence industrial attachment based on the TCT method.</p>
<p>5) Partnership with Private Sector</p>	<p>∩ Collaboration with Industry</p> <p>1) Interface</p> <ul style="list-style-type: none"> • To provide multiple occasions for both industry and technical schools to meet together through various interfaces. • Includes Technical Advisory Group (TAG), alumni association, public relations, income generation, technology demonstrations and technical seminars. • TAG meeting is held once a year inviting industry, education, and government representatives. At the beginning of the project, TAG created a curriculum jointly to reflect the needs of industry on human resources. <p>2) Career Support</p> <ul style="list-style-type: none"> • To help students for employment and entrepreneurship

	<ul style="list-style-type: none"> • Includes industrial attachment support, employment support, entrepreneurship support, incubation center, and tracer survey of the graduates. <p>3) Implementation System</p> <ul style="list-style-type: none"> • To support the implementation of the activities on other components (i.e., Interface and Career Support). • Includes capacity building of Industrial Relation Officer (ORI), support of making action plan and monitoring, and formulation of guideline. <p>n Collaboration with Other Institutions</p> <p>The project has signed a Memorandum of Understanding on Cooperation with many institutions, such as Kigali University of Science and Technology (on academic support), Rwanda University of Tourism (on incorporation of TCT graduates into the third year of its IT department), the Ministry of Construction (on bio-gas and the energy sector), Rwanda prison facilities (on technical support for biogas facilities), Water Supply and Sewage Authority (on acceptance of industrial attachment), EEPIS, a technical college in Surabaya, Indonesia (on academic/technical support and provision of training).</p> <p>n Challenge: The High Turnover of TCT Staff</p> <p>The project has tried to improve the living and workplace environment of the instructors in order to meet the challenge of the high turnover of TCT staff. In the future, consideration should be given to explore the possibility of dispatching teachers from universities and private sector by further deepening cooperation with those institutions.</p>
<p>6) Use of Existing Local and Third-Country's Resources</p>	<p>n Active Use of Third-Country's Resources</p> <p>Third country resources were used extensively to advance technology transfer efficiently and effectively. In the department of IT, Japanese and Indian experts are conducting technology transfer. Nepalese expert has been employed extensively for technical transfer to the AE Department. The Indonesian institute, Electronic Engineering Polytechnic Institute of Surabaya, which was supported by an earlier JICA assisted project, was utilized extensively as a resource to provide technical transfer to the ET Department. The project has conducted TOT training in Indonesia and Nepal, and has sent those experts to Rwanda. In addition, training has been conducted in other third countries such as India, Kenya, Senegal, etc.</p>

5 Uganda

Project for Community Development for Promoting Return and Resettlement of IDPs in Northern Uganda

Project Title : Project for Community Development for Promoting Return and Resettlement of IDPs in Northern Uganda

Date of Agreement : April 24, 2009

Project Duration : August 14, 2009 - February 29, 2012

Implementing Agency (C/P) : (1) Competent Authority: Office of the Prime Minister, (2) Implementing Organization: Amuru District Government (in July 2010, the Amuru District was divided into the new Amuru District and Nwoya District)

Cooperation Expenses : 500 million yen

Scheme of the Project: Development study

Outline of the Project

I Project Background and Overview

Even though the signing of the peace agreement did not take place, the Lord's Resistance Army (LRA) left Uganda, leading to the declaration of the end of the conflict by the Government of Uganda in 2008. This situation encouraged IDPs to return to their own communities. Meanwhile, the budget for the Peace, Recovery and Development Plan for Northern Uganda (PRDP) prepared by the Government of Uganda was secured for its implementation in July, 2009.

I Project Purposes

- 1) Preparation of a community profile for each sub-county in the Amuru District (presently the new Amuru District and Nwoya District)
- 2) Improvement of the foundations for livelihood as well as living conditions and strengthening of the activities designed to extend public and social services to communities to which IDPs are returning for the purpose of facilitating their return and resettlement and evaluating the effectiveness of these measures. The target communities are Lulyango Village and Pabo Sub-County which are specified communities selected in the process of the Preparatory Study in January and February, 2009 and the Secondary Preparatory Study in April, 2009, both of which were conducted by the JICA.
- 3) Compilation of knowledge which is essential for the further progress of the project and similar programmes based on the findings and effects of the activities described in 1) and 2) above.

I Characteristics of Beneficiaries

The beneficiaries of the project are those who left their communities because of the armed conflict which lasted for more than 20 years and who spent these years as IDPs in various camps or nearby areas and have returned to their own communities since the end of the conflict, and IDPs who plan to return to their communities.

<p>I Main Activities Related to Livelihood Improvement and Employment Promotion</p> <ol style="list-style-type: none"> 1) Improvement of a technical training school (Kal Center) 2) Improvement of distribution routes for agricultural products (Kal Center, Pukwany) 3) Improvement of productivity of grains (Ceri, Lulyango) <p>I Main Achievements Related to Livelihood Improvement and Employment Promotion</p> <ol style="list-style-type: none"> 1) Construction of technical training facilities 2) Repair of roads and construction of culverts 3) Distribution of agricultural tools and seeds and introduction of ox-plow. 	
<p>Timing of Intervention</p> <p>The recovery of security in Northern Uganda has accelerated the return of IDPs. Meanwhile, the emergency aid provided by humanitarian organizations has been scaled down because of their anticipated withdrawal from the area.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through a immediate impact on urgent needs</p> <p>B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration and restoration of the local economy through the capacity development of communities and local governments</p> <p>× C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development and for legal and institutional reform</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>n Support for the Return of IDPs/Refugees and Their Permanent Settlement</p> <p>Northern Uganda saw a rapid return of IDPs and refugees from the second half of 2008 although some IDPs chose to remain in the camps because of communities' lack of basic infrastructure. On their part, the returnees found life to be unstable because of the insufficient availability of daily food. While commencing the development of basic infrastructure in rural areas, the project also implemented a pilot project for the increased productivity of grain production. Through this pilot project, agricultural tools were provided via farmers' groups to assist the land clearance work which was a precondition for farming. The provision of such assistance gave those IDPs thinking about returning to their own communities the necessary assurance, facilitating their actual return for permanent settlement.</p>

	<p>n Support for Livelihood Through Participatory Public Works</p> <p>The 6 km long district road from Pukwany village to the central market area of the sub-county was repaired under the pilot project for Improvement of the Distribution Routes for Agricultural Products. The project office requested that the contractor use local villagers as much as possible. As a result, the livelihood of these villagers was improved.</p> <p>n Consideration of Extremely Vulnerable Individuals (EVIs)</p> <p>ž The project gave special consideration to avoid a situation where special treatment for EVIs would lead to their isolation in the community.</p> <p>ž In Lulyango Village where the pilot project for the improved productivity of grain production was implemented, a disabled former child soldier and a woman suffering from HIV/AIDs, both of which had been previously isolated from the community, joined the group activities based on their observation of the impressive performance of these activities. Their participation facilitated their integration to the community.</p> <p>ž Two former child soldiers joined the road improvement work under the relevant pilot project. In response, the villagers gave them the special consideration of reducing the physical burden of the work for them.</p> <p>ž Under the pilot project for the improvement of a technical school, the targeted Atiak Technical School in the Pabo Sub-County used to provide training courses for EVIs. The trainees of these courses have been recruited by an NGO and there are currently no regular courses targeting EVIs.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Vitalization of Farmers' Organizations</p> <p>Under the pilot project for the increased productivity of grain production, 11 and 8 farmers' groups were formed in Ceri and Lulyango respectively. The project positively contributed to the vitalization of communities to the extent that these groups were able to formulate a leasing system for tools and seeds provided under the project. Some groups, however, experienced difficulties due to the little preparedness for joint work on the part of some members, presumably because of their separate lives from one another for many years and lack of experience of conducting joint work with donor assistance.</p> <p>n Land Disputes</p> <p>One remarkable problem faced by local communities is the growing number of land disputes. Especially in the Amuru District, land disputes are the most common disputes. Many returnees find that the person with accurate knowledge of boundaries has passed away or</p>

	<p>boundaries have become unclear in the years which they have been absent during the conflict. As part of the implementation of the pilot project, discussions were held with individual landowners willing to allow the use of their land and arrangements which were acceptable to all stakeholders were made.</p> <p>n Respect for Traditional Culture</p> <p>To facilitate community development, it is important to encourage group activities along with strengthening of the mutual-help system among members of a community with an elder or traditional leader playing a central role. Respect for the traditional culture is another important requirement. During the pilot project, a temporary burial site with many bodies and remains was found at the planned construction site for a public facility. The relocation of this burial site with a traditional ceremony helped the JICA to build trust with the community concerned and this practice has been copied by other donors.</p> <p>n Fostering of Ownership</p> <p>The field survey found that some returnees still show a dependency on external aid as they became used to such emergency assistance during the long period of living in a camp. It is especially pointed out that it will not be easy to change the way of thinking of uneducated farmers. It is, therefore, essential to foster ownership to change such a way of thinking.</p>
<p>3) Government Engagement</p>	<p>n Contribution to Strengthening of the Local Administration</p> <p>The multi-purpose hall of the Amuru District government building, houses for district government staff and the public and social services office building as well as staff dormitory in the Pabo Sub-County in the Nwoya District, all of which were constructed under the urgent pilot project, have greatly contributed to strengthening of the local administration. As administrators live in the staff accommodation, their working hours and days have increased with better focus on their jobs.</p> <p>n Confidence Building Between Local Administration and Communities</p> <p>The project provided assistance for the local government to organize a cooking competition for women's groups. This competition contributed to the fostering of confidence in the administration on the part of communities which often have a sense of being ignored by the administration.</p> <p>n Limitations of Bottom-Up Development Plans</p> <p>In principle, development plans in Uganda are supposed to be formulated in bottom-up approach. In theory, villages and parishes make requests to their respective sub-counties. These requests are</p>

	<p>then compiled by the district government for inclusion in the district development plan. In reality, however, the district development plan is not well-implemented, partly because of budgetary restrictions.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>n Consistency with the Ugandan National Policies</p> <p>To maintain its consistency with the government policies of Uganda, the project was designed to be consistent with (i) the National Development Plan (NDP), (ii) the Peace, Recovery and Development Plan for Northern Uganda (PRDP) and (iii) the Amuru District Development Plan (Amuru DDP).</p>
<p>5) Partnership with Private Sector</p>	<p>n Private Sector Foundation Uganda (PSFU)</p> <p>The Private Sector Foundation Uganda (PSFU) with membership consisting of 81 private companies and 200 individuals provides support in terms of the formulation of business plans and the provision of equipment for farmers' groups and companies in Northern Uganda on the condition that the recipients increase their employment opportunities.</p> <p>n Uganda's Response to the New Situation in South Sudan</p> <p>A road leading to Juba, the capital of South Sudan, runs through the Amuru District and is busy with trucks transporting goods from Uganda to South Sudan which became an independent country in July, 2011. Individual merchants purchase agricultural products from Ugandan farmers for sale in Juba. However, the prices they offer are often lower than the market prices and the Government of Uganda is constructing a market place at the border to protect its domestic market.</p>
<p>6) Use of Existing Local and Third-Country Resources</p>	<p>n Characteristics of Local Companies</p> <p>The local contractor for the reconstruction of the Atiak Technical School lacked proper fund management capability and the completion of the construction work was substantially delayed. Even though the use of a construction company based in the north was recommended, many local companies were found to be too small to implement the planned work. Because of insufficient funds in hand, these companies operated on a shoestring. Apart from the insufficient quality control of the work, their process control, including the procurement of materials and the deployment of workers, was found to be inadequate.</p>

6 Colombia

Project for the Support of Entrepreneurship and Employment for the Households of Demobilized Ex-Combatants and their Recipient Communities

Project Title : Project for the Support of Entrepreneurship and Employment for the Households of Demobilized Ex-Combatants and their Recipient Communities

Project Duration : February 25, 2008 - March 31, 2012

Implementing Agency (C/P) : High Council for Reintegration (ACR); National Learning Service (SENA); Bogota City Council (Secretariat to Assist the Process of Demobilization and Reintegration, Department of Internal Affairs); Institute for Social Economy (IPES) (Bogota City Council)

Cooperation Expenses : 118 million yen

Scheme of the Project : Technical cooperation project

Outline of the Project

I Project Background and Overview

Localized armed conflict has been continuing in Colombia for more than 50 years. The Government of Colombia considers the surrender and reintegration of combatants of illegal organizations to be a priority issue along with the restoration of civil order and has been implementing a number of measures to deal with these issues. So far, some 45,000 ex-combatants who voluntarily laid down their arms individually or in groups have been assisted nationwide. Compared to the support provided by the government for these ex-combatants, support for their families has been precarious, largely because there is no established methodology to provide such support at the national level. Having concluded that the assured medium to long-term reintegration of surrounded ex-combatants requires solid support for entrepreneurship and employment to increase of the income of ex-combatants and their families, the Government of Colombia made a request to the Government of Japan for the provision of technical cooperation to strengthen the collaborative system of stakeholder organizations.

I Project Purposes

To promote the entrepreneurship and employment of family members of ex-combatants and members of recipient communities.

I Characteristics of Beneficiaries

The beneficiaries are family members of ex-combatants of armed groups and members of their recipient communities. They have the following characteristics.

- 1) These people are the key for the progress of the reintegration of ex-combatants.
- 2) Unlike ex-combatants, IDPs and disabled people, these people have not been considered to be the targets for special support so far.
- 3) In reality, these people tend to be poor and the weakest members of society in need of long-term assistance.

<p>4) In addition, family members of ex-combatants are prejudiced against in the community and their integration into the community is even harder than for other poor people or vulnerable members of society.</p> <p>I Main Activities</p> <p>1) Establishment of models for entrepreneurship and employment for the family members of ex-combatants and members of recipient communities</p> <p>2) Strengthening of collaboration between stakeholder organizations</p> <p>I Main Achievements</p> <p>1) Draft models for entrepreneurship and employment for the families of ex-combatants and members of communities receiving ex-combatants and their family members were developed.</p> <p>2) Strengthening of the collaboration between stakeholder organizations was confirmed.</p>	
<p>Timing of Intervention</p> <p>The conflict was still continuing during the implementation of the project.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through a immediate impact on urgent needs</p> <p>B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration and restoration of the local economy through the capacity development of communities and local governments</p> <p>C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development and for legal and institutional reform</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>▫ Selection of Beneficiaries</p> <p>ž The beneficiaries are not ex-combatants but their family members and members of the recipient communities.</p> <p>ž As a backlash by the community was anticipated if the support was provided exclusively to surrendered ex-combatants, support was also provided for the recipient communities. In this manner, the sense of unfairness among members of the recipient communities was lessened, successfully reducing the risk of their objection to the reintegration of ex-combatants.</p> <p>▫ Response to Diverse Profiles of the Beneficiaries</p> <p>In general, the profiles (vocational career, educational background, social experience and other) of the family members of ex-combatants and members of the recipient communities are much more diverse compared to those of ex-combatants. The project accordingly aimed</p>

	<p>at developing multiple models to meet the varying needs of the beneficiaries.</p> <p>n Selection of Target Area for the Project</p> <p>The project area has many ex-combatants. Although this area is considered to be a poor area by Colombia's residential area classification, it has received little support from other donors. The residents of the communities receiving ex-combatants and their families in the project area include a large number of poor people as well as the socially vulnerable, such as IDPs and the urban poor. These people require some government support and the activities to assist the process towards their independence were consistent with the needs of the beneficiaries.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Promotion of Entrepreneurship and Employment for Family Members of Ex-Combatants and Members of Recipient Communities</p> <p>Ex-combatants are subject to prejudice in the community and their reintegration is often more difficult than it is for the poor or socially vulnerable. By providing support for ordinary community members, the project attempted to reduce the risk of the reintegration of ex-combatants and their families being hampered by a sense of unfairness among members of the recipient communities.</p>
<p>3) Government Engagement</p>	<p>n Project Management Led by Four Central and Local Government Organizations</p> <p>There were four C/P organizations for the project. These were two central government organizations (the ACR responsible for the provision of support for ex-combatants and the SENA responsible for the vocational training of ex-combatants) and two local government organizations (Department of Internal Affairs of the Bogoda City Council providing comprehensive support for the reintegration of ex-combatants and IPES enhancing the financial well-being of the poor and socially vulnerable). The combination of these four organizations made it possible to tap into and use different sorts of knowledge accumulated by each organization in an integral manner.</p> <p>n Difficult Collaboration Among Four Existing Organizations</p> <p>At the early stage of the project, the lack of a clear definition regarding the responsibilities and roles of these four organizations led to some problems. With the subsequent modification as well as clarification of the project purpose and intended outcomes along with clarification of the responsibilities and roles of the four organizations, the collaboration of these organizations became much stronger.</p>

<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>ñ Consistency with Government's Priority Policies</p> <p>The National Social and Economic Integration Policy for Illegal Armed Groups and Persons (COMPES No. 3554) issued in December, 2008 emphasizes the importance of support for the families of ex-combatants and members of recipient communities. The new government inaugurated in August, 2010 upholds the demobilization and reintegration of combatants as one of its three priority issues.</p> <p>ñ Contribution to Formulation of Central and Local Government Policies</p> <p>The project played a pioneering role in dealing with the issue faced by the Government of Colombia of supporting the families of surrendered combatants and members of recipient communities, contributing to the formulation of new government policies.</p>
<p>5) Partnership with Private Sector</p>	<p>ñ Collaboration with Private Company</p> <p>The employment of people trained under the project was facilitated by the collaboration with EXITO, a large supermarket chain in Colombia.</p>
<p>6) Use of Existing Local and Third Country Resources</p>	<p>ñ Use of Existing Organizations</p> <p>ž The combination of these four C/P organizations (ACR, SENA, Department of Internal Affairs of the Bogota City Council, and IPES) made it possible to tap into and use different sorts of knowledge accumulated by each organization in an integral manner.</p> <p>ž These four organizations had the manpower and know-how required to conduct various activities and did not require any additional training or system to implement the formulated models. As such, once the framework for a model was finalized, it was possible to quickly start the relevant activities. Moreover, as the availability of their own budget made it unnecessary for them to rely on overseas funding to implement these activities, the use of these existing organizations had the advantage of securing a high level of financial sustainability of the activities.</p> <p>ñ Development of Models With Skillful Deployment of Existing Tools</p> <p>ž Before the project, there was no system or scheme to support the entrepreneurship and employment of the family members of ex-combatants and members of recipient communities.</p> <p>ž However, the C/P organizations for the project, other central and local government organizations and NGOs do have training, employment promotion and/or financial support schemes for ex-combatants, the socially vulnerable and/or the poor. It was believed that the family members of ex-combatants and members of</p>

	<p>recipient communities could be better supported if the available schemes (tools) could be utilized through the process of (i) their comprehensive listing with a clear description of their special features, (ii) thoughtful deployment for maximum supporting effects and (iii) enhancement of the awareness of the organizations controlling these schemes.</p>
<p>7) Other (Comparative Advantage of Japanese ODA)</p>	<p> <ul style="list-style-type: none"> <p> <ul style="list-style-type: none"> <p>n Process-Oriented Technical Cooperation Approach</p> <p>Instead of dispatching a consultant to one-sidedly develop and propose a model, the method emphasizing the process of jointly developing a model with the C/P has been praised as having contributed to the development of a model which is highly applicable to the country, the fostering of ownership and the smooth use of the model after its development.</p> <p>n Use of Japanese Experience and Knowledge</p> <p>One of the positive outcomes of the project is that those people sent by the C/P organizations to Japan for training (two from each C/P organization except the SENA which sent only one person) studied (i) Japanese initiatives to promote entrepreneurship and employment, especially the roles and collaboration of stakeholder organizations, and (ii) the desirable components of an action plan to be prepared by their respective organization.</p> </p> </p>

7 Eritrea

Basic Training for Reintegration of Demobilized Soldiers in the State of Eritrea

Project Title : Basic Training for Reintegration of Demobilized Soldiers in the State of Eritrea

Project Duration : June 15, 2005 – June 14, 2007

Implementing Agency (C/P) : TVET Office of the Ministry of Education

Cooperation Expenses : 158 million yen

Scheme of the Project : Technical cooperation project

Outline of the Project

I **Project Background and Overview**

Eritrea gained independence from Ethiopia in 1993 after a war which lasted for some 30 years. However in 1998, a fresh border conflict with Ethiopia began and lasted for three years. Because of these long years of conflict, the political, economic and social foundations of Eritrea are still fragile today. The government finance was in a critical situation as a reduction of the military expenses had been found to be difficult amidst the bogged down negotiations with Ethiopia to settle the border issue.

Under these circumstances, donors led by the World Bank had expressed their support for the National Demobilization and Reintegration Program on the understanding that the demobilization and smooth social reintegration of 200,000 of 300,000 combatants was essential for the social and economic development of Eritrea. Meanwhile, the Government of Eritrea established the National Commission for Demobilization and Reintegration Program (NCDRP) in 2001 and some 104,000 combatants had been demobilized by June, 2006 by the demobilization process which started in 2002. Of these ex-combatants, many young people in particular have neither any previous work experience nor sufficient education, making their training to facilitate their reintegration an urgent task.

I **Project Purpose**

To teach basic skills to help ex-combatants in the project area pursue the development of their livelihood and their reintegration to local communities.

I **Characteristics of Beneficiaries**

The target persons were 400 ex-combatants demobilized from the government army. Of these, the young ones in particular lacked previous work experience and sufficient education. One-third of the trainees were female ex-combatants.

I **Main Activities**

- (1) Development and implementation of basic skill training courses designed to facilitate the reintegration of ex-combatants at training facilities in the project area and its surrounding area
- (2) Review, evaluation and modification of the basic skill training system in order to provide training programs which are suitable for the market needs in the project area as well as the surrounding area

<p>I Main Achievements</p> <p>(1) A survey on the training needs, preparation of a training course implementation plan, development of trainee selection criteria and development of teaching materials and curriculum for each training course were implemented.</p> <p>(2) Each of the planning, implementation and monitoring processes for the training courses was improved.</p> <p>(3) Some 500 ex-combatants, which was a much higher figure than the originally targeted 400 ex-combatants, acquired new skills by the end of the project, comfortably achieving the original target. The training completion rate was expected to be 98.8%.</p>	
<p>Timing of Intervention</p> <p>4 years after the end of the border conflict with Ethiopia.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>× B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>× C. More sustainable response : approach aimed at promoting long term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development, and for law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>∩ Consideration of Gender</p> <p>As women were said to account for some 30% of the ex-combatants, it was very important to provide skill training for women. Of the 297 ex-combatants which completed one training course or another, 172 (57.9%) were women. This prominence of women was attributable to the repeated implementation of the hairdresser course for women.</p>
<p>2) Capacity Enhancement of Community</p>	<p>None</p>
<p>3) Government Engagement</p>	<p>∩ Use of Training Organizations under the Umbrella of the Ministry of Education</p> <p>Three technical schools controlled by the Ministry of Education (Mai-Habar Technical School, Hagas Agro Technical School and Asmara Technical School) provided workshop space and accommodation facilities for the training to be conducted at their campuses.</p>

	<p>n Strong Involvement of the Ministry of Education and NCDRP in Project Management</p> <p>Some staff members of the Ministry of Education and NCDRP were involved in the following processes.</p> <p>(1) Development and implementation of the basic skill training course for the reintegration of ex-combatants into communities</p> <ul style="list-style-type: none"> ü Preparation of a basic skill training course implementation plan ü Development of trainee selection criteria ü Development of teaching materials and curriculum for each training course <p>(2) Review, evaluation and modification of the basic skill training system for ex-combatants</p> <ul style="list-style-type: none"> ü Implementation of periodic monitoring ü Sharing of information on the progress of training courses and problems encountered
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>n Links with the National Demobilization and Reintegration Program of the Government</p> <p>In 2003, the Government of Eritrea officially commenced the Emergency Demobilization and Reintegration Project, planning to demobilize 200,000 of its 300,000 soldiers and to proceed with the reintegration of these ex-combatants. The NCDRP was responsible for the implementation of this project and some 104,000 soldiers were demobilized by the end of 2005. Many of the soldiers to be demobilized had no special skills (estimated to be some 20,000 soldiers in total) and the provision of vocational training to assist the reintegration of skill-less ex-combatants was one of the urgent social needs of Eritrea.</p>
<p>5) Partnership with Private Sector</p>	<p>n Use of Private Sector Vocational Training Schools</p> <p>In addition to three technical schools controlled by the Ministry of Education, four private sector vocational training schools (Sarina Beautician's School, Sesan Beautician's School, Eva Plumbing School and Budo Construction Corporation) were used for training. Training courses were implemented at these schools with Japanese side paying the tuition fee, cost of teaching aids and textbooks and other training expenses.</p>
<p>6) Use of Existing Local and Third Country Resources</p>	<p>n Use of Existing Technical Training Organizations</p> <p>The original plan was to implement basic skill training at three regional Skill Development Centers (SDCs), targeting ex-combatants living in the nearby areas of these SDCs. However,</p>

	<p>the planned rehabilitation of these SDCs by the central government using funds provided by the World Bank was greatly delayed. This situation made it necessary for the plan under the project to be revised and it was decided to use technical schools controlled by the Ministry of Education and private sector vocational training schools to implement the planned basic skill training courses for ex-combatants.</p> <p>As the interview survey with insiders of various leading industries found that construction was the only industry with a strong demand for new workers, the required skills were mainly those for general construction work and basic skills for plumbing, electrical work and welding. It was established that the possession of basic skills would be enough for ex-combatants to find jobs in the construction industry. Given the high proportion of female ex-combatants, beauty, sewing and cooking courses were included in the scope of the project. Tailor-made training courses were developed for ex-combatants using the existing training facilities.</p> <p>Such flexible modification of the original plan to use both public sector and private sector vocational training schools in response to the delayed rehabilitation of the SDCs made it possible to provide skill training for many more ex-combatants than originally planned. Compared to the possible scenario of only the physical facilities of SDCs being rehabilitated without sufficient allocation of equipment, manpower and budget, the alternative scenario of using existing training facilities (technical schools, etc.) as adopted by the project was probably more realistic and more effective.</p> <p>n Third Country Training</p> <p>Third country training took place in Uganda for four trainees. The contents of this training at the Nakawa Vocational Training Institute in Uganda were highly praised by the C/P. This is an example of the expanded utilization of the skills and experience nurtured under Japan's ODA in one country to help another country in the same region. However, there was an opinion that the training period should have been longer because the very intensive training made it difficult for the trainees to quickly digest the training contents.</p>
7) Others	<p>n Provision of Training Programs Which Meet the Needs of Ex-Combatants and Market Needs</p> <p>Under the project, the planning, implementation and monitoring processes of the training courses were executed by means of (1) establishing the training needs by means of a needs survey, (2) monitoring of the training courses by JICA experts and staff members of the Ministry of Education as well as the NCDRP and (3) clarifying the post-training employment situation for the trainees by means of a telephone survey and monthly newsletters. Based on the actual findings of these activities, each process was</p>

	<p>constantly improved as part of the ongoing training. However, no skill evaluation system has been established as yet.</p> <p>n Orientation on Micro-Finance</p> <p>At the end of each training course, orientation on micro-finance facilities targeting the general public (including refugees, IDPs, war victims and ex-combatants) was held. However, the number of attendants was rather small, presumably because (i) the presentations were not going to be very detailed, (ii) the business opportunities were perceived to be limited because of the stagnation of the domestic economy and (iii) the duration of each training course could have been too short for the trainees to acquire sufficient skills to start new businesses.</p>
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8 Palestine

Jericho Regional Development Program

Project Title :

Jericho Regional Development Program (Agriculture, Agro-Industry and Distribution Sub-Program)

- 1) “Jericho Regional Development Study Project” (Quick Impact Project “QIP” : Improvement of Olive Oil Processing and Marketing in Aqqaba in the Tubas Governorate)
- 2) “Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley”
- 3) “Project for Institutional Strengthening of PIEFZA for the Agro-Industrial Park in Jericho”
- 4) “Project for Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley”

Project Duration :

- 1) October 2005 – September 2006
- 2) March 31, 2007 - March 30, 2010
- 3) July 1, 2010 - March 31, 2013
- 4) September 11, 2011 - January 10, 2015

Implementing Agency (C/P) :

- 1) Palestinian Authority (PA)
- 2) Ministry of Agriculture (MoA): General Directorate of Extension and Rural Development (GDERD), National Agricultural Research Center (NARC) and Governorate offices of the MoA
- 3) Palestinian Industrial Estates and Free Zones Authority (PIEFZA) and the Ministry of National Economy (MoNE)
- 4) Ministry of Agriculture (MoA): General Directorate of Extension and Rural Development (GDERD), General Directorate of Planning and Policies (GDPP), General Directorate of Soil and Irrigation (GDSI), General Directorate of Marketing (GDM), National Agricultural Research Center (NARC) and Governorate offices of the MoA in the Jordan River Rift Valley

Cooperation Expenses / Budget :

- 1) 230 million yen
- 2) 549 million yen
- 3) 227 million yen
- 4) 438 million yen

Scheme of the Project : 1) development study; 2), 3) and 4) technical cooperation project

Outline of the Project

I Project Background and Overview

In September, 1993, the Palestinian Liberation Organization (PLO) and the Government of Israel signed the Declaration of Principle on Interim Self-Government Arrangement (Oslo Accord) which paved the way for the establishment of the Palestinian Authority to allow interim self-government by Palestinians in the West Bank and Gaza Strip. In January, 2005, Israel's withdrawal from the Gaza Strip was approved by the Israeli coalition government while Mahmud Abbas was elected the new Palestinian president. Even though the victory of Hamas in the parliamentary elections in January, 2006 subsequently caused confusion in the politics of Palestine, the policy of co-existence and co-prosperity is likely to be the only viable medium to long-term policy to solve the problems in Palestine.

I Project Purposes

The Jericho Regional Development Program consists of three sub-programs: (i) Community Empowerment and Social Development Sub-Program, (ii) Agriculture, Agro-Industry and Distribution Sub-Program and (iii) Tourism Promotion and Urban Development Sub-Program. This program aims at successfully achieving the development of the Jericho area through the coordination of these three sub-programs with a view to ultimately disseminating all of the project outcomes throughout Palestine.

I Characteristics of Beneficiaries

Estimated some 88,900 people (2.5% of the total population of Palestine) living in the target areas (Jericho Governorate, Tubas Governorate and part of Nablus Governorate) in the Jordan River Rift Valley.

I Main Activities

- 1) Jericho Regional Development Study Project: Improvement of Olive Oil Processing and Marketing in Aqqaba in the Tubas Governorate (Quick Impact Project: QIP): (1) diversification of olive oil marketing (purchase of a bottling machine; creation of an original brand for olive oil from Tubas; capacity building through OJT); (2) production of olive oil soap (implementation of the relevant seminars)
- 2) Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley: (1) research on promising crops to be grown locally; implementation of research on cultivation and farming techniques required for recycling-oriented agriculture, water-saving agriculture and soil conservation and the proposal of suitable farming techniques; (2) improvement and implementation of the education/training curriculum for technical experts and extension workers; (3) operation and management of demonstration farmers, implementation of small-scale production activities focusing on women and support for farmers to have access to micro-credit
- 3) Project for Institutional Strengthening of PIEFZA for the Agro-Industrial Park in Jericho: (1) examination of the expected role and organization of the PIEFZA and advice on the preparatory work for the establishment of an agro-industrial park in Jericho; (2) examination of viable incentive services, formulation of a plan incorporating lease fees and basic utility services among others, examination of desirable logistic services and formulation of a business plan to establish and operate an agro-industry park in Jericho; (3) preparation and implementation of a marketing and publicity plan

- 4) Project for Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley: (1) baseline survey on small to medium-scale farmers and farmers' groups, selection of farmers' groups and implementation of a forum for stakeholders in agricultural businesses and supply of market information; (2) baseline survey on techniques and knowledge concerning agricultural production by small to medium-scale farmers and farmers' groups; formulation and implementation of an extension plan regarding production and farming management and preparation of teaching materials; (3) training of extension workers

I **Main Achievements**

- 1) Jericho Regional Development Study Project: Improvement of Olive Oil Processing and Marketing (QIP)
- 2) Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley: (1) implementation of research on recycling-oriented agriculture, water-saving agriculture and soil conservation which suit the local climate; (2) vitalization of extension activities led by technical experts and extension workers; (3) commencement of the application of improvement techniques by small farmers in regard to recycling-oriented agriculture, water-saving agriculture and soil conservation at the project sites
- 3) Project for Institutional Strengthening of PIEFZA for the Agro-Industrial park in Jericho (in progress): (expected outcomes) (1) capacity building of the PIEFZA in regard to the development and monitoring of industrial parks; (2) formulation of a business plan up to the establishment of an agro-industrial park in Jericho; (3) supply of information on the establishment of an agro-industrial park in Jericho to candidate tenants
- 4) Project for Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley (in progress): (expected outcomes) (1) improvement of the market adaptability of farmers' groups and individual farmers; (2) learning of production techniques and knowledge concerning highly value-added agricultural products by farmers' groups and individual farmers; (3) learning of techniques and knowledge concerning the extension of value-added agriculture by extension workers.

Timing of Intervention

13 years after the signing of the Oslo Accord in 1993 ("Jericho Regional Development Plan").

Types of approaches taken by the project (can be multiple answers):

A. Short-term response : approach aimed at stabilizing the situation through the provision of immediate impacts on urgent needs. Relevant to the fast track activities of the "Jericho Regional Development Study Project"

B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration and restoration of the local economy through the capacity development of communities and local governments. Relevant to the "Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley", "Project for Institutional Strengthening of PIEFZA for the Agro-Industrial Park in Jericho" and "Project for Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley"

<p>× C. More sustainable response : approach aimed at promoting long term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development and for legal and institutional reform.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>▫ Policy and Approach of the “Jericho Regional Development Program”</p> <p>Based on the findings of the Jericho Regional Development Study Project completed in September, 2006, the Jericho Regional Development Program commenced in 2007 for the purpose of (i) improving the living environment in the Jericho area through the strengthening of social services and increase of income and (ii) developing the economy in the Jericho area through improvement of the infrastructure and market conditions, thereby stimulating the autonomous development of the wider Palestinian economy. This Program adopts (i) an approach designed to support communities and (ii) an approach designed to foster reconciliation and co-existence.</p> <p>▫ Approach to Support Confidence Building</p> <p>This approach is designed to directly assist confidence building between Palestinians and Israelis as a solution to the conflict as sought by the Middle East peace talks. To be more precise, such productive sectors as agriculture and tourism are being promoted in consideration of the regional economic structure of mutual dependence between the Palestinian economy and Israeli economy.</p> <p>▫ Assistance for “Agriculture, Agro-Industry and Distribution Sub-Program”</p> <p>ž Agriculture accounts for 10.1% (2003) of the total GDP and 11.2% of the total export value of Palestine. As such, it is the second-most important sector after the service sector, absorbing some 16% of the total working population. Meanwhile, many Palestinians have recently lost their jobs because the closure of the border with Israel has prevented them from working inside Israel. As such restricted access for Palestinian workers to the Israeli labour market is expected to continue for some time, there is growing expectation that the agricultural sector will provide alternative job opportunities.</p> <p>ž The Agriculture, Agro-Industry and Distribution Sub-Program aims at fostering agriculture and related industries as the core sector in the regional economy of the Jordan River Rift Valley in due course. In connection with the processing of agricultural products, such goals as the sustainable growth of the regional economy, creation of employment opportunities and fostering of export industries have been set. In the Jericho Regional Development Study Project, the improvement of olive oil processing and marketing was conducted as a</p>

	<p>quick impact project (QIP) to provide a concrete example. This QIP involved the diversification of olive oil marketing and the production of olive oil soap.</p> <p>ž Given the fact that some 70% of the working population in the Jordan River Rift Valley are engaged in agriculture, the Project for Strengthening of Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley aimed at developing the foundations for an effective agricultural extension system through the coordination of research and extension activities involving researchers of the NARC and technical staff as well as extension workers of the MoA, thereby improving the agricultural productivity of small to medium-scale farmers.</p> <p>ž A prominent feature of agriculture in the Jordan River Rift Valley where the elevation is around -200 m is its reliance of the moderate winter from September to June. The Project for Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley is designed to capitalize on this local climate and is assisting farmers' groups for the purpose of increasing the earning of farmers by 20%. One of the problems faced by local farmers is said to be the weak marketing capacity and the organization of farmers and diversification of products are judged to be essential to solve this problem. The project also hopes to facilitate the vitalization of local agriculture through the promotion of commercial farming by small to medium-scale farmers so that the livelihood and employment opportunities will be improved for local landless farm workers.</p> <p>ž The concept of the Corridor for Peace and Prosperity put forward by the Government of Japan in July, 2006 envisaged agricultural development in the Jordan River Rift Valley as a spring board for peace-building and emphasized the importance of achieving a two-state solution for lasting peace in the region. To achieve this goal, the concept called for the economic independence and strengthening of the industrial structure of Palestine while pursuing confidence building among all neighbouring countries and the establishment of a stable Palestinian state. The ongoing Project for Institutional Strengthening of PIEFZA for the Agro-Industrial Park in Jericho which is perceived as a core project aims at promoting trade, investment and economic activities in Palestine through the development of industrial parks (especially an agro-industrial park in Jericho) by the PIEFZA.</p> <p>⌈ Gender Consideration</p> <p>The Value-Added Agriculture Project is providing support for women based on a full understanding of the current situation of local women, including female heads of households, and their roles and needs in agriculture. The rationale for this support is that the fair distribution of labour between men and women in small to medium-scale farming</p>
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	<p>households contributes to the more efficient management of farming activities, better productivity and an income increase. In addition to the efficient use of female extension workers and other staff members who account for 25% of the workforce of the MoA and its local offices, training and technical guidance are provided equally for men and women for the purpose of effectively improving the farming techniques and income of small to medium-scale farming households.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Community Support Approach</p> <p>The Jericho Regional Development Program adopts an approach designed to support communities. In the case of support for governance, the participation of residents and strengthening of the self-governing capacity of the civil society along with the improvement of government functions, including the governing system and legal system, are believed to be essential from the viewpoint of firmly establishing a democratic society. Assistance for Palestine has increasingly focused on the capacity building of local governments in addition to more conventional assistance for the central government while also emphasizing the strengthening of the self-governing capacity of local residents and communities participating in national and local government affairs.</p> <p>n Formation of CBO (Community-Based Organization)</p> <p>The Improvement of Olive Oil Processing and Marketing Project originally assumed one existing olive oil factory as the target. However, this factory declined to undergo a change of its organizational structure which was a condition for project implementation because of its own business policy and it was necessary to change the target. The Department of Agriculture of the Tubas Governorate organized a seminar for anyone interested in the marketing of olive oil in the project area. This seminar attracted more than 70 people, 10 of which subsequently established a CBO to implement the project.</p>
<p>3) Government Engagement</p>	<p>n Assistance for Government Support for Development of Business Environment</p> <p>One lesson learned from the olive oil processing and marketing project is that while a large proportion of the activities of projects designed to provide government support for an income increase is entrusted to the private sector and individuals, government support should be directed towards assisting the initiatives of the private sector and individuals by ensuring their improved access to information, infrastructure and finance. In the agri-business sector, the MoA and Chamber of Commerce, Industry and Agriculture must encourage the development of a network linking producers to communities if agricultural processing activities at the community level are to be developed as a regional agricultural processing industry. In the West Bank, there are</p>

	<p>many people who have been deprived of business and educational opportunities as well as enhancement of their business activities due to the intermittent border closures. It is hoped that government organizations in the area will provide tangible support for the creation of new business networks.</p> <p>⌋ Advancement of Government Involvement Through Strengthening of Government Capabilities and Cooperation Between Organizations</p> <p>ž Within the framework of the MoA, the GDERD is responsible for agricultural extension while the NARC is responsible for agricultural experiments and research. Because of the lack of collaboration between these organizations, the sustainable agriculture project strengthened the link between the agricultural research activities and extension activities of the government to develop a system to extend improved agricultural techniques to local areas. However, the lack of a project office at the MoA meant that the JICA experts mainly worked in Jericho, the target area of the project, and that the project outcomes were not sufficiently conveyed to the MoA. Having learned from this experience, the value-added agriculture project established an office at the MoA to ensure closer collaboration and information sharing with stakeholders at the central government.</p> <p>ž The MoA concluded that the demonstration farm (DARF) established under the sustainable agriculture project would be a tool to illustrate the effective linkage of research work and extension work to those involved in agriculture. It was understood that the DARF would complete its role when the linkage between research work and extension work was established. For this reason, no action was taken to continue the activities of the DARF after the completion of the project and none of the development plans of the MoA and its local office contain activities or budgets for the DARF.</p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p>⌋ Linkage Between Jericho Regional Development Study Project and Development Plan</p> <p>The Jericho Regional Development Study Project is consistent with the medium-term development plan formulated by the PA. The QIP, including olive oil processing and marketing, was implemented for the purpose of contributing to the strengthening of the PA's capability to formulate and implement the Regional Development Program.</p> <p>⌋ Linkage between the Project for “Strengthening Support System Focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley” and the Medium-Term Agricultural Development Plan (2006 - 2008)</p> <p>This project contributed to the development and strengthening of the policy and legal frameworks in the agricultural sector and the priority task of appropriate agricultural development as identified by the</p>

	<p>Medium-Term Agricultural Development Plan 2006 – 2008 formulated by the MoA and also to the fulfillment of the need of farmers in the project area for an extension service for effective agricultural techniques.</p> <p>⌞ The “Improved Extension for Value-Added Agriculture in the Jordan River Rift Valley” and the National Agricultural Development Strategy Paper (A Shared Vision: 2011-2013)</p> <p>The agricultural development strategy paper expresses the future vision for Palestinian agriculture as “sustainable and feasible agriculture, that is capable of achieving food security, competitive in local and foreign markets through an optimal use of resources as part of comprehensive development, and cementing the bonds and sovereignty of Palestinians over their land, there on towards building the state”. The value-added agriculture project is linked to such policies as “targeting the effective and sustainable management of agricultural resources”, “capacity building of farmers and agricultural organizations”, “facilitation of the organization of farmers” and “capacity building of extension workers”.</p>
<p>5) Partnership with Private Sector</p>	<p>⌞ The agro-industrial park project aims at improving the capacity of the PIEFZA, which is essential for the smooth development of industrial parks (especially an agro-industrial park in Jericho) in Palestine. Many donors have pointed out the effectiveness of an approach designed to facilitate industrial development based on special zones, such as industrial parks, in an area such as Palestine where all commercial activities from production to sales are conducted under restrictive conditions with limited information due to travel restrictions, etc. imposed by Israel.</p>
<p>6) Use of Existing Local and Third Country Resources</p>	<p>⌞ In the agricultural sector, Israel has advanced knowledge of dry land farming techniques and to adopt the advanced Israeli techniques for improving the agricultural productivity in Palestine could be one of the possibilities when the political situation allows. A precedent for this is the tripartite assistance for agriculture in Egypt through collaboration between Japan and Israel. Continuous efforts could be made to examine the possibility of assisting agriculture in Palestine through collaboration between Japan and Israel.</p>

9 Jordan

The Project for Family Planning and Gender in Development

Project Title :

The Project for Family Planning and Gender in Development Phase II

The Project for Family Planning and Gender in Development Phase I (July 1997 - June 2000)

Implementation Agreement : May 18, 2000

Project Duration : July 1, 2000 - June 30, 2003

Implementing Agency (C/P) : Higher Population Council (HPC), Ministry of Health (MOH), The Jordanian Hashemite Fund for Human Development(JOHUD)

Cooperation Expenses : 444 million yen

Scheme of the Project : Technical cooperation project

Outline of the Project

I Project Background and Overview

Phase 1 of this project took the South Gour region in the Karak Governorate as its model region, the most conservative and poorest region in Jordan. This project was a comprehensive and innovational proposal, linking family planning (FP), reproductive health (RH) and the empowerment of women together, and upon its completion, many positive results were confirmed. Jordan's government evaluated the results highly and requested the implementation of Phase 2, targeting all of the Karak Governorate and intending to further enhance implementation of FP and promote women's empowerment, which brought JICA to the implementation of this project.

I Project Purposes

To expand the results achieved at Phase 1 across the entirety of the Karak Governorate, enhancing implementation of FP and promoting women's empowerment.

I Characteristics of Beneficiaries

The married women of reproductive age living in the southern Karak Governorate, the most conservative and poorest region domestically, and their spouses.

I Main Activities

- 1) Capacity building of the Community Support Team (CST), Facilitators, the Local Credit Committees (LCC) and Local Advisory Committees (LAC).
- 2) Improvement of society's attitude toward women and FP.
- 3) Enhancement of MOH services relating to mother and child's health (MCH), RH and FP.
- 4) Empowerment of women through their participation in financial activities, and improving their status within the families.

<p>I Main Achievements</p> <ol style="list-style-type: none"> 1) The capacity of the CST, Facilitators, the LCC and the LAC were enhanced. 2) There was an increase in an affirmative attitude in society toward women and FP. 3) The MOH services relating to MCH, RH and FP were enhanced. 4) Women's participation in financial activities helped to empower them and improve their status within the families. 	
<p>Timing of Intervention</p> <p>In regard to the start period of the project (July 2000), there is no particular information about conflict in the target region.</p>	
<p>Types of approaches taken by the project (can be multiple answers):</p> <p>A. Short-term response : approach aimed at stabilizing the situation through providing immediate impact on urgent needs.</p> <p>B. Mid to longer-term response : approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.</p> <p>× C. More sustainable response : approach aimed at promoting long-term development which can sustain livelihood and employment through support for policy formulation, organizational development, and law and institutional reforms.</p>	
<p>Project approach, lessons learned and challenges</p>	
<p>1) Social Aspects</p>	<p>▫ A Comprehensive Approach</p> <p>The characteristics of this project are that it took a comprehensive approach which embodied the logic “empowering women will lead to improvements in RH and more effective family planning,” and in order to empower women in the poorest regions, the project worked on income generation activities for women together with community support. In order to achieve this, three principle activities were conducted; (i) An Information, Education and Communication (IEC) program intended to increase awareness of women's empowerment and FP/RH in the target population, and bring about changes in their behavior, (ii) Support to MCH centers through the training of medical staff and the supply of medical equipment, and (iii) small scale income generation (IG) aimed at women.</p> <p>▫ Lessons and Challenges Posed by IG</p> <p>IG activities were designed for women to get empowered, improving their status within the families and linking into the promotion of FP/RH; and one of the elements of this project was micro-credit loans for women. JOHUD, which is in charge of the activities, had no loan scheme of their own, and the lack of a proper scheme caused a</p>

	<p>number of issues during Phase 1. Therefore, for Phase 2, in parallel with providing the loans, “Guidelines for Operation of the Loan Program” were created, making clear the framework including organizational structure and procedure for providing the loans. The methods for recipient selection also become stricter, with eligible professions narrowed down to goat keeping and bee keeping. As a result, the return rate on the loans did increase, but eligible professions are only agricultural, leaving issues of business for the urban areas.</p> <p>At the point of the terminal evaluation, a total of 100 people had received micro-credit loans (Bee Keeping 2001: 10, Bee Keeping 2002: 20, Goat Keeping 2001: 70), with another 70 - 100 expected to take goat loans in fiscal year 2002. At that time, the loan return rate from recipients was at 70 - 80%.</p> <p>For bee keeping, as the selected region is well suited to bee keeping, the retail price was also comparatively high, with approx. 80% of recipients making periodical repayments. For goat keeping, the methodology was changed from goats purchased by the project being loaned to recipients, to the recipients themselves buying the goats and the project providing the money to do so.</p> <p>n Ideas for Promoting Male Understanding of the Project</p> <p>As was indicated during Phase 1, in Islamic regions, communication activities for men are required in regard to the promotion of RH and the empowerment of women. Therefore, this project took a large number of activities to get men involved, including (i) workshops for male, (ii) workshops for married couples, (iii) “Family Health Festivals” for families. Also, while the project started with 1 female long-term expert, an IEC male long-term expert with an excellent understanding of the region also came on board during the project, greatly increasing the effectiveness of communication activities aiming at male. In addition, IG activities promoted women’s participation in society and generation of their income, forming an entrance point to get men interested in the project.</p>
<p>2) Capacity Enhancement of Community</p>	<p>n Formation of Project Local Advisory Committees (LAC)</p> <p>In order to bring together the opinions and needs of the local residents and impart them to the project side, and to serve as a window for promoting understanding of and cooperation with the project’s activities in the community, a voluntary-based LAC was placed in each of the main activity regions, comprised of regional leaders. Jordan is a tribal society, especially in the countryside, and this causes the issue of the network of the head of the Community Development Center (CDC) being limited to the tribe to which they belong. The LACs were therefore brought in to reduce the amount of interference caused by this issue. Many of the LAC members were also serving as Local Credit Committees (LCC), facilitators and other</p>

	<p>similar roles, creating personnel overlap within the project. Thus, a vertically segmented composition at the central level was unified at the local level.</p> <p>n Ideas in Information, Education and Communication (IEC) Activities</p> <p>IEC activities involved the nurturing of facilitators gathered as volunteers from the local residents, the holding of workshops for education, and the enhancement of the people’s overall awareness of FP/RH, women’s empowerment and the project. The provision of CST information and counseling via home visits and the showing of educational videos at MCH centers and other locations, which were categorized as FP/RH activities in the project structure, were also part of IEC activities (3-layered approach).</p> <p>Along with participatory educational workshops for women, there were also workshops for men, for married couples, “Family Health Festivals” and other events, taking steps to include male and the community as a whole. In addition, methodology using behavior change communication (BCC) were developed for the workshops, and a package was created including basic manual, facilitator guidelines and video materials so that they could be easily used in other regions.</p> <p>n Educating Volunteers, Raising Awareness and Changing Behavior in Communities</p> <p>The main targets of one of the ideals of this project, “people development in communities,” were facilitators and CSTs. Facilitators were selected from trusted individuals in each community, and participated in “participatory educational workshops” and “Family Health Festivals.” CSTs were selected based on the results of candidates’ training and overall suitability, and then visited the homes of women of reproductive age, providing information on FP/RH and counseling. These volunteers developed into individuals vital to the fields of FP/RH and IEC, and made a large contribution to increases the overall knowledge and awareness of the community and promote behavior change.</p>
<p>3) Government Engagement</p>	<p>n Involvement of C/P Organization’s Regional Offices and of Individuals</p> <p>Regional government was not much involved in this project, but conversely the regional offices of C/P organizations played a large role. For the IG activities, the CDC, JOHUD’s regional office, formed the central base of operations; and for RH activities, the Karak Governorate Health Insurance Bureau, affiliated with the MOH regional health insurance section, and the MCH Center, directly affiliated with the MOH, were deeply involved. In many cases, the relationship was more of a single individual in an organization</p>

	holding a role within the project, (LAC, LCC, facilitator etc.), rather than an entire organization.
4) Linkage with the Policy, Strategy, or Development Plan	<p>∩ Jordan's Population Policies</p> <p>In view of the trends for increasing population and low economic situation, the government of Jordan has taken population as a serious national issue, setting the "National Population Strategy" in 1996 and the "National Population Strategy 2000 - 2003: RH Action Plan" in 2000, and advancing comprehensive family planning strategies that encompasses fields of health and medical care, women issues and education. This project is consistent with the above policies.</p>
5) Partnership with Private Sector	<p>∩ Connections with the Private Sector</p> <p>This project has few connections with the private sector, which might be due to the fact that IG activities were narrowed down to goat keeping and bee keeping, professions that can be started by any woman alone and have few points of contact with private corporations. Also, while school principles, religious leaders, representatives from women's groups and regional leaders were taking part in the LAC or LCC as knowledgeable individuals of the region, there is nothing particular to note on the involvement as organizations.</p>
6) Use of Existing Local and Third-Country's Resources	<p>∩ Development of Methodology for Participatory Educational Workshops and Production of Video Materials</p> <p>Experts at the Arab regional office of the United Nations Population Fund (UNFPA) provided technical support on the concepts and composition of methodology for participatory educational workshops and oversaw the scenarios for video materials. In the actual production of the video materials, there was collaboration with a Jordanian Royal NGO, the "Performing Arts Center."</p>

10 Democratic Republic of The Congo

The Study on Community Development in Cataracte District, Bas-Congo Province

Project Title : The Study on Community Development in Cataracte District, Bas-Congo Province

Implementation Agreement : May 14 2008

Project Duration : August 16, 2008 - March 30, 2009

Implementing Agency (C/P) :

- 1) Main Administrative Office : Ministère du Développement Rural (Ministry of Rural Development), (as a result of the reorganization which took place in October 2008, the Ministry of Agriculture and Rural Development was divided into the Ministry of Agriculture and the Ministry of Rural Development)
- 2) Implementing Bodies : Secteur Kimpese, Songololo Territoire, Bas-Congo Province

Cooperation Expenses : 731 million yen

Scheme of the Project : Development study

Outline of the Project

I Project Background and Overview

In the Bas-Congo Province, located in the western part of the Democratic Republic of the Congo, while no physical damage was suffered such as the destruction of infrastructure, the effects of the long years of internal conflict have caused ripples through the society and economy of the province, in particular bringing economic activities centered on agriculture and distribution to a halt, and having a serious impact on employment. Furthermore, the problems relating to lack of basic lifestyle foundations and the increase of issues with infections such as HIV/AIDS leading to impoverishment of communities and an expanding number of poor continued to become more and more serious.

In particular, the coexistence and reconciliation of permanently settled Angolan refugees with local Congolese people was a pressing task in the Cataractes District located in the center of the province. The immediate challenge was to reduce the vulnerability of local communities by means of quickly distributing the peace dividend to local people through increased agricultural productivity to improve livelihood and improvement of the basic living conditions. The key issue was to achieve poverty reduction among local communities while facilitating the reconciliation of refugees and local people.

I Project Purposes

- 1) To make clear the policy required in order to achieve implementation and development of community development centered on residents.
- 2) Through the process of establishing a community development plan, aim to enhance the functionality of the community, and reduce the burden placed on the region by the Angolan refugees living there.
- 3) Secure access routes via emergency restoration work (road repairs), promoting exchange between communities, and aiming to increase distribution of goods.

- 4) Carry out the indepth analysis of the conflict so that the activities listed above can properly contribute to peacebuilding.

I **Characteristics of Beneficiaries**

The target area for this survey is in the Kimpese Sector. More than 90% of the residents of the Kimpese Sector make their livelihood from agriculture and keeping livestock. The foundation infrastructure in the sector is also lacking many basic things. Furthermore, in the target area for the survey there are two old refugee camps, the Kilueka Site and Nkondo Site, where the Angolan refugees live, and there are also Angolans living in villages outside these sites.

I **Main Activities**

- 1) Casual analysis survey of agricultural potential, low productivity and profitability.
- 2) Extraction and status analysis of those areas facing multiple issues due to conciliation, surveying etc. of stabilized Angolan refugees and the local farming community.
- 3) Implementation of pilot projects (PP).

I **Main Achievements Related to Livelihood Improvement and Employment Promotion**

The PPs implemented as part of the agricultural productivity program were as follows : ox-plows, soil preparation / soil improvement, introduction of new seeds, promotion of rice crops, processing after harvesting / agricultural processing, transport of products / marketing, promotion of breeding livestock, aquaculture processing, bee keeping

Timing of Intervention

The initial stages in the post-conflict. 5 years and 8 months after the Pretoria Accord (December 2002). 5 years and one month after the start of the provisional administration (July 2003). The conflict was continuing in the eastern part of the Democratic Republic of the Congo but its impact on the project area was minimal because of the latter's location on the western edge of the country. However, large-scale rioting took place in Bas Congo in February, 2007 and then in Kinshasa in March, 2007 immediately after an election. More than 100 people died in each incident, illustrating the lingering unstable situation even after the end of the conflict.

Types of approaches taken by the project (can be multiple answers):

A. **Short-term response:** approach aimed at stabilizing the situation through providing immediate impact on urgent needs.

B. **Mid to longer-term response:** approach aimed at livelihood improvement and employment creation, community integration, and restoration of local economy through capacity development of communities and local governments.

× C. **More sustainable response:** approach aimed at promoting long term development which can sustain livelihood and employment promotion through support for policy formulation, organizational development, and for law and institutional reforms.

Project approach, lessons learned and challenges	
1) Social Aspects	<p>n Prevention of Further Conflict through Activities to Improve Livelihood and Community Regeneration and Development</p> <p>This project took its development vision to be “sustainable fulfillment of basic human needs (BHN) leading to enhanced resistance against conflict.” The policy for the fulfillment of one of the development targets, securing the absolute minimum income required in order to meet BHN, was formed in the livelihood improvement field from programs to increase agricultural productivity (ox-plows, vegetable growing, promotion of rice crops), programs to enhance the added value of products (processing after harvesting / agricultural processing, shipping of products), and programs to diversify sources of income (breeding livestock, bee keeping, aquaculture processing), and pilot projects (PP) were performed for each.</p> <p>n Selection of Target Region Giving Consideration to Both Refugees and Local Residents</p> <p>When designing this project, it was extremely natural to include the Angolan refugees living in the Songololo Territoire among the subjects for community development, a many of them desire to continue to live in this region in the future. Reconciliation and integration of those Angolan refugees into the region is actually proceeding apace. Also, from the perspective of prevention of conflict between the local residents and the refugees, when selecting the target villages for this project, the idea of community development targeting both Angolan refugees and local residents was placed at the forefront. Furthermore, while the beneficiaries selected the members of the development committee organized by the project, those members were selected from both Congolese and Angolan people.</p> <p>n Organization of Residents Considering Traditional Communities (Clans)</p> <p>In the target region, it was found that the traditional communities consisting of members with the same bloodline (clan) was the unit of disputes over the land. Also even within a clan, there were troubles such as exclusion from the clan due to land problems or jealousy, confrontation between different generations etc. This is why the following points were considered when the project formed community organizations: 1) inclusion of decision makers of land issues, 2) considering age balance in the executive organ, 3) consisting of different clan members, 4) establishing coordination function in the organizations or building good relationship between mediators/ coordinators.</p>

	<p>n Consideration of Complicated Land Ownership Rights</p> <ul style="list-style-type: none"> • In the Democratic Republic of the Congo, the traditional custom of land ownership exists side by side with the modern form of land ownership. It is often the case that local conflict is caused by the complicated situation of land ownership, such as the coexistence of multiple owners of the same land or cross-crossing land ownership claims over a small piece of land. Regarding the use of land for road maintenance work under the PP, there was a case where even though the road site in question was legally owned by the state, local farmers lodged complaints on the grounds that they had been occupying or cultivating the land in question based on traditional land ownership. • Not limited to road repairs, but prior to the implantation of any work, an explanation of it was provided to the clan leaders in the target regions, the land holders and chiefs of protocol, as well as the heads of the end administrative bodies (Secteurs) placed closest to the people, in order for them to all better understand the project. Resistance to land matters was, in many cases, not sent directly to the project but sent to one of these related parties. However, they were able to respond to the resistance and resolve it at last, as they had a clear understanding of the project, <p>n Improvement of Livelihood Approach</p> <ul style="list-style-type: none"> • In the target region, in order to increase the productivity of agriculture that forms the majority of income, along with the enhancement of unified cultivation techniques intended to enhance agricultural productivity, such as the introduction of quality seeds, cultivation methods, soil preparation etc., the use of livestock such as cattle to improve labor productivity was also aimed for. Furthermore, diversification of income was aimed for, through creation of sources of income other than agriculture, such as livestock, aquaculture etc. • Some activities may face forced termination due to the emergence of undesirable external conditions. One example is the livestock promotion project which can be easily affected by the outbreak of disease. In the case of these activities, careful attention is necessary once they begin. In the present case, the livestock promotion project has been continuing in those villages which have paid due attention to preventing disease. • However, as improvements though mechanization were predicted to cause issues in regard to payment of expenses for the maintenance for said machines, priority was given to the introduction of cultivation methods and technologies already used in the target region or those regions surrounding it.
2) Capacity Enhancement of Community	<p>n Activation of Existing Community Organizations</p> <p>As well as establishing a community development committee placed above the existing village development committee, this project also</p>

	<p>placed resident groups for each PP below the village development committee. Furthermore, in regard to the workflow of these groups, advisors from the sector also participated in the work. The design of this kind of system allowed for the creation of a complementary system within the existing governance system of the target region, in a short time and with greater sustainability than creating a totally new, separate resident's activities system.</p> <p>n Establishment of Resident Organizations by Project in Each Village</p> <p>In the target region, a variety of resident organizations exist in each field. For this project, in regard to the implementation of PPs, if an organization already existed that complied with the components of the project, then that existing organization was made use of, and if the organization lacked anything, that area was enhanced. Furthermore, in alignment with each PP component, if required, a new manager was selected and an organization relating to that component was newly established.</p> <p>n Creation of Organizations Arranged Horizontally in Villages</p> <p>In the target regions, depending on the content of the activities, it required organizations to operate horizontally across villages, and so they were classified into 3 areas, 1) activities implemented individually in each village, 2) activities that have beneficiaries across multiple villages due to shared infrastructure (activities in "zones") and 3) activities implemented on a community wide level (activities in "routes"), with activities then placed based on their classification. Furthermore, for the implementation of workshops, as well as workshops in each village, zone workshops were implemented as required. Furthermore, in regard to members within these areas, (Congolese people, former Angolan refugees etc.), no distinction was made, and all were treated equally.</p> <p>n Promotion of Youth Participation in Organization Activities</p> <p>The implementation of a PP for livelihood improvement that included technology transfer promoted the participation of the youth, who have done nothing in the region in the past, in the organization activities.</p> <p>n Selection of Scale of Resident Organizations Based on Content of Activities</p> <p>In the target region each village already has an existing community development organization (village development committee), but depending on the content of the activities horizontal arrangement of the organization across the village was required. Emphasis was therefore placed on assessing the scale of the community in relation to the content of the activities and constructing a suitable system of implementation.</p>
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<p>3) Government Engagement</p>	<p> n Challenges of Regional Organization The Ministry for Rural Development of the central government sends inspectors to each province, and at the provincial level they operate under the supervision of the Provincial Minister for Agriculture, Rural Development, Fisheries, Livestock and Mid and Small Scale Business Promotion. Existing community development activities are conducted by inspector supervised provisional coordination offices, based on a partner relationship with the target residents, but due to budgetary and other issues sufficient activities were not being carried out. </p> <p> n Enhancement of Capabilities of Regional Governmental Staff It was decided to establish development committees and resident organizations and to improve the capacity of government staff to provide assistance as well as to monitor community development by means of making them participate in the operation and maintenance of various programmes of the said committees and organizations. </p> <p> n Proposal for Road Maintenance In regard to the idea of placing checkpoints on the roads, one of the functions is to collect tolls on the repaired roads, and then use the tolls thus collected to pay for road maintenance and the salaries of the checkpoint workers (labor hired locally). The DVDA (Directorate of Feeder Roads) and provisional government appeared to be interested in this idea. </p> <p> n Interest in Cattle Plough Pilot Project SENATRA (Le Service National de la Traction Animale) established under the Ministry for Rural Development in 1993, showed interest in the project's PPs in relation to promoting the idea of ox-plows to the government. </p>
<p>4) Linkage with the Policy, Strategy, or Development Plan</p>	<p> n Compliance with Democratic Republic of the Congo State Policy Compliance was maintained as higher plans of the "Poverty Reduction Strategy Papers" (1st edition, July 2006), and "Democratic Republic of the Congo Community Development Policy and Strategy Papers" (December 2008). Furthermore, in 2009 the Governors Association, of which the President is the head, announced the creation of 45,000km of community roads nationally. This shows that the policy of this project, "creating community roads in parallel with promotion of agriculture to stimulate the distribution of agricultural products while developing the region," is in compliance with the national development plan. </p> <p> n Policy in Creation of Community Development Plan This community project set a development vision, and then investigated policy that would achieve it through project development goals and realization of development goals. The development plan is </p>

	<p>comprised of four fields, 1) creation of community roads, 2) improvement of livelihood, 3) improvement of lifestyle environment, 4) improvement of shared facilities (services).</p> <p>⌈ Compliance with Provisional Governors’ Regional Development Policy</p> <p>In 2009 the Bas-Congo Province Governor, while touching upon the 5 year plan put in place by the Provincial Committee, said about the development of Bas-Congo Province, “First, we need to take steps to prevent a food crisis. To achieve this, funds for agriculture are already in place, and work on repair of community roads is also proceeding, to allow the agricultural products to be transported.” Furthermore, with the President also approving a 40% grant from the central to each province, something not implemented in the past, which shows that the policy of this project, “creating community roads in parallel with promotion of agriculture to stimulate the distribution of agricultural products while developing the region,” is in compliance with the national development plan.</p>
<p>5) Partnership with Private Sector</p>	<ul style="list-style-type: none"> • Use of Local Construction Companies (Local Consultants) <p>For the emergency recovery work (roads) part of this project, local construction companies were used as local consultants. While only 3 - 4 companies existed in the country capable of handing the kind of medium- sized construction demanded by this project, along with the Civil Engineering Office of the Ministry of Public Infrastructure, the company that was selected via bids based on the list of businesses held by the Ministry of Public Businesses was determined to be viable in regard to past achievements in road construction. However, the machinery owned by the selected business was in poor condition, with few operating units, and the project manager had little understanding of construction management, and most of the workers being temporary labor hired on a project basis, meaning that the work schedule and final quality were heavily influenced by exactly which workers were collected at the time of hiring, and these and other factors led to delays in the work. From among these issues, in particular the issue of project manager, and the fact that many temporary laborers are used due to a lack of technicians, etc., are common issues across all local construction businesses.</p> ⌈ Promotion of Employment of Residents <ul style="list-style-type: none"> • To respond to requests for employment from community and to promote sense of ownership for maintenance after construction, the project requested to the construction company to hire local residents as much as possible for the implementation of the emergency recovery road construction work. However, considerable trouble occurred, including complaints from the residents about the amounts paid, residents being unable to work for long periods and doing low quality work, being unable to get enough people during growing season, and

	<p>people having to drop out being unable to keep up with the work. As the result, village representatives (Duki) had to cope with those problems.</p> <ul style="list-style-type: none"> • On the other hand, with the condition of the roads being kept in a constantly good state, companies coming to make inspects from outside, (stone workers, water companies etc.), increased. <p>n Construction of Shared Shipping Facilities</p> <p>Partly using the Grant Assistance for Grass Roots Human Security Projects by the Japanese Government, an NGO constructed a shared shipping facility also with utilizing the resident groups, and its operation and othe relevant works created local employment.</p>
<p>6) Use of Existing Local and Third-Country's Resources</p>	<p>n Use of Local NGOs</p> <p>During the initial survey stage the lodgings of a local NGO (operated by funds from the German Protestant Mission) were made use of, as well as their cooperation with the project.</p> <p>n Use of Other Donor's Information for PNA (Peacebuilding Needs and Impact Assessment)</p> <p>When updating the PNA, the information of public security shared by other donors, in particular by MONUC (Mission de l'Organisation des Nations Unies en République Démocratique du Congo, UN Democratic Republic of the Congo Mission), was highly useful.</p>

