

<Peacebuilding: Titles of Knowledge Lesson Sheet>

Knowledge Lesson Sheet	Title
Peace 1	Livelihood improvement for communities in conflict-affected countries
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Peace 3	Fostering public confidence of the government by enhancing the capacity of public service delivery
Peace 4	The confidence-building for the government through the support to the health sector
Peace 5	Confidence building among resident through improving basic infrastructure and rural and agricultural development
Peace 6	Dividends of peace through the infrastructure (including roads) support
Peace 7	Promotion of reconciliation and coexistence through the assistance of education sector
Peace 8	Building democratic society through assistance for development of free and independent media and community mediation capacity
Peace 9	Promotion of reintegration of ex-combatants
Peace 10	Improve the problem of land mines and UXO
Peace 11	Assistance for people with disabilities affected by conflicts
Peace 12	Assistance for the repatriation and reintegration of refugees and internally displaced persons (IDPs)
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Peace 15	Manage flexible PDM in line with changing needs and situation
Peace 16	Countermeasures responding to negative effects caused by the vulnerability of the counterpart organizations in conflict-affected countries
Peace 17	Management and operation of a project by remote in conflict-affected countries
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Knowledge Lesson Sheet		
Peace 1	Improving livelihood and employment opportunities	Livelihood improvement for communities in conflict-affected countries

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Agriculture, Livelihood Improvement, Community development, Sub-projects	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of livelihood improvement 	Time of application	Planning stage and Implementation stage
	Countermeasure (Approach)	Promote livelihood improvement through community development while taking consideration to land problems and volatile governance
Risks (Consideration)		
<p>【1. Activities】</p> <p>A. Existence of antagonistic relationships among various groups in a community</p> <p>In many conflict-affected areas there may be a complicated situation of tense relationship and confrontation among residents based on political, ethnic differences, and</p>	<p>【1. Activities】</p> <p>① Planning assistance and activities according to studies such as a community profiling. (The countermeasure associates to risk A and B)¹</p> <p>➤ Post-conflict situations vary from one community to other, so it is important to plan assistance and activities according to characteristics of target communities that has been identified in the study before or</p>	

¹ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

residents between residents who remained in the area and returned refugees who came back from other area or countries, ex-combatants and residents. If a donor supports only IDPs, ex-combatants, or one party of the conflict, the local residents may be repelled and frustrated.

B. Frustration from area/group excluded from beneficiary

Every community needs some assistance in conflicted-affected countries. If the selection criteria are not clear and fair, the residents excluded from the assistance will be frustrated and repellent

C. Weakened solidarity in community

Long refuge by many residents often causes weakening of community tie, structural change in society, and decline in traditional leaders' influence. Therefore residents in post-conflict villages often give priorities to personal gain rather than public benefit and mobilization of residents for

on start of the project.

- Eg: In Uganda, the project found that situation of return of internally displaced people (IDP) has been different from one to other, so it conducted a study to make community profiles. The project made development plan adapted to various situations of i) a village with sub county office, ii) villages nearby sub-county office, and iii) villages far from sub-county office according to the study. (Reference project: 1)

- Eg: The project has planned its intervention considering the backgrounds of residents. Specifically, assistance to community-led rural infrastructure, the activity is customized to three types of target farmers, i.e. i) commercial scale farmers, ii) conflict affected farmers and iii) vulnerable farmers. (2)

② Collaborative activities to tackle common problems for the community (A, C, D)

- Making opportunities to collaborative activities to tackle common problems for the community (agriculture, income generation, and building public facilities) by the community including IDPs and socially vulnerable people, will bring mutual understanding and trust among residents.

- Eg: Building social infrastructure as visible support was highly needed by

community work may not be possible. This may cause problems for smooth progress of a project.

D Socially vulnerable people caused by the conflict

Conflict brought vulnerable group (refugee, IDP, people without relatives, people who has mental trauma, and female household head) who are tend to be excluded from the process of recovery. On the other hand, other people may be frustrated if the socially vulnerable people receive generous assistance.

E. Weakened governance and mal function of public service

During conflict, residents including public servants had evacuated the area and there might be the possibility that all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of a development policy based on data and analysis on current

the community. It was effective in making solidarity among residents in South Sudan. (3)

In addition, as in Northern Uganda' s case, it is important to plan activities that encourage vulnerable group to join community work beneficial to all participants so that the group can be accepted by the community. (1)

③ Building cooperating relationship between residents and administration (E, F)

➤ Through facilitating residents' meeting it is possible to build relationship of cooperation and mutual trust between residents and government officer such as agricultural extension officers or community development officers who provide service close to the residents.

• Eg: In South Sudan, the project conducted training and fieldwork through OJT, and developed capacity and motivation of Community Development Officers. CDO has started to visit communities often and become a facilitator to connect residents and public/ private service providers. Consequently CDO has been contributing building trust between residents and the government. (3)

④ In the area where loss of trust to government and administration

situations. Under such circumstances implementation of development projects is difficult.

F. Resident's loss of trust toward the government

No or insufficient government service to the residents often cause residents' loss of trust, leading to armed conflicts. Loss of trust of residents to the government and administrative agencies even after conflict may be a destabilizing factor in the society. Government's low accountability caused by decision making by regional, tribal and political reason also fuels this loss of trust. ⁴

G. Mobility of population

Areas from which IDP and refugee has been escaped, may face a problem of population mobility. Large number of population may return to the area as returnee after the conflict.

H. Dependency to humanitarian aid

is strong, designing the project so as to provide service through government officers close to grassroots (F)

➤ In the area where the loss of trust to government is strong, the project should have counterparts who provide service close to the residents such as rural development.

• Eg: In Sudan, the agricultural extension officers started to visit the areas where no extension officers rotate and take actions to tackle farmers problem. This change from the time that the farmers directly needed to make petition to locality offices caused raising level of expectation to the public service which eventually brings trust to administration.

(4)

⑤ Project planning according to estimated population mobility (G)

➤ Plan the activities by estimating the scale of returning IDP and refugees

➤ Eg: In Uganda the project has been implemented to promote return of IDP. The preparation study of the project promoting return of IDP found out that many of IDP was on the process of returning to their original place

⁴ See also Knowledge Lessons Sheet3: Fostering public confidence in the government by enhancing the capacity of public service delivery.

Residents in conflict-affected areas have been accustomed to humanitarian aid. It may cause dependency on aid provision which makes the formulation of ownership difficult. It makes it difficult for residents to implement development activities.

and remaining residents in the IDP camp were either residents who do not want to return, or who cannot return. The project planned the activities, according to the scale of return, i) support for return and inhabitation by providing basic infrastructure in repatriating villages ii) support for livelihood development in new residents in repatriating areas, and iii) support for settlement in the area around IDP camps through promotion of commercial activities. (1)

⑥ Importance of organizing communities and building ownership (C, G, H)

➤ In the area that has been affected by prolonged conflicts, government function is very weak and cannot be an efficient entity to provide public service. Therefore it is important to organize residents to make them service providers. However it needs special attention if 1) the tie among community members is weak due to evacuation, and 2) tendency of strong reliance on humanitarian aid is observed.

• Eg: In South Sudan the project supported the community to formulate Boma (Village) Development Committee: BDC that is organized by youth members in rural areas which has weakened social

relationship. In target villages, since the influence of traditional leadership is strong, the project provided leadership training to BDC and traditional tribal leaders. Consequently, BDC, traditional leaders and local government reached common understandings of role and responsibilities of stakeholders and BDC could take lead in organizing rural community, community works and meetings. Through formulating rural development plan and implementing model projects, the Project tried to strengthen solidarity of the community. BDC was organized within the framework of clear division of roles among traditional tribal leader and BDC, and in this way, organizing BDC responding to resident' s development issues led strengthen the community. (3)

➤ Participatory approach will strengthen problem solving capacity, thus developing ownership of community.

• Eg: In Democratic Republic of Congo, the Project tried to activate development of commune, an administrative unit under region, through participatory approach of various stakeholders. For the residents, participations were valuable opportunities to understand development issues and their responses of their commune. Through the Project,

【 2 . Target area and beneficiary】

A. Existence of antagonistic groups

(Shown before)

G. Frustration from area/group excluded from beneficiary

(Shown before)

H. Socially vulnerable people caused by the conflict

(Shown before)

Commite Locale de Development (CLD: Local Committee for Development) has been set up as a residents' organization to formulate specific proposals for their action plan of development. (5)

【2. Target area and beneficiary】

① Development plan and support based on study including community profiling (A, B)

(Shown before)

⑦To support conflict-affected area, it is important to consider balances between vulnerable member and other member of the community (B, D)

➤ Special treatment to vulnerable group may cause unfairness feeling among other community member. So it is important to place activities for supporting vulnerable group into the support to whole community to avoid exaggerating such unfairness feeling.

• Eg : In Sri Lanka, promotion of poultry farming and kitchen garden for all community member was supported by the Project. However, the project placed priority to support to socially vulnerable member of the community. (6)

➤ On starting community level

【3. Process】

C. Weakened governance and malfunction of public service

(Shown before)

I. Swiftmess of assistance

If the support program cannot bring results quickly to address urgent needs of the residents, the residents' assistance may require to manage unstable livings as everyday life is continue to be unstable. This situation can be a destabilizing factor to the society.

J. Land Problem

In many conflict-affected countries, legal and actual

activities, it is recommended to do 'Social Preparation'² including organizational strengthening and awareness raising for community to be ready to involve vulnerable group.

• Eg: A project implemented in the Philippines conducted 'Social Preparation' afterwards, because of confusion caused by insufficient social preparation among barangay residents including socially vulnerable group. (7)

【3. Process】

⑧ Necessary feedback to strategy from planning and experience of activities (E)

➤ In addition to an approach to strengthen capacity of administration through provision of public services, reflection of experience and practical knowledge to policy through manual and development strategy can contribute effective institutional and organizational development.

• Eg: In South Sudan, the project made clear development strategy to facilitate common understanding of concepts and methodology of rural development and clarified the organizational missions. In addition, the

² Social Preparation is a preparatory activities to mobilize residents participate in the project through orientation, organizing residents, and co-working etc.

land ownership is not clearly defined. Especially after conflict, the area where the residents had been forcibly evacuated/ resettled, landownership of ex-residents who had evacuated or resettled during war, sometimes had been deregistered. Moreover, coexistence of formal/ legal ownership and traditional ownership, illegal land trade makes recovery and reconstruction difficult. Also, sometimes project stakeholders in infrastructure development gets involved in land disputes. Furthermore, the development might obstruct return of IDP or refugee if the development does not consider the status of land ownership prior to the construction.

K. Land mine and unexploded ordinance

Land mines and unexploded ordinance which is left during conflict, can be an obstructing factor to rebuild productive activities or infrastructures.

L. New and old leadership structure

experience and information obtained through project activities has been reflected in a rural development manuals and agriculture technology manual. (3)

⑨ Balance among responsiveness and sustainability (I)

➤ To support livelihood improvement, it is important to combine long-term approach to reconstruct and develop economy of target area and short-term activities benefits immediately to the residents. (Lesson from JICA project study)

⑩ Dealing with land problems (J)

➤ It is necessary to examine land ownership system, interests among land owners to avoid possible frictions when the project needs expropriation of land. Careful consideration to land situation is especially required where forced emigration has been occurred. Specifically, it is necessary i) to select a land with clear ownership and the right of residence by a study, ii) to change the project site to be developed if the government has low capacity to deal with land related dispute (In case the project needs to select a land which trespasses the former/current residents right,

Generally rural area has social structure which has leader of village head, large landlords, or religious leaders (ex, Islamic society) and if new initiatives are not supported by such leader, it may cause conflict among new and old leadership.

M. Security

Rural community, generally, are located in remote area from the capital, and security situation is not stable. Therefore the Japanese expert may not be able to carry out activities because of security reasons.

the project needs to consult with C/P on changing project site or government compensation to the right) , and
iii) monitor land obtaining processes.

• Eg : To avoid land ownership problem the Project selected public lands as project sites after consultation with commune government. (8)

⑪ Taking measures against landmines and UXO³ (K)

- It is better to avoid area where removal of land-mines and UXO cannot be confirmed.
- If remaining landmine or UXO has been found or suspected, request mine-removal organization that meets international standard to remove such objects.

⑫ Involving traditional leaders according to the situation (L)

- In the area where traditional governance prevailing, the project should consider having a system for consultation and consensus building with traditional leaders as well as local administration.
- It is important to avoid friction with local community especially in the area where traditional

³ UXO is an abbreviation of “unexploded ordinance”.

decision making remains.

- Eg: The project in Afghanistan obtained cooperation of using exhibition farms from village leader and influential person in whom residents puts trust (9)

⑬ Adoption of 'step-by-step' approach for dissemination in unsafe area(M)

- When activity area of Japanese experts are constrained because of security consideration, by expanding target counterparts and number of target fields 'step-by-step', the project can bring technology transfer from the expert to direct counterparts who receive training and to other indirect counterparts who are in areas where the Japanese expert cannot enter. (9)

- Eg : In Afghanistan, the project assisted technology transfer from the Japanese experts to researchers, and it expanded from the researchers to agricultural extension officers, and the agricultural extension officers to farmers. This approach successfully facilitates expansion of technology transfer to the areas where the Japanese experts could not enter because of security concern.

	Expected effects	In a vulnerable community in post conflict stage, livelihood improvement can be effective through mobilizing resident's cooperation, raising resident's trust to administration and understanding from the traditional leaders.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Uganda	Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda	Final Report
2	Sri Lanka	Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee District (TRINCAP)	Terminal evaluation
3	South Sudan	Livelihood Development in and around Juba for Sustainable Peace and Development	Terminal evaluation Final Report
4	Sudan	Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala	Terminal evaluation
5	DR Congo	Development Study for Urban Rehabilitation Plan in Kinshasa	Final Report
6	Sri Lanka	Mannar District Rehabilitation and Reconstruction through Community Approach Project	Terminal evaluation
7	Philippines	The Project for Enhancement of Local Governance and Community Empowerment in Micro-Watersheds in Misamis Oriental	Terminal evaluation
8	Burundi	Project for Community Development for Improvement of Livelihood in the Conflict-Affected Areas in the Gitega Province	Final Report
9	Afghanistan	Improvement of Rice-based Agriculture in Nangarhar Province	Terminal evaluation

Knowledge Lesson Sheet		
Peace 2	Livelihood Improvement and Increasing Employment Opportunity	Support to improve livelihood by vocational training in conflict affected country

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Improvement of livelihood, Employment Vocational training	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of livelihood improvement and vocational training in conflict affected countries/ areas 	Time of application	Planning stage and Implementation stage
	Countermeasure (Approach)	To implement vocational and skills training to improve livelihood and employment opportunity after conflict.
Risks (Consideration)		
【1. Activities】 A. Large unemployment and difficulties to earn livelihood A post-conflict society tends to have high youth unemployment rate and there is no established foundation of human resource development, therefore it is difficult for residents to gain a stable	【1. Activities】 ① Project including both prompt response and activities for sustainable results in vocational training area. (The countermeasure associates to risk A, B, C) ⁵ ➤ In case of the vocational training in the conflict affected countries/ areas after the conflict, it is required to accrue the human resource	

⁵ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

livelihood. This circumstance may cause social instability.

B. Various needs for human resource development (nation building and social stabilization)

In conflict affected country, refugees and internally displaced persons (IDPs) are forced to escape domestically and internationally. Furthermore, due to the lack of education opportunity, human resources especially in technical field are declined, and then human resource to have a key role in nation building and economic reconstruction needs to be developed in the long-term. On the other hand, the socially vulnerable people particularly need immediate livelihoods, so the swift action is also necessary.

C. Socially vulnerable people caused by the conflict

Conflict brought vulnerable group (refugee, IDP, lonely people, people who has mental trauma, and female household head). On the other hand, other people may be frustrated if the vulnerable group has

development for medium- and long-term economic revitalization and development, and short-term and visible outcome on the urgent recovery and reconstruction needs such as securing livelihood for the youth and socially vulnerable.

• Eg: In Sudan (SAVOT), the JICA Project combined activities using short-term approach and long-term approach. In the former approach, the short-term technical training cooperating with NGO as training provider and employment support for the youth and social vulnerable were carried out. As for the latter approach, the capacity building was conducted for vocational training center which targets the youth who graduate secondary school. (Reference project: 1)

• Eg: In Sudan (Kassala), in case of vocational training for refugees who has the urgent needs, the project carried out the secondary supports such as dispatch of trainer of vocational training school who received technical transfer by the project and support for implementation of training course for refugees, in cooperation with international organizations. On the other hand, as the project activities, the capacity development of vocational training school to contribute medium- and long-term development of state economy

generous assistance.

D. Social and psychological effect from conflict (especially to the youth)

If the person who spent unstable life as the combatant or IDP, the living practice, attitude, lack of discipline could be remained as the social and psychological effect, and it may prevent from economic activities such as employment or starting own business.

E . Economic stagnation during conflict and significant change in the labor market after conflict

In case where the training does not lead employment, the increasing frustration may become the new cause of instability. In addition, the labor market changes significantly after conflict, there might be the cases that the supply of human resource to labor market does not catch up the change or the contents of vocational training does not match the needs of the labor market.

such as the introduction of new agricultural machinery course (which had the high needs in the labor market survey) and the cooperation between vocational training school and local companies (implementation of employee training), were implemented. In addition, the project also contributed to the empowerment of Kassala people by providing short-term course for women who want to start business, and computer course. (2)

② Considerations to social aspect in technical training (D)

➤ In conflict affected countries, social and psychological aspects (living practice, discipline, work ethics, etc.) could be obstructive factor and disturb people to participate in labor market. Skills training needs to include activities for trainees to foster their social adaptability.

•Eg: In Sudan, after the conflict, there was the tendency for companies to hire foreign workers more than Sudanese due to their living practice, discipline and work ethics in addition to a skill shortage. Then, the project added training courses such as career planning and entrepreneurship training, and provided opportunities to learn life planning, business planning, business manner, basic book keeping and management of operating cash.

As a result of these activities, it was observed that the project gave trainees the confidence to support family, brought the change in way of thinking and act in a positive manner. (1)

③ Need of modification of the activities to accommodate employment needs after the conflict (E)

➤ Economic situation after the conflict is very fluctuate, and labor demand tends to change in a short time. In implementation of skills and vocational training, it is important to provide courses with paying attention to such changes. Courses should be designed to flexibly meet employment needs along with change in labor market and environment.

• Eg: In Sudan (SAVOT), at the beginning of the project, the JICA project provided training on construction, woodwork, and repair work of bicycles of which needs were expected to increase in the reconstruction process. After that, as the increase in the hotel construction and government/private office building, the courses such as hotel service, electricity, air conditioning maintenance were added. (1)

【 2 . Target area and beneficiary】

A. Large unemployment and difficult to earn livelihood

(Shown before)

B. Various needs for human resource development (nation building and social stabilization)

(Shown before)

C. Socially vulnerable people caused by the conflict

(Shown before)

F. Frustration from area/group excluded from beneficiary

Every community needs some assistance in conflicted-affected countries. If the selection criteria are not clear and fair, the residents excluded from the assistance will be frustrated and repelled.

G. Security

Rural community, generally, are located in remote area from the capital, and security situation is not stable. Therefore the Japanese expert may not be able to carry out activities because of security reasons.

【2. Target area and beneficiary】

④ Expansion of beneficiaries by collaborating with other donors and projects (A, B, C)

➤ A post-conflict society tends to have a lot of unemployment and instability factors. To allow more people to enjoy the blessings of peace, measures will be necessary to achieve short-term visible outcome and increase people who can gain the livelihood as many as possible.

• Eg: In Sudan (South Kurdufan, Blue Nile State, Darfur), ex-combatants selected by DDR programme operated by grant aid by the international organization participated in the livelihood improvement and vocational training course for community, so the range of activity and beneficiaries were efficiently expanded with the limited fund. (3)

⑤ Selection of beneficiary (F)

➤ In conflict affected countries, people who are excluded from the assistance could have dissatisfaction and it would become destabilizing factor. To reduce this risk, the criterion for selection of beneficiaries of vocational training school should be clearly defined.

• Eg: In Sudan (Darfur), even IDPs and ex-combatants were included as the subject group of training, it was

<p>H. Weakened governance and malfunction of public service</p> <p>During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances, implementation of development projects is difficult and such features may prevent the activation of economic for long period.</p>		<p>evaluated that it was not clear if there was the clear criterion of selection of trainees. It is important to set criterion of selection of the trainees as well as the target of the training course. (3) (regarding the selection of beneficiaries, also refer to the peace sheet 6: Demobilization and reintegration of ex-combatants)</p> <p>⑥ Limit the work days of Japanese Experts at the site with security issues, and carry out project activities such as training and meeting in the secure area. (G)</p> <p>➤ The permission from JICA office was required for the activities in Darfur due to the security concern, basically the project was implemented by local consultants or remote operation through C/P. Regular meeting such as JCC were conducted in Khartoum where the security situation is stable, and the trainings is provided in Khartoum and Japan. (3)</p>
	<p>Expected effects</p>	<p>Employment needs in a post-conflict society is fluctuate, so effective implementation of vocational training will be expected by providing training for residents to secure livelihood for their urgent needs, developing human resources for middle to long term needs for reconstruction and development, flexible adjustment of the contents of activities and</p>

		considerations to social and psychological aspects in technical training.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Sudan	Project on Improvement of Basic Skills and Vocational Training	Terminal evaluation
2	Sudan	Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala	Terminal evaluation
3	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal evaluation

Knowledge Lesson Sheet		
Peace 3	Improving public services	Fostering public confidence of the government by enhancing the capacity of public service delivery

Lessons learned (Matters to be considered/applied)		
Type of lessons learned	Sector specific lessons learned	
Keywords	Community members, Government, Fostering public confidence, Public services, Transparency, Local governance, Local government	
Applicable cases	Lessons learned (countermeasures)	
Immediately after the end of conflict: Implementing or planning projects with objectives of assisting war-battered communities at the earliest possible time (provided the municipalities are functioning at a certain level).	Time of application	Planning stage Implementation stage
	Countermeasures (approach)	Foster public confidence of the government by enhancing the capacity of public service delivery of the local government through various methods, namely: (i) ensuring transparency; (ii) introducing planning tools and facilitation skills; (iii) conducting community meetings etc..
Risks (consideration)		
<p>【1. Activities】</p> <p>A. Weakened governance and malfunction of public service</p> <p>During conflict, residents including public servants had evacuated the area and all or part of government function had been</p>	<p>【1. Activities】</p> <p>① The purpose of targeting the local government delivering public services, when aiming either to prevent conflict or to enhance repatriation (The countermeasure associates to risk A, B, C).⁶</p> <p>➤ By improving the quality of operations in the local</p>	

⁶ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

suspended, it may take long time for the recovery. In addition, the central government may avoid dispatching public servants to conflict affected areas, and manpower may be insufficient.

B. Absence of consensual government's (political) legitimacy

When there are actors that are questioning the current government's legitimacy during or shortly after the conflict. It may be difficult to obtain an understanding over development assistance/peace building activities that aim to assist the current government.

C. Resident's loss of trust toward the government

Public services from central/local government (e.g. administrative services, utility such as water supply, healthcare, education, agriculture, improving living standards and expansion of job opportunities through vocational training) are often times not delivered during or even before the conflict, intensifying frustration among

government, a timely service delivery will be viable. Consequently, public confidence in the government will increase and repatriation may be facilitated.

- Eg: In Sudan (Kassala), the project aimed to achieve a chain reaction by assisting local government that are in charge of development planning, water supply, agriculture, maternal and child health, and vocational training. The chain reaction is as follows: (i) enhance the capacity of public service delivery; (ii) improve the living standards of community members; (iii) prevent a recurrence of conflict. (Reference project: (Reference project: 1)
- Eg: In order to assist the returnees, Uganda's project assisted the local government which delivered public services to returnees. (2)

② Ensuring the transparency of decision-making and improving administrative capacities. (A, B, C)

- When the local government is planning development projects, its accountability and administrative capabilities may be enhanced by using planning tools.
- Under an environment which decision-making is led by strongly driven by territorial or

community members and eventually undermining public confidence in the government. This relationship between the government and the community members could be a destabilizing factor. In such cases, public confidence in the government may not recover even after the conflict, for so long as service delivery remains insufficient. Government's low accountability caused by decision making by regional, tribal and political reason also intensify this lack of confidence.

D. Central-local government relationship

In regions which experienced local conflict, there may still be frustration and tension between the central and the local government.

family connection, introduction of a decision-making system that involves various relevant parties (e.g. TWG; technical working groups) may enhance political transparency.

- Eg: In Uganda, the introduction of a planning tool enabled the visualization and quantification of community needs. Consequently, the selection process became transparent which eventually resulted both in the removal of political interventions and in the improvement of government accountability. In addition, the project helped improve the capacity of local administrative by enabling Local Administrative officers to explain the process of development project selection using the tool introduced. (2)

- Eg: In the Philippines' project, political intervention upon decision-making was removed by setting up technical groups for each discipline, which were comprised of mid-level officers, including the top executives from relevant departments. Moreover, the project worked together with the C/P to carefully select TWG members based on their current job, qualifications and their intention to participate. (3)

③ Conducting community meetings (A, B, C)

➤ Conducting community meetings will not only help the project gain cooperation from community members but will also enhance members' motivation and strengthen project's sustainability

- Eg: In Palestine's project, community meetings were held more than 200 times during the project. These meetings contributed in fostering better understanding about the importance of: (i) community waste management services; (ii) broad administrative plan/development counsel; (iii) activities in Jericho and Jordan Valley. Consequently, project became highly sustainable. (4)

④ Conducting the promotion to community members (A, B, C)

➤ In order to foster public confidence in the government, it is important to not only strengthen the capacity of the local government on public service delivery but also make efforts to boost the number of service users. It is also vital to promote the fact that it is the local administrative officers and not the donors, who are ameliorating the quality of public services.

- Eg: In Sudan (Kassala), the project successfully heightened the

visibility of public services by; (i) promoting through local radio of an event related to public services; (ii) introducing through an exhibition that targets community members. (1)

- Eg: In Sudan (Darfur), applications for vocational training courses were promoted through community leaders and IDPs camp leaders, in addition to ordinary promotion. This was in a bid to promote the courses to socially vulnerable groups, such as the youths, IDPs, refugees and ex-combatants. (5)

⑤ Fostering administrative officers who will act as facilitators connecting the community and the public/private services. (A, B, C)

- When assisting the capacity development of agricultural extension service providers and community development officers (CDO), encourage them to frequently visit the community so that they may potentially become facilitators who connect the community and the public/private providers.

• Eg: In South Sudan's target villages, an agricultural development plan that was comprised of six basic components (i.e. agriculture, income generation activities, healthcare, education, water supply, safety) was

made under the facilitation of CDOs and submitted to the local government. When implementing this plan, CDOs played the role of connecting the community, the local government and the private companies. (6)

⑥ Establishment of new central-local government relationship (D)

➤ When the country is still on the road to nationhood, it is important to encourage the clarification of authorities in the central/local government and their division of roles.

⑦ Fostering public confidence in the government by assisting administrative services closer to the beneficiaries (A, C)

➤ Assisting administrative services closer to the beneficiaries will contribute in fostering public confidence in the government as public services that were hitherto/temporarily unavailable will finally be delivered by the government.

• Eg: In Sudan (Darfur), community members highly appreciated the activities of the state government, leading to improved public confidence in the government. The implemented activities were those that would directly improve the living standards of community

members (e.g. water supply, healthcare, vocational trainings, etc) and in addition, project targets (e.g. village midwives, water supply, socially vulnerable groups such as IDPs, etc) were carefully selected. (5)

- Eg: In Sudan (Kassala), the project contributed in fostering public confidence in the government by changing the perspectives of community members. This was done by delivering water supply, healthcare and agricultural services closer to the beneficiaries (e.g. maintenance of water supply, transfer of agricultural technologies by agricultural extension services providers) while showing a willingness to reflect community members' opinions on public service delivery through various activities such as: (i) user satisfaction surveys by staff from water-supply company; (ii) frequent visits of farmers by agricultural extension officers. On the other hand, pilot project sites for service delivery were concentrated in certain areas, leaving other areas untouched, including those that were support bases of anti-government forces. As a result, the project inadvertently caused misunderstanding and compelled residents living in anti-government support bases to express frustration towards the project for

【2. Process】

A. Weakened governance and public service

(Shown before)

C. Resident' s loss of trust toward the government

(Shown before)

D. Relationship between central and local government

(Shown before)

its inequitable system. Consequently, there was a risk of undermining the relationship between the community and the state/locality government offices. Therefore, in order to avoid/minimize such risk, it is vital to carefully implement activities, such as by explaining its aim to community members including those residing outside targeted areas. (1)

【2. Process】

⑧ Assisting local government through central government (D)

➤ In cases of regional conflicts in a particular country, assisting local government while involving the central government may ameliorate the central-local government relationship.

➤ Eg: The C/P organisation (i.e. Supreme Council for Decentralized Governance) in Sudan' s (Darfur) project, initially had limited interest in development and public services in rural areas. Nevertheless, the project provoked their awareness that development is indispensable in the process of conflict resolution, leading for SCDG to improved budget allocation for local governments. (5)

⑨ Change of mind-set of local

		<p>government (A, C)</p> <ul style="list-style-type: none"> ➤ During project implementation, there was a sign of the local government reconsidering its passive attitude toward development plans which ignored the needs of community. ➤ Eg: Top administrative officers of the state government became more aware about the importance of public services through the project. There was also a sign of the state government changing their mind-set, as hitherto passive service delivery agencies took the initiative in securing budget for the pilot project that aimed to improve the quality of state government public services. In addition, service delivery agencies such as water supply corporation improved the process of project planning by hearing the needs of the community. (5)
	Expected effects	By enabling the government to deliver public services that reflect the needs of the community, public confidence in the government may ameliorate, leading to the stabilisation of society.

Reference: Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Philippines	ARMM Human Capacity Development Project	Terminal Evaluation
2	Uganda	Project for Capacity Development in Planning	Terminal Evaluation

		and Implementation of Community Development in Acholi Sub-Region	
3	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal Evaluation
4	South Sudan	Livelihood Development in and around Juba for Sustainable Peace and Development	Terminal Evaluation
5	Palestine	The Project for Capacity Development on Solid Waste Management in Jericho and Jordan River Rift Valley in Palestine	Terminal Evaluation
6	Sudan	Capacity Development Project for Provision of the Services for Basic Human Needs in Kassala	Terminal Evaluation

Knowledge Lesson Sheet		
Peace4	Strengthening health care system	The confidence-building for the government through the support to the health sector

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Health, Health administration, Health system, , Maternal and child health, Public service	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of supporting health sector (maternal and child health and health administration) in the conflict-affected countries/ areas 	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote confidence-building between the government and residents, by carrying out the health assistance (maternal and child health, health administration) in conflict-affected countries/ areas
Risks (Consideration)		
【1. Activities】 A. Weakening and malfunction of health administration Since the public service delivery capacity of government in the conflict has been weakening, human and financial resources and management capacity have constrained even after the	【1. Activities】 ① Confidence-building of the residents and the government by support for the capacity of public service provider at the grass-roots (The countermeasure associates to risk A, B, C) ⁷ ➤ It is effective in confidence-building between the government and residents to improve capacity of the public service provider close to the	

⁷ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

conflict. During conflict, excellent health personnel often may evacuate the area for transfer, study abroad or migration. Conflict-affected areas have also a problem that the scarce health personnel are reluctant to take their post in remote areas.

B. The lack of legitimacy of the government

If the actor to doubt legitimacy of the government is present after or during conflict, there is a possibility that cannot be obtained understanding of the activities of development aid and peacebuilding.

C. Risk that there remains loss of trust to government of residents

Residents were often in the influence of the anti-government forces during the unrest. Under such environment there may be the case that the residents have lost their trust to the government. More generally, residents' trust toward the government have faded or collapsed because it was not possible to receive public services

community. Such service includes water supply, vocational training, maternal and child health. This support is effective in confidence building as the provision of these service are visible and observable from the residents

- Eg: In Sudan, the state government's measure to allocate budget and conduct training for village midwives changed the residents' perception to public service. (Reference project: (1,2))

② It is necessary to approach to the (central and local) governments (A)

- Even after renovation of medical facilities by the project, there may be the case that the use of the facility has to be delayed by weak capacity of government and late posting of medical personnel. In that case, it is necessary for the project to encourage the resolution of the problem to the government (2)

③ Activities that have the validity which all of the different actors may commonly agree on (B, C, D)

- The health sector is likely to be supported among actors with different interests. Especially mother and child is considered the most vulnerable, it is less likely to have opposition against it.
- Eg: In Palestine, purpose of

from government during conflict.

D. Existence of antagonistic relationships among various groups in a community

In many conflict-affected areas there may be a complicated situation of tense relationship and confrontation among residents. Conducting development projects for a community may intensify destabilizing factor.

E. Swiftiness of assistance

If the support program cannot bring results quickly to address urgent needs of the residents, the residents' assistance may require to manage unstable livings as everyday life is continue to be unstable. This situation can be a destabilizing factor to the society..

protection and empowerment of the mother and child that is considered to be the most vulnerable, was accepted as an activity that has the legitimacy that cannot be denied from the actor having any position of Palestine inside and outside.(3)

④ Technical cooperation that was combined with the visible support (provision of facilities renovation and equipment) (B, C, E)

➤ Technical cooperation project which aims to enhance capacity of C/P may not draw attention of C/Ps as its immediate effect is may not be visible. If possible, the project may need to incorporate component of tangible and visible results such as facilities and equipment which brings synergetic effects with capacity building. (4)

• Eg: In Sudan, technical cooperation project has component of provision of facilities for rehabilitation and medical equipment. It also has provided 5S program for equipment management. (2) (5s is the name of workplace improvement method that uses five Japanese words: seiri, seiton , seiso, seiketsu, and shitsuke)

• Eg: In Burundi, the following activities resulted in a synergistic effects: maintenance of medical equipment to the target facilities by grant aid and training and related activities of 5S activities by AAKCP

【 2 . Target area and beneficiary】

C. Risk that there remains a loss of trust of government of residents

(Shown before)

【3. Process】

A. Weakening and malfunction of health administration

(Shown before)

C. Risk that there remains a loss of trust of government of residents

(Shown before)

program (Asia-Africa Knowledge Co-creation Program). (5)

【2. Target area and beneficiary】

⑤Implementation of activities to raise the awareness of residents of the project (C)

➤ Residents accustomed to material assistance may not appreciate JICA support of strengthening of hospitals function to provide better service through the government. In such a case it is necessary to raise a degree of resident's recognition of the service through implementing awareness-raising activities such as campaigns and events.

• Eg: In Palestine, the implementation of "free medical care day" by JICA project, changed the skeptical view from the residents. After the campaign, it improved the awareness of the project so that the project could smoothly implement the activities. (3)

【3. Process】

⑥Preparation process necessary for C/P to take ownership and initiative (A)

➤ If the C/P is accustomed to emergency support in material, the C/P may not have enough initiative and ownership to run JICA project. In order to carry out capacity development with

E. Swiftness of assistance

(Shown before)

F

F. Weakened solidarity in community

Long refuge by many residents often causes weakening of community tie, making structural change in the society, and traditional leaders' influence. Therefore residents in post-conflict villages often give priorities to personal gain rather than public benefit and mobilization of residents for community work may not be possible. This may cause problems for smooth progress of the project.

G. Socially vulnerable people caused by the conflict

Conflict brought vulnerable group (refugee, IDP, lonely people, people who has mental trauma, and female household head). On the other hand, other people may be frustrated.

H. New and old leadership structure

Generally rural area has social structure which has

an eye on sustainability within existing administrative system, it is sometimes necessary to examine the possibility to spend time on consultation with counterparts and organizing implementation set-up in the planning stage to avoid misunderstanding from the counterparts. (4)

⑦ Dealing with the human resource shortage by health workers from the local community (A, C, E)

➤ It is often insufficient placement of human resources even if there is a facility, like health center in the conflict-affected areas. In such case, the community can activate the community health by selecting health personnel from the community and sending her/him to training.

• Eg: In Uganda, number of health extension workers for a preventive care activities, was not sufficient. Therefore, the JICA project selected the candidates for national training from the community. After training the trainee began to provide their service at the village health center. (6)

⑧ Strengthening implementation set up through community strengthening etc. (F, G)

➤ When providing support to community-based health

leader of village head, large landlords, or religious leaders (ex, Islamic society) and if new initiatives are not supported by such leader, it may cause conflict among new and old leadership.

I. Frustration from area/group excluded from beneficiary

Every community needs some assistance in conflicted-affected countries. If the selection criteria are not clear and fair, the residents excluded from the assistance will be frustrated and repellent

J. Central- local government relationship

In regions which experienced local conflict, there may be frustration and tension between the central and the local government.

services such as rehabilitation of health facilities, preparatory work to enhance the community and dissemination of plan should be conducted before implementation. Through this preparation, the community would be strengthened by activities of the prior consultation, enhancing understandings and setting up community organization etc. in order for consensus building and resource mobilization for construction of facilities.

- Eg: In DR Congo, renovation of health facilities has been carried out as a community's pilot project. The Community Development Committee played the role in encouraging beneficiaries to organize implementation committee and opening a briefing about the decision process, and plan explained by animator, personnel for promoting understanding. It should be noted, that the development committee checked whether there is no bias in the beneficiary to avoid any conflict. (7)

⑨ Improving the health services to socially vulnerable people caused by conflict (G, H, I)

(See also Knowledge Lesson Sheet "Peace 11 : Assistance for people with disabilities affected by conflicts")

⑩It includes activities to promote the understanding and support of the existing leaders (H)

- If the target community is in a society where traditional leader has power, it will be necessary for the project to promote understanding and support from the leader. This is especially so in promoting before-birth screening in society where residents do not want mothers to go out. Therefore, the JICA project needs to carry out awareness raising, such as to promote the leaders understanding with respect to project activities.
- • Eg: In Sudan, in order to raise social status of the village midwife and promote antenatal care of pregnant women the project opened a “festival” and invited the leaders at the community level aiming at promote awareness of mother and child care (2)

⑪Activities for government with high dependency to financial aid (A)

- The government that has been weakened by conflict is dependent on external assistance, there is a case in which assistance can have better effect if it coordinate with other financial donors.

• Eg: In South Sudan, the JICA project provided assistance to facilities for health personnel development for JCONAM, the only public of midwives and nurses school in facilities while other donors support operating expenses. As a result, a synergistic effect was observed. (8)

⑫ Project design assuming the human resources shortage (A)

- In conflict-affected countries, if the place of conflict is in remote area, the area will particularly suffer from insufficient supply of health personnel. In such a case, even if there is a change of C/P or key person, the JICA project needs to be prepared by making visualization of the contents of the project and a briefing to the key stakeholders in order to ensure the continuity of public service.
- For example, the project may start a support from the central government ministries and agencies that has relatively good number of health personnel, or focusing on simple technologies that non-specialist may able to learn. (4)

⑬ Awareness of realization of a peaceful and stable society through mother's pocketbook (A,F)

- Through the distribution of

Mother and Child Health Handbook (mother's pocketbook) which will enhance mother's responsibility and confidence, it can be expected to build awareness among mothers to become pursuing for peace (3)

- Eg: In Palestine, the JICA project distributed mother's pocketbook and made mothers and expected mothers to control it in their hands. By doing it the sense of responsibility and self-confidence have increased. Some of the mothers became pursuing realization of a peaceful and stable society for the future of children.(3)

⑭ Promote exchanges and confidence-building in the central government and local governments through the project activities (J)

➤ When supporting the local government, by introducing the activities and results to the central government, the JICA project can promote interactions between the two.

- Eg: In Sudan, the federal government was interested in training materials and EmONC (emergency obstetric and neonatal care) training curriculum of Kassala State of village midwives that was created through the project activities. This promoted

		exchange between federal and state government. Officers of Federal Government visited and observed state government conducting the training in Kassala. The state government officials reported the progress of the activities and curriculum to the federal government. This contributed to improve the relationship of the Federal Ministry and State Government. (2)
	Expected effects	Improving mother and child health and health administration are common interests among different actors, so they are one of the acceptable activities for them. There may be a possibly to provide resources by cooperation with a community to supplement insufficient health personnel. As a result, it may be possible to contribute confidence re-building or improving from residents to the government

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal evaluation
2	Sudan	Capacity Development Project for the Provision of Services for Basic Human Needs in Kassala	Terminal evaluation
3	Palestine	Improving Reproductive Health with a special focus on Maternal and Child Health	Terminal evaluation
4	Sierra Leone	Integrated Project for Rural Health Improvement	Terminal evaluation
5	Burundi	The Project for Strengthening Capacities of	Terminal evaluation

		Prince Regent Charles Hospital and Public Health Centers in Bujumbura City for Improvement of Mother and Child Health	
6	Uganda	Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda	Final report
7	DR Congo	Study on Community regeneration support in the Cataract district, Bas-Congo Province in Democratic Republic of Congo	Final report
8	South Sudan	Human Resource Development for Health in Southern Sudan	Terminal evaluation

Knowledge Lesson Sheet		
Peace5	Reconciliation and co-existence	Confidence building among resident through improving basic infrastructure and rural and agricultural development

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Ethnic collaboration, Confidence building among citizens, Basic infrastructure, Agriculture, Rural development, Balance, Reconciliation, Community	
Applicable cases	Lessons learned (Countermeasure)	
Implementing or planning projects with objectives of promoting confidence building among residents, through improvement of the basic infrastructure and rural and agricultural development in a conflict-affected area.	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote ethnic collaboration and confidence building among residents through improving the basic infrastructure and rural and agricultural development
Risks (Consideration)		
【1. Activities】 A. Existence of antagonistic relationships among various groups in a community Due to the conflict background, there are various tensions remaining among residents (ethnic	【1. Activities】 ① Opportunity of gathering of different ethnic groups (The countermeasure associates to risk A, B) ⁸ ➤ Making cooperation opportunities among different ethnic groups (such as training and economic activities) has	

⁸ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

group, tribe, area, religion, perpetrator/victim, and so on.) even in the post-conflict period. Those tensions may lead to the reoccurrence of conflict.

Moreover, while receiving community has been weakened, increasing number of returnees may promote tensions between residents and returnees in struggle to get access to limited number of employment opportunities and living resources and make the community more unstable. Especially, it becomes an issue in land ownership and selection of beneficiaries.

B. Weakened solidarity in community

Long refuge by many residents often causes weakening of community tie, structural change in society, and traditional leaders influence. Therefore residents in post-conflict villages often give priorities to personal gain rather than public benefit and mobilization of residents for community work may not be possible. This may cause problems

significance of technical transfer, and also a positive effect on reconciliation. (Reference project: (1, 3))

②Combination of big infrastructure project and small sub-project (A, B, C)

➤ To have a bigger impact on the improvement of basic infrastructures, it is better to combine a short-term sub-project which has visible achievements and a long-term sub-projects which brings a massive change and makes people to appreciate peace. (1)

③ Promotion of reconciliation through cooperation for economic activities in a country which has a system of immobilizing the separation of ethnic groups (D)

➤ In case that a country has a system preventing the reconciliation, without change of the system, it is difficult to bring a drastic solution for tensions among different ethnic groups. On the other hand, it is possible to promote reconciliation by conducting exchange activities, such as productive activities and economic activities, with different groups.

• Eg: In Bosnia Herzegovina, each self-governing body (entity) offers

for project management. In addition, a traditional conflict resolution mechanism in the community may be lost.

C. Socially vulnerable people caused by conflict

Conflict brought vulnerable group (refugee, IDP, people without relatives, people who has mental trauma, and female household head). On the other hand, other people may be frustrated if the vulnerable group has generous assistance.

D. Government and a part of residents are not ready for reconciliation

Due to the conflict background, there is a country which tensions among different ethnic groups or between perpetrators and victims still remains strongly. In such case, the government and a part of residents tend not to be ready for accepting the activities that explicitly address “peacebuilding”, “ethnic collaboration”, or

different public services. For example, in Republika Srpska,⁹ the pension system applies only to Serbs and, according to the new constitution, only Serbs can be elected for members of Presidency of Bosnia Herzegovina. This system in Republika Srpska made return of Muslim residents who wants to go back to the area difficult. Through agricultural and rural activities, the project could provide opportunities for both ethnic groups to work together on economic activities, and promoted confidence building by increasing reciprocal exchange of both ethnic groups, and as a result, promoted their reconciliation. (1)

⁹ Bosnia Herzegovina has the federal government which is composed of two entities, namely, the Federation of Bosnia and Herzegovina (mainly Bosniaks and Croats residents) and Republika Srpska (mainly Serbs residents)

“reconciliation” .

【 2 . Target area and beneficiary】

A. Existence of antagonistic relationships among various groups in a community

(Shown before)

E. Frustration from area/group excluded from beneficiary

Every community needs some assistance in conflict affected countries. If the selection criteria are not clear and fair, the residents excluded from the assistance will be frustrated and repelled. Moreover, such unsatisfied residents may easily be used for politics.

F. Resident’ s loss of trust toward the government

No or insufficient government service to the residents often cause residents’ distrust, leading to armed conflicts. Residents’ loss of trust to government even after conflict may be a destabilizing factor in the society. Government’ s low

【2. Target area and beneficiary】

④ Selection of beneficiaries with consideration of conflict prevention (A, E, F)

➤ For selection of a target community, it is necessary to consider various aspects including a balance of tribes, culture, religion, traditions of local residents, conflict factors, etc., in order to avoid fueling destabilizing factors.

• Eg: In Bosnia Herzegovina, concerning sub-projects managed by NGO, JICA Project selected beneficiaries together with NGO and MZ¹⁰ leaders applying certain criteria (including numbers of family dependents, whether a person is a conflict victim or not, etc.), additionally to equal balance of ethnic groups. On the other hand, regarding sub-projects run by MZ, Conducting Board composed of both ethnic groups selected beneficiaries in order to minimize a feeling of unfairness.(1)

• Eg: In Bosnia Herzegovina, considering the conflict background, the project selected beneficiaries not based on ethnic groups but mainly from returnee

¹⁰ MZ is an abbreviation of Mjesna Zajednica in local language which means local community. It is an administrative division placed under a municipality.

accountability caused by decision making by regional, tribal nepotism and political reason also aggravates this distrust. ¹¹

G. Weakened governance and malfunction of public service

During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances implementation of development projects is difficult.

【3. Process】

A. Existence of antagonistic relationships among various groups in a community
(Shown before)

B. Weakened solidarity in in community

families, single-mother families and disabled families. (3)

⑤ Posting information on selection criteria of beneficiaries and its process in proper time (A, E, G)

- It is necessary to have a special attention for groups excluded from target beneficiaries in order to minimize a sense of unfairness. Especially, clear explanation of selection criteria and its process is crucial.
- Eg: In Bosnia Herzegovina, the project spread the decisions on the selection process (such as target coverage, criteria, etc.) broadly by posting the information on the city office publication. (1)

【3. Process】

⑥ Importance of rapid start and flexibility of the Project for reconciliation (A)

- Concerning an area where mutual distrust and tensions among residents remain strongly, it is demanded to start a

¹¹ See Knowledge Lesson Sheet “Peace 3: Fostering public confidence of the government by enhancing the capacity of public service delivery”

(Shown before)

C. Socially vulnerable people caused by conflict

(Shown before)

G. Weakened governance and malfunction of public service

(Shown before)

H. Relationship between central government and local government In case of the area experienced the local conflict, the dissatisfaction or tension could be remained in the local government.

I. Mobility of the population

Areas from which IDP and refugee has been escaped, may face a problem of population mobility. Large number of population may return to the area as returnee after the conflict.

J. Land problem

In many conflict affected countries, legal and actual land ownership is not clearly defined. Especially after conflict, the area where the residents had been forcibly evacuated/ resettled, landownership of

reconciliation project rapidly in order to prevent the reoccurrence of conflict. Thus, in case of the reconciliation project, it is better to draft the plan of technical assistance project with flexibility, and start its activities as soon as possible.

➤ On the other hand, the reconciliation project needs careful conflict prevention lens because of remained strong mutual distrust and tensions among residents. Thus, for implementing the reconciliation project, to select proper target and approach based on conflict analysis and stakeholder analysis is a basic premise. (Senior Advisor)

• Change of situation in post-conflict (such as disarmament of combatants, land-mine removal, movement of returnees, etc.) is depend on each peacebuilding project's case. Some projects may face with the collapse of precondition of "post-conflict". Thus, it is necessary to have flexibility on project's scale, target, and deployment measures as one way of risk avoidance. (2)

⑦ Importance of coordination with relevant organizations (G)

To address broad challenges in conflict affected area, it is important to have coordination and

ex-residents who had evacuated or resettled during conflict, sometimes had been deregistered. Moreover, since the public land system and traditional one are co-existing, land issues tend to be a constraint factor for development project. These land issues also prevents IDPs and refugees to return.

K. Landmine and unexploded ordnance

Land mines and unexploded ordinance which is left during conflict can be an obstructing factor to rebuild productive activities or infrastructures.

collaboration with central government, local government, international institution, NGO, and so on.

- Eg: In Sri Lanka, Project Implementation Committee conducted 1) reviews and monitoring of project activities and 2) coordination meetings with government institutions, international organization, international NGO and MANRECAP (Mannar District Rehabilitation & Reconstruction through Community Approach Project), and Mannar Divisional Secretary worked as chair. For smooth operation of the project, coordination and decision-making functions of Mannar Divisional Secretary was crucial. (2)

⑧ Effectiveness of dispatch of long-term Japanese expert on prevention and relaxation of frictions among ethnic groups (A, B, C)

- During the implementation of the project, since communications among ethnic groups will be more often, there will be more possibilities to have temporal frictions among them. In such case, it is important to solve/mediate problems and conflicts of opinion on the scene, and long-term Japanese experts may be effective for it. (3)
- It is important to decide an

implementation structure of the project with consideration of specialty and feature of the target area. Especially for rehabilitation and reconstruction project in conflict affected area, it is necessary to have a careful attention on various issues including relationship between residents and IDPs, land allocation among different groups, politics, ethnicity, religions, and so on. Use of local personnel should be considered to meet with such requirements although number of JICA experts who have capacity to respond to such requirement is limited. (2)

- Eg: In Sri Lanka, local staff had important role in the implementation of JICA Project. Moreover, Japanese Expert who could speak local language and had an experience of rural development in the target country also contributed to achieve outcomes of the project. (2)

⑨Consideration of belongingness of local staff (A, B, C)

- In an area where residents have different attributes such as ethnicity, the project should consider the balance of local staff in order not to make residents to feel opposition. (1, 3)

	Expected effects	Without aggravating destabilizing factors, project activities promote the ethnic collaboration and confidence among residents, and give a positive impact on stabilizing the target area.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Bosnia and Herzegovina	The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (SACRED)	Terminal evaluation report
2	Sri Lanka	Mannar District Rehabilitation and Reconstruction through Community Approach Project	Terminal evaluation Final report
3	Bosnia and Herzegovina	The Project for Resident Independence Support including the returnees in Srebrenica (Human Security Project)	Mid-term review report

Knowledge Lesson Sheet		
Peace 6	Development of transport sector	Dividends of peace through the infrastructure (including roads) support

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Road, Transport, Infrastructure	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of road construction and related assistance in conflict-affected countries/ areas 	Timing of application	Planning stage and Implementation stage
	Countermeasure (Approach)	Enjoying peace and recovery of security recovery through road construction in conflict-affected areas, rapid support for construction and support with utilizing community.
Risks (Consideration)		
【1. Activities】 A. Impact on the security of the poor road conditions When the road is left in a poor condition passing vehicles needs to go slower, and it becomes “attack points” for anti-government organization. Therefore, security situation often remains unstable.	【1. Activities】 ① Contribution to the security recovery by road repair (The countermeasure associates to risk A) ¹² ➤ All vehicles can pass the upgraded road without slowing down. This also makes a big impact in the improvement of security. Repaired road provides Once repaired, road provide better access to the area as well	

¹² Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

B. Swiftness of assistance

If the support program cannot bring results quickly to address urgent needs of the residents, the residents' assistance may require to manage unstable livings as everyday life is continue to be unstable. This situation can be a destabilizing factor to the society.

C. Weakened governance and malfunction of public service

During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances implementation of development projects

D. Inhibition of economic activity due to undeveloped traffic access

During the conflict, transportation access that

as safer transport as vehicles do not need to slowdown in the point where anti-government rebels and bandits attacked vehicles. It contributes to regain peace and stability of the area as well as bring mental stability to the people by improvement in the security such as raids and crime decrease (Reference Project: (1))

② Road projects as visible and swift assistance (A, B, C, D)

Improvement of access, such as village roads, is effective in improvement of living standards of residents and activation of community' s commercial activities.

- In view of the urgency of the need for resettlement communities, a procedure such as approval process and construction contractor selection of the pilot projects need to be simplified and speedy and it is necessary to bring desired results in a short period of time. (2)
- On the other hand, sometimes the subject sub-project is too many, it will cause delay in operations. If the local government and communities provide assistance together, since its implementation organization became complicated, it is necessary to pay attention to implementation

has been destroyed or has not developed inhibits the economic activity after conflict.

E. Relationship between the central government and local governments

Depending on the conflict background, there is a case that 'self-government' established by rebel group during the conflict has become a local government after the conflict. Even the central government agreed with the former anti-government group with the establishment of the local government, the relationship is not necessarily good. There may be the case that the supports from the central government were not provided to the new local/ autonomous government.

F. Resident' s loss of trust toward the government

No or insufficient government service to the residents often cause residents' loss of trust, leading to armed conflicts. Loss of trust of residents to the government even after conflict may be a

capacity and business scale. Similarly, care must be taken to capacity of contractors. Even if the contractors are nationwide suppliers, there is a possibility that competence is insufficient as long as it stops operating in conflict. (2)

③ Contribution to confidence-building between the residents- government and the central and local governments through practice of road construction projects as project activities (C, E, F)

• Eg: Muslim Mindanao Region has been left underdeveloped so long time. After conflict, the project started to build roads as development project. That has led to restore confidence to the government of residents because road construction has been carried out as a development project in ARMM where it has been left underdeveloped. In addition, DPWH (the Central Government) and ARMM Regional Government cooperated each other to settle the issue of compensation for resettlement and land acquisition. This also contributed to the confidence building between the Central Government and the ARMM Regional Government. (1)

destabilizing factor in the society. Government's low accountability caused by decision making by regional, tribal and political reason also aggravates this loss of trust. ¹³

【 2. Target area and beneficiary】

G. Land problem

In many conflict-affected countries, legal and actual land ownership is not clearly defined. Especially after conflict, the area where the residents had been forcibly evacuated/ resettled, landownership of ex-residents who had evacuated or resettled during war, sometimes had been deregistered. Moreover, difference in formal/ legal ownership and traditional ownership, illegal land trade makes recovery and reconstruction difficult. Also, sometimes project in infrastructure development gets involved in land disputes. Furthermore, the development might obstruct return of IDP or refugee if the development does not

【2. Target area and beneficiary】

④ Corresponding to the land problems (G)

- On starting construction, JICA project needs to take actions of confirmation of ownership or public relations of the project to the surrounding villages and governments. In addition it is necessary to take measures including collecting information from all stakeholders to avoid land issues. (2)
- • Eg: In Sri Lanka, the project selected in the restoration and reconstruction projects under the assumption that land issues in recovery and reconstruction projects would not occur, rather than the construction of new facilities which may cause a land issues. However, still some of the projects faced land related problems. (2)
- Eg: In Burundi, in order to avoid land issues, the project selected the public land of the government in

¹³ See also Knowledge Lesson Sheet 3: Fostering public confidence in the government by enhancing the capacity of public service delivery.

consider the status of land ownership prior to the conflict.

【3. Process】

A. Impact on the security of the poor road conditions
(Shown before)

C. Weakened governance and malfunction of public service
(Shown before)

E. Relationship between the central government and local governments
(Shown before)

H. Lack of capacity in local contractors, the relationship between local suppliers and residents

In conflict-affected areas, since local business was suspended during conflict, the capacity of local contractors is still low and they cannot complete business even with some kind of support.

consultation with the commune government.(3)

• Eg: In DR Congo, as part of the activities of the project, it was committed to understanding of the nature and background of the land problem by carrying out peacebuilding assessment including land issues. (4)

【3. Process】

⑤ Adoption of community-contract method (A, H)

➤ Especially when it is only local builders of capacity, there is a case in which community-contract method is effective. This method is also be effective in strengthening community organizations and fostering of cooperation in the community. However, when introducing the community contract, it is necessary to consider sufficiently the following: experience of community organizations, leadership abilities and business volume of study team and time constraints of the construction period, which was based on the seasonal conditions, such as agriculture and fisheries, rainy season. (2)

⑥ Work/ action plan with consideration to the relationship of the central government and local

I. Security (transport routes and construction of materials and equipment)

If the target area is a far from the capitals, the area often is located in unstable region. Therefore, it is impossible for Japanese experts to work in local for safety reasons. Also depending on the security of transport routes and construction site, there is a possibility that the situation affects the continuation of the business occurs.

government (autonomous government) is necessary (especially if the relationship is not so good by the conflict background (C, E)

➤ When autonomous government is established, as a result of conflict, the relationship between central and autonomous government sometimes causes a problem. For example, there is a case that the information sharing and support from the center (technical and financial) cannot be obtained in the autonomous government. If a JICA project is operated with the autonomous government as C/P, it is necessary to plan with anticipation that the relationship with central might negatively affect the operation.

• Eg: In Philippines, Autonomous Regions in Muslim Mindanao (ARMM) was established after the conflict. However, Department of Public Works and Highways (DPWH) of the Central Government and DPWH under ARMM (ARMM/DPWH) have been using different standard for road maintenance. In addition, there was no system and mechanisms that various road basic data are shared. In JICA project has started with assumption that support from DPWH can be expected, it was actually difficult to receive financial and technical support.

For this reason, when conducting

road improvement projects in ARMM region, in the future, it is desirable to enhance support system to compliment O&E capacity of ARMM/DPWH by including a supplementary component of technical assistance or a technical cooperation project to obtain advice from the experts on road maintenance. (1)

⑦Need to addressed low capacity in local contractors (H)

- In the case of road construction projects in conflict-affected areas, considering limited capacity of local contractors, the JICA project should set some extra time for contract period or amendment of contract period.
 - Eg: Considering the scale of the work which medium-sized road construction, the contractors who have qualification for the work was assumed to be only three or four companies, including multinational companies. Therefore, the project tried to conduct rigorous bid based on international standard, with a short list with information provided by JICA office. However, the winner of the bid was a local supplier with limited implementation capacity. Construction was delayed due to old equipment and low ability to control schedule and quality, and eventually the project needed to extend the construction period. (4)

【 4 . Impact (indirect effects)】

A. Impact on the security of the poor road conditions

(Shown before)

J. Existence of antagonistic relationships among various groups in a community

In many conflict-affected areas there may be a complicated situation of tense relationship and confrontation among residents based on political, ethnic differences, and

⑧ The need of action plan under unstable security (I)

➤ Due to security reason, Japanese expert's activity is restricted, pilot site needs to be changed and change caused delay in construction; these caused extension of project period. Therefore, the work plan based on expectation of improved security is not advisable to make.

• Eg: In Afghanistan, a JICA project faced restriction caused by security concern. The restriction affected that the project could not conduct activities outside of vicinity of Kabul City, and proceeded preparation of national road ledger, and took long time to select pilot site. (5)

【4. Impact (indirect effects)】

⑨ Appreciation of peace by the reconstruction of the road network and traffic (A)

➤ The road once called "pass-through point of death" became the way of the peace after the project improve the road, which people highly appreciate peace. (1)

➤ People recognize peace once they recover free access to the entire country. Through strengthening of the operating capacity of the national bus company, it has the effect of an

<p>residents between residents who remained in the area and returned refugees who came back from other area or countries, ex-combatants and residents. In such situation, there is a possibility of a negative impact on the tension between conflict groups by road maintenance or there is likely to be no sense of unfairness from other political forces because road maintenance is to extend the benefit only to the support base of some political forces.</p>		<p>increase of routes and number of service and passengers enjoy improved access.</p> <ul style="list-style-type: none"> • Eg: In Burundi, the beneficiaries replied to the survey that they enjoy economic changes by improvement of bus service as well as safer environment since they can move countries freely and safely after civil war. (6)
<p>K. Land mine and unexploded ordinance</p>	<p>Expected effects</p>	<p>The project can improve road and transportation access in conflict-affected areas leading to residents' promotion of economic activities and appreciation of dividends of peace. It might be identified the side effect such as strengthening of community organization, if using community contracts.</p>
<p>Land mines and unexploded ordinance which is left during conflict can be an obstructing factor to rebuild productive activities or infrastructures. Local government does not have accurate information about the location of unexploded ordinance, or may not reveal.</p>		
<p>L. Mobility of population</p>		
<p>Areas from which IDP and refugee has been escaped, may face a problem of population mobility. Large number of population may return to the area as</p>		

<p>returnee after the conflict.</p> <p>M. Frustration from area/group excluded from beneficiary</p> <p>Every community needs some assistance in conflicted-affected countries. If the selection criteria are not clear and fair, the residents excluded from the assistance will be frustrated and repellent.</p>		
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Philippines	Central Mindanao Road Project	Ex-post evaluation
2	Sri Lanka	The Project for Development Planning for the Urgent Rehabilitation of the Resettlement Community in Mannar District	Final report
3	Burundi	Project for Community Development for Improvement of Livelihood in the Conflict-Affected Areas in the Gitega Province	Final report
4	DR Congo	Study on Community regeneration support in the Cataract district, Bas-Congo Province in Democratic Republic of Congo	Final report
5	Afghanistan	Project for Capacity Development and Establishment of Road Maintenance Management System	Terminal evaluation
6	Burundi	Rehabilitation of Public Transportation	Ex-post evaluation

Knowledge Lesson Sheet		
Peace7	Promotion of reconciliation and co-existence	Promotion of reconciliation and coexistence through the assistance of education sector

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Education, IT, ICT, Ethnic reconciliation, Secondary education, Ethnic conflict, Reconciliation	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of promoting the reconciliation between ethnic groups which has been in conflict through the reconstruction of the education system 	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote reconciliation among ethnic groups and their coexistence by assisting the education sector in conflict-affected areas
Risks (Consideration)		
<p>【1. Activities】</p> <p>A. Mutual loss of trust and tensions between residents</p> <p>Due to the conflict background, there are various tensions remaining among residents (ethnic group, tribe, area, religion, perpetrator/victim, and so on.) even in the post-conflict period. Those tensions may lead to the reoccurrence of conflict.</p>		<p>【1. Activities】</p> <p>① Promotion of interaction among teachers through training in Japan and local training (The countermeasure associates to risk A)¹⁴</p> <p>➤ Through training, JICA project made a place for groups that were once in conflict to collaborate to address common problems. Then this opportunity leads to regular interaction among</p>

¹⁴ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

【 2 . Target areas and beneficiaries】

A. Mutual loss of trust and tensions between residents

(Shown before)

B. Weakened solidarity in community

Long refuge by many residents often causes weakening of community tie, making structural change in the society, and traditional leaders' influence. Therefore residents in post-conflict villages often give priorities to personal gain rather than public benefit and mobilization of residents for community work may not be possible. This may cause problems for smooth operation of the project. In addition, a traditional conflict resolution mechanism in the community may have been lost.

C. Frustration from area/ group excluded from beneficiary

Every community needs some assistance in conflicted-affected countries. If the selection

the group members.

- Eg: In Bosnia and Herzegovina, teachers of both entity had an opportunity to work towards the same goal throughout the project. (Reference project: (1))

【 2 . Target area and beneficiary】

②The choice of target schools based on the opinions of beneficiaries (A, B, C)

➤ In society where people do not trust government or each other, they tend to be cautious in accepting new initiatives and changes. In that case, it may be smooth for the project to pay attention to potential beneficiaries' views on such initiatives. Potential beneficiaries could support such changes to accept new initiatives.

- Eg: In Bosnia and Herzegovina, the project decided to provide new equipment when the school accepted new IT curriculum. Also the project recommend to the opinion of students for acceptance of new curriculum. As a result, many schools showed the willingness to study in new IT curriculum as students want to use new equipment (1)

criteria are not clear and fair, the residents excluded from the assistance will be frustrated. In addition, such complaints of residents can be easily politicized in such area as unstable post-conflict areas

【3. Process】

A. Mutual loss of trust and tensions between residents

(Shown before)

D. Government and a part of residents are not ready for reconciliation

Due to the conflict background, there is a case which tensions among different ethnic groups or between perpetrators and victims still strongly persists. In such case, the government and a part of residents tend not to be ready for accepting the activities that explicitly address “peacebuilding”, “ethnic collaboration”, or “reconciliation”

【4. Impact (indirect effects)】

A. Mutual loss of trust and tensions between residents

(Shown before)

E. Resident's loss of trust toward the government

No or insufficient government

【3. Process】

③ Taking the implementation organization, which can facilitate re-building the relationships(A)

In environments which each ethnic groups are in hostile against each other, it is necessary for the project to play a role in facilitate connecting between them.

- Eg: In Bosnia and Herzegovina, local consultant who has both ethnic backgrounds, was responsible for the coordination and consensus-building in the field. Although initially there was opposition against that consultant, he has contributed to prepare the environment of cooperation. (1)

【4. Impact (indirect effects)】

④ Promotion of the common core curriculum that was triggered by the project (A, E, F)

- Eg: The Bosnia and Herzegovina Federal Government has policy to integrate curriculum at least a

service to the residents often cause residents' loss of trust, leading to armed conflicts. Loss of trust of residents to the government even after conflict may be a destabilizing factor in the society. Government's low accountability caused by decision making by regional, tribal and political reason also fuels this loss of trust. ¹⁵

E. Relationship between the central government and local governments

In the case of areas where experienced local conflict, there remains a dissatisfaction and tension to the central government in local government.

G Weakened governance and malfunction of public service

During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances,

minimum level, but it was not realized because each entity has their own speculation. However, after development of common core curriculum in IT education, preparation process of core curriculum of other subjects has started in similar process (1)

⑤ Establishing a multi-ethnic network of teachers who participated in the training (A)

➤ Joint training with other ethnic groups made the opportunity to promote an atmosphere of reconciliation with a common purpose through exchanging views and mutual help among participants.

• Eg: In Bosnia and Herzegovina, teachers trained in collaboration create a network of study group and mutually shared teaching materials even after training. In addition, as educational materials are created in multiple languages, the network has become active toward the integrated curriculum. (1)

¹⁵ See Knowledge Lesson Sheet "Peace 3: Fostering public confidence of the government by enhancing the capacity of public service delivery".

implementation of development projects is difficult.	Expected effects	For implementing an assistance in education sector, the project can facilitate the integration of education with the initiatives of local educators/ teachers by conducting measures to mitigate destabilizing factors of loss of trust among ethnic groups.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Bosnia and Herzegovina	Project on Informatics Curricula Modernization in BiH	Terminal evaluation

Knowledge Lesson Sheet		
Peace8	Assistance for state building	Building democratic society through assistance for development of free and independent media and community mediation capacity

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific Lessons learned	
Key words	Media, Democratization, social inclusiveness, Conflict resolution, Conflict prevention, Community, Mediation	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of making fair social system by the development of free and independent media and community mediation capacity in conflict affected country. 	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Minimize conflict factors through assistance for making fair country and society including the development of free and independent media and community mediation capacity.
Risks (Consideration)		
【1. Activities】 A. Weakened governance (the administration, the legislature and the judiciary) and malfunction of public service During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover,		【1. Activities】 ① Conflict resolution and improving relationship among residents by mediation (The countermeasure associates to risk A, C, D, E) ¹⁶ ➤ In conflict affected country, the society tends to be unstable and conflict among residents may be escalated easily by various factors (politics, ethnicity, caste, etc.). In such society, it may be possible to prevent the escalation of a conflict by introducing

¹⁶ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances implementation of development projects is difficult.

B. Expansion of conflict factor by political use of media

In post-conflict period, political use of media may expand conflict factors including partisan fray and ethnic antagonism.

C. Resident's loss of trust toward the government

No or insufficient government service to the residents often cause residents' loss of trust, leading to armed conflicts. Loss of trust of residents to the government even after conflict may be a destabilizing factor in the society. Government's low accountability caused by decision making by regional, tribal and political reason also aggravates this loss of

informal conflict resolution system inside the community.

- Eg: In Nepal, community mediation system solved various kinds of conflicts (including land problem, money issue, defamation, damage of agricultural production, water use problem, etc.) and contributed to confidence building among residents. (Reference Project: 1)

On the other hand, informal conflict resolution system must comply with public judicial system and must be coordinated with the other donors, otherwise it may have negative impact on state building process. (1, Senior adviser)

② Contribution toward democratization and conflict prevention by making public broadcast (B, C, D)

➤ Since the media can easily be influenced by politics, the transformation of national media to public broadcast may be a model of accurate/impartial/fair media thereby influencing other mass media, and this may contribute to democratization and conflict prevention. (2)

- Eg: In Nepal, there are a lot of media. Some media are gaining support from specific political group in order to survive, and on the other hand, some media are receiving threats or violence because of not supporting specific political group. Thus, the

trust ¹⁷

D. Loss or malfunction of conflict resolution system

In post-conflict period, if non-violent conflict resolution method or systems are lost, it will prevent state building process.

E. Existence of antagonistic relationships among various groups in a community

In many conflict-affected areas there may be a complicated situation of tense relationship and confrontation among residents based on political, ethnic differences, and residents between residents who remained in the area and returned refugees who came back from other area or countries, ex-combatants and residents. If a donor supports only IDPs, ex-combatants, or one party of the conflict, the local residents may be reppeled and frustrated.

JICA Project assisted the revision of media policy and the transformation of national media to public broadcast. During the project period, the Project conducted consultations to share information of revision of media policy with inviting necessary stakeholders (NGO, ethnic groups, lawyers, professors, students, audiences of national media, women journalist who are minority in Nepal media, etc.), and journalist trainings. Through those activities, awareness of journalists and media were promoted. (2)

¹⁷ See Knowledge Lesson Sheet “Peace 3: Fostering public confidence of the government by enhancing the capacity of public service delivery”.

【 2. Target area and beneficiary】

E. Existence of antagonistic relationships among various groups in a community
(Shown before)

F. Weakened civil society that lost integration

Because of conflict and evacuation, community function becomes weak and people can be easily influenced by politics. In such situation, antagonism among residents may be expanded.

G. Possibility of a friction between new conflict resolution and traditional conflict resolution mechanism

Influential persons in traditional conflict resolution system may oppose of introducing the new one because of their fear of losing power. This friction may become a new conflict factor.

【2. Target area and beneficiary】

③ Necessary consideration in selection process of mediators (E, F)

➤ It is necessary to have consideration of balance during the selection process of mediators

• Eg: In Nepal, at the beginning, the JICA Project set a mediator selection criteria based on community profile as follows: 1)inclusiveness of ethnic group, caste and gender and 2) persons who do not participating in politics (to maintain political impartiality). However, after the discussion in village, since there was an opinion that every Nepali is somehow participating in politics, the Project revised the second criteria as 2) persons who do not participating in politics as his or her job. On the other hand, in order to promote community mediation system, supports from politicians are also crucial. Thus, the Project conducted awareness activities for politicians. (1, Senior adviser)

④ Setting broader target for the training (F, G)

➤ In order to gain more support for the Project, it may be effective to set the trainees' coverage broader than direct target of a project.

• Eg: In Nepal, the JICA Project included journalist from both central

【3. Process】

A. Weakened governance (the administration, the legislature and the judiciary) and malfunction of public service

(Shown before)

B. Expansion of conflict factor by political use of media

(Shown before)

and rural area in their training program, and succeeded to earn broader support for the media policy reformation. (2)

• Eg: In Nepal, by taking certain time for consulting with wide range of stakeholders, the JICA Project could establish confidence towards community mediation system. (1, Senior Advisor)

【3. Process】

⑤ Involvement of stakeholders for promoting reformation (A, B)

➤ In order to promote the reformation, since there will be opposition from people with established interest, it is necessary to involve stakeholders and to consider of administration process. At that time, it is important to make the relevant government ministry or agency to have ownership from the beginning of reformation process. If the JICA Project mediated the process, opposition groups would criticize that Japan is promoting the reformation unilaterally. To prevent such situation, making an agreement on the “big purpose” (such as making “accurate, impartial and fair media”) with politicians including Minister may prevent political oppositions in the later stage. (2)

<p>【 4. Impact (indirect effects)】 F. Weakened civil society that lost integration (Shown before)</p>		<p>【4. Impact (Indirect effects)】 ⑥ Consideration of social inclusiveness in the selection process of mediators (F) ➤ Considering social inclusiveness along with the context of concerned country in the selection process of community mediators will have positive impact on state building process. • Eg: In Nepal, by considering the balance of caste and ethnic group for the selection of mediators, mediation activities became unprecedented opportunity where different caste people can cooperate at the same position. This activity had a significance of building new society from the rural level. (1, Senior adviser)</p>
	<p>Expected Effect</p>	<p>By assisting the development of fair and independent media and community conflict resolution system, fair society, which is necessary condition of functioning democratic government, will be established, and conflict prevention and democratization will be promoted.</p>

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Nepal	Strengthening Community Mediation Capacity for Peaceful and Harmonious Society Project	Terminal evaluation
2	Nepal	Project for Promoting Peace Building and Democratization through the Capacity Development of the Media Sector in Nepal	Terminal evaluation

Knowledge Lesson Sheet		
Peace9	Demobilization and reintegration of ex-combatants	Promotion of reintegration of ex-combatants

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Ex-combatant, DDR, Reintegration, Vocational training	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Immediately after the end of conflict: Implementing or planning projects to conduct vocational training for ex-combatants as a reintegration project, under Disarmament and Demobilization of DDR ¹⁸ process is progressing 	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Support economic and social self-reliance of ex-combatants by supporting livelihood development including vocation training as a part of DDR process.
Risks (Consideration)		
【1. Activities】 A. Economic recession during conflict and significant change of labor market in post-conflict stage Many conflict affected countries/areas have had weak economic and		【1. Activities】 ① Promotion of mutual understanding between ex-combatant and the other residents by having a joint vocational training course. (A, B, C) ¹⁹ ➤ By making a joint class with ex-combatants and the other trainees, communications and mutual understandings among

¹⁸ DDR is an abbreviation of “Disarmament, Demobilization, and Reintegration”, which shows a process of disarmament of combatant during peace process in post-conflict stage.

¹⁹ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

industrial structure, weak financial system, rampant corruption and so on before the conflict, and in post-conflict stage, they face the chronic economic recession. In such countries, unemployment rate is high and citizens have difficulties on livelihoods. Moreover, in post-conflict stage, the economic situation is highly fluid and the demand for labor change in short time.

B. Weakening of ties in community

Long refuge by many residents often causes weakening of community tie, structural change in society, and traditional leaders influence. In such situation, people prioritize individual profit than public interest, and the community may not have a capacity to accept ex-combatants during the reintegration process.

C. Dissatisfaction of the community

EX-combatants and community people may have tensions due to the relationship of perpetrators and victims. In such case,

they will be promoted (Reference Project: (2) (6)).

②Introducing an adult education and a skill training for life improvement (F, G)

- In order to promote the reintegration of ex-combatants, it is valid to combine not only a training on basic skill, but also literacy, basic calculation, business skills, peace education, and so on. (3) (4)
- • Eg: In Eritrea, the JICA Project established a hairstylist course with a consideration of women ex-combatants which occupied 30% of all ex-combatants. As a result, 57% of the graduates were women. (5)

③Providing various job course (A, E)

- Since the labor market needs and ex-combatants' preference are not always matching, it is necessary to provide various job trainings. (3)

④ Income generation through cooperatives' activities (C, D, H)

- After the skill trainings, one can have better opportunity to have income generation through forming a cooperative than doing it individually. Moreover, since there are many cases to establish a cooperative including both ex-combatants who have

special assistance for ex-combatants may cause dissatisfaction of citizens.

D. Tensions among ex-combatants

Since each ex-combatant belonged to different groups, conducting assistance without considering the balance of the groups may increase a conflict factors.

E. Diversity of ex-combatants

Among ex-combatants, there are persons who have special needs such as disabled people and women. Without meeting with those special needs, there will be dissatisfaction and feeling of unfairness remain and lead to new destabilizing factor.

F. Loss of general living skills

Since ex-combatants were engaged in conduct of hostilities during conflict, their general living skills tend to be insufficient for getting back to social life.

G. Social and psychological effect caused by conflict

After the conflict, many ex-combatants have

different origins and the other civilians, it has a benefit to promote reintegration of ex-combatants and reconciliation. (1) (2)

⑤ To select a training subject with consideration of possibility of buying necessary equipment (A, H)

- In case that a trainee had a training for a job which requires a certain equipment, the trainee may not have the job without that equipment.
- Eg: In Eritrea, few trainee had a sewing machine and many trainees of sewing course faced a challenge to earn their jobs. (5) Thus, it is better to provide a vocational training on an area which does not require any equipment or require a cheap one.

uncertainty of how to get income and the future. Moreover, since they haven't participated in social activities during the conflict, they cannot be confident about whether they will be accepted by society and community and whether they can contribute to them, and have anxiety about reintegration.

H. Immediate effect and sustainability of the assistance

DDR project is required to be rapid and visible assistance in order not to make ex-combatants to be new destabilizing factor. On the other hand, if the ex-combatants cannot generate their income after vocational/ skill training, they still have a risk to be a destabilizing factor.

【 2. Target area and beneficiary】

C. Dissatisfaction of the community

(Shown before)

D. Tensions among ex-combatants

(Shown before)

【2. Target area and beneficiary】

⑥Selection of a skill training center with certain capacity and with consideration of geographical balance (C, D, E, I, J)

➤ Since the assistance for reintegration of ex-combatants is required to start rapidly, it is necessary to select a training center as a partner of providing

E. Diversity of ex-combatants

(Shown before)

I. Weakened governance and public service

During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended, and it may take much time for the entire rehabilitation. While the timing is crucial for DDR project, public organization tends to be weak in post-conflict. Thus, ad-hoc organization (Eg: DDR Committee) will be established to coordinate and implement the DDR project.

J. Frustration from ex-combatants excluded from beneficiary

Ex-combatants who are exempted from DDR target or JICA project beneficiaries may have unsatisfied feeling.

vocational training from an institution with some capacity. Especially in case of a country with a weakened government, to select such training center also has a meaning of risk avoidance. (1)(6)

- Eg: In South Sudan, after the end of conflict, there was no department to take a role on vocational training in the central government and the system of vocational training was undeveloped. Under such situation, the JICA Project selected Juba Multi-service Training Centre which was a main institution in the Sothern part of Sudan before the conflict as a partner institution. (6)
- Additionally, it is important to consider the geophysical balance of the center.
- Eg: In Rwanda, since armed groups have strong connection with certain area, it was crucial to take the geophysical factor into consideration. (1)

⑦ Consideration of section process of trainees (C, D, E, J)

- Ex-combatants are composed of various groups such as national military, rebel groups, paramilitary groups, and so on, and each one belongs to different tribe and religion. Thus, it is necessary to include every group as beneficiaries and consider their balance in order not to make

【3. Process】

C. Dissatisfaction of the community

(Shown before)

I. Weakened governance and public service

(Shown before)

J. Frustration from ex-combatants excluded from beneficiary

(Shown before)

L.. Risk of ex-combatants to become destabilizing factor

After the disarmament and demobilization of combatants, if they cannot earn livelihoods, they may be unsatisfied and become

people to feel unfairness. Moreover, including different groups as beneficiaries may promote their reintegration.

- Covering ex-combatants, returnees, and the other socially vulnerable people as trainees, it is necessary to have clear selection criteria such as having literacy skill. (6)
- • Eg: In Rwanda, the JICA Project take consideration into the selection process of beneficiaries (trainees) the balance of ex-national military, ex-rebels, ex-paramilitary (1)

【3 Process】

⑧Launch of a project along with the progress of DD (Disarmament and Demobilization) projects (C, L)

- After the demobilization of ex-combatants, they tend to face difficulties mentally, economically, and socially. If they cannot be reintegrated into the society, it may be a destabilizing factor. Thus, it is necessary to conduct rapid and visible assistance for ex-combatants immediately after their demobilization.

• Eg: In Afghanistan, introduction of fast-track system made possible to start JICA Project rapidly. However, the project design required conducting the improvement of vocational training centers and their trainers before providing vocational

destabilizing factor.

training, and that delayed the actual implementation of training course for ex-combatants. In order to prioritize rapidness, it should be considered to conduct both trainings for trainers and ex-combatants at the same time.

(3)

➤ Since the progress of DD project influence the reintegration assistance for ex-combatants, JICA Project should make its plan and implementation with flexibility. (1) (3)

• Eg: In Rwanda, the JICA Project commenced its activities when there were more numbers of ex-combatants according to the progress of DD project. (1)

➤ Reintegration assistance for ex-combatants tends to be required to have urgent responses. Thus, some projects have difficulties to take a sufficient time for their formulation and planning, especially drafting PDM. In such case, it is necessary to change the frame of the project flexibly after launching the project. (1)
(See Knowledge Lesson Sheet “Peace 15: Manage flexible PDM in line with changing needs and situation”)

➤ For the rapid commencement of the project, it may be proper to use local resources (such as local NGO, existing private or public training institutions, etc.). On the

【 4. Impact (Indirect effects)】

G. Social and psychological effect caused by conflict
(Shown before)

other hand, to use local resources, it is necessary to conduct monitoring on the financial management and proceeding of trainings. (3), (4)

⑨ Consideration of selection of starter kits (C, J)

• Eg: In Rwanda, the JICA Project decided to provide modest starter kits for graduates to avoid unnecessary envy and minimizing unnecessary conflicts in the community. (1)

【4. Impact (Indirect effects)】

⑩ Positive impact on mental side of ex-combatants (G)

➤ After the vocational training, having a job brings not only income generation but also empowers ex-combatants mentally. For example, he or she may have confidence to support his or her family, to have a vision for the future, to feel his or her identity in the community and society, etc. (3) (4)

➤ Eg: In Rwanda, since ex-paramilitaries were out of the country for more than 10 years, they don't know the current system in Rwanda and face with more challenges than ex-national militaries. However, after receiving vocational training, they got rid of dissatisfaction toward government and society, and

		started producing their incomes and earned a confidence to contribute to the society. (1)
	Expected effects	Ex-combatants can restart their social life with earning a job and acceptance from the other citizens by receiving vocational training as a part of DDR.

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Rwanda	The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities	Terminal evaluation
2	Rwanda	The Skills Training and Job Obtainment Support for Social Participation of Ex-Combatants and Other People with Disabilities	Terminal evaluation
3	Afghanistan	Project on Basic Vocational Training for Reintegration of Ex-combatants	Mid-term review Terminal evaluation
4	Afghanistan	Project on the Basic Vocational Training in Afghanistan (Ex: Project on Basic Vocational Training for Reintegration of Ex-combatants)	Terminal evaluation
5	Eritrea	Project on Basic Training for Reintegration of Demobilized Soldiers	Terminal evaluation
6	South Sudan	Project on Improvement of Basic Skills and Vocational Training (SAVOT) Phase 1	Terminal evaluation

Knowledge lesson sheet		
Peace10	Problem of land mines and UXOs	Improve the problem of land mines and UXO

Lessons learned (Matters to be considered/applied)		
Type of lessons learned	Sector-specific lessons learned	
Keywords	Land mines, UXO (Unexploded ordnances), Land use, Information technology, Donors, Aid Coordination, Sustainability	
Applicable cases	Lessons learned (countermeasures)	
<ul style="list-style-type: none"> After for a while from the end of conflict: Implementing or planning projects with objectives of assisting removal of mines and UXO²⁰ 	Time of application	Planning stage Implementation stage
	Countermeasures (approach)	Careful information collection and selection of demining sites will enhance effectiveness in measures of removal of land mines and UXOs
Risks (consideration)		
【1. Activities】 A. Land Mines and UXO left underground hinders the process of recovery and reconstruction Land mines and UXOs that are strewn across the country can be a long-term threat to community members, hindering the process of recovery (e.g.		【1. Activities】 ①Broad collection of information of the sector and comprehensive assistance through collaboration. (A, B, C) ²¹ Measures that require large-scale and long-term approach, such as that of land mines, often attract assistance from many doors. In such cases, an effective assistance is feasible by formulating/implementing projects

²⁰ UXO is an abbreviation of “Unexploded ordnance”.

²¹ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

repatriation of refugees/IDPs, reconstruction of infrastructure and agriculture). Therefore, comprehensive and prompt approaches will be needed.

B. Risk of unbalancing the activities due to lack of donor coordination

While the problem of land mines and UXO needs to be tackled urgently, their removal requires a large-scale and a long-term approach. Effective operation is possible only when resources, materials and technology are all available.

Assistance from the UN and other donors is often limited to funding activities, leaving land mine policies and directions ambiguous in the counterpart government. As coordination capacity of the government may also be limited, land mine-related measures may not be coordinated in light of the whole picture. In such cases, there is a risk of land mines/UXOs removal activities becoming inefficient due to a fragmented approach of

after understanding two points: (i) the content of assistance and policies of the government and the donors; (ii) the priority of JICA and the project.

• Eg: When assisting Cambodia's land mine-related organisation (CMAC), donors and international organisations were more focused on technical and monetary assistance for land mine removal activities rather than equipment delivery or capacity building of organisations. Therefore, Japanese government/JICA provided equipment and spare parts -supplied 9 times since 1998 with 2 follow-ups- while assisting capacity building of organization through dispatch of experts (5 times) and technical assistance projects (from 2008 to 2010). As a result, a comprehensive assistance which complements with other donors, was provided. (Reference project: 1)

② Considering the content of assistance in regions with continuous burial of land mines (D)

➤ In areas with continuous burial of land mines, it may be worth considering planning activities other than land mine removal (e.g. support the victims of land mines, awareness program of ways to avoid land mines, etc). (See also

resources, materials and technology.

C. The need to consider the capacity building of organisations in charge of land mines

Organisations in charge of land mines/UXOs often become the centre of attention of donors after the conflict, attracting funds and competent staff members. However, donor assistance concentrates to dispatches or advisors or eliminating land mines, leaving untouched the relevant organisations' capacity to comprehensively tackle this problem.

D. Risk of approaching the problem of land mines/UXOs before the end of a conflict.

New land mines may be laid in places previously declared free by the government. This may undermine public confidence in the ability of the government and relevant organisations in tackling this problem.

Knowledge Lesson Sheet
“Peace 11: Assistance for people with disabilities affected by conflicts”)

【 2. Target area and beneficiary】

E. Political/egoistic interventions during the process of selecting land mine removal sites and their usage

The process of selecting land mine removal sites and their usage may reflect the interests of individuals, especially that of influential figures. In such cases, personal gain and its unequal distribution of profit may foster a sense of injustice among relevant members, further undermining the stability of the situation.

【3. Process】

F. The risk of hindering an appropriate and timely corporation due to excessive expectations for sustainability of organisations/activities related to the problem of land mines/UXOs

【2. Target area and beneficiary】

② Transparency in selection of areas to remove landmines and usage of secured land (E)

Landmine-secured land is accessible economic resource for residents; therefore, selection of areas to remove landmines and access to secured land can be a cause of another conflict. Consequently, usage of secured land should be clarified prior to start of a project.

• Eg: In case of Cambodia, the policy on prioritization of landmine removal in former agricultural land was confirmed first; following this policy, the area to be secured was agreed through the participatory workshop in district level based on demands from communes which was followed by technical consultation from Mine Action Planning Unit (MAPU) and CMAC. Prior to the implementation of assistance project, this decision-making process and its transparency were confirmed. (1)

【3. Process】

③Consideration to sustainability (F)

➤ Institutional mission for landmine removal assistance terminates right after target areas are completely secured. Therefore, measurement of sustainability must be different

<p>Land mine removal agency is an implementing agency unique to conflict-affected areas and is expected to act promptly. Therefore, it cannot expect as high sustainability of supported activities as other development related implementing agency. This means that imposing the responsibility of equipment maintenance on the counterpart is unrealistic. Doing so may hinder the process of land mine removal which often calls for urgent action.</p>		<p>from other development aid projects; how to understand the sustainability should be shared among stakeholders and recorded properly.</p> <p>•Eg: In case of Cambodia, at the time of ex-ante evaluation, technical staff of CMAC (programmers of information management) were constantly insufficient and organizational budget depends on donors which affected the evaluation of financial sustainability of the CMAC. However, it is controversial how much time-limited organizations like CMAC should have financial sustainability (it can be one of opinions that organizations which terminate after a certain mission should not necessarily assure financial sustainability). (1)</p>
	<p>Expected effects</p>	<p>Followings are the three keys to good landmine-removal assistance: i). confirmation of sensitive issues such as lad at early stage of the project, ii) share of information, and iii) coordination and collaboration with other donors on long-term funding and material supply.</p>

Reference: Projects from which the lessons were learned

No.	Country	Project title	Evaluation report
1	Cambodia	Strengthening of CMAC Function for Human Security Realization	Terminal Evaluation

Knowledge Lesson Sheet		
Peace11	Assistance for people with disabilities affected by conflicts	Assistance for people with disabilities affected by conflicts

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Disabilities, Vocational training, Barrier-free, Landmine	
Applicable cases	Lessons learned (Countermeasure)	
After a while from the end of conflict: Implementing or planning projects with objectives of assisting people with disabilities including ex-combatants and people affected by landmines	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote reintegration and social participation of people with disabilities caused by conflict including ex-combatants and civilians through conducting rehabilitation and vocational training.
Risks (Consideration)		
【1. Activities】 A. People with disabilities and socially vulnerable people affected by conflict Landmines buried during the conflict cause damage on both combatants and non-combatants, and in post-conflict period, unexploded landmines	【1. Activities】 ① Conduct a rehabilitation based on needs (The countermeasure associates to risk A and C) ²² ➤ It is important to conduct a training on rehabilitation which has more needs from people affected by landmines such as quadruple amputee or the visually disabled. • Eg: In Colombia, since	

²² Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

make more victims. Moreover, during and after the conflict there are a lot of people with disabilities caused not only by landmines but also by the other factors in conflict, and they face with physical, economic, and social challenges.

B. Weakened governance (the administration, the legislature and the judiciary) and malfunction of public service

After the conflict, government function is weakened in terms of defective policies, lack of fund to maintain various facilities and buildings, and experts due to destructions during the conflict. Concerning the assistance for people with disabilities, the government does not have know-how of rehabilitation and public participation, and data on disabilities. If the people with disabilities left behind, they may be the new destabilizing factor.

C. Resident's loss of trust toward the government

No or insufficient

implementation of team rehabilitation and functional rehabilitation were insufficient, JICA project focused on trainings on those area. (Reference Project: (1))

② Starting from the assistance of vocational training for ex-combatants with disabilities as an entry-point of assistance for people with disabilities in general (A, B, C)

In post-conflict stage, since conflict affected countries tend to have limited information, insufficient supporting organization and lack of funding on support for the people with disabilities, it is difficult to conduct a project assisting such people. In such situation, it is effective to start from a project on vocational training for ex-combatants with disabilities whose data are maintained to some extent by DDR program. After the project, know-hows and experiences accumulated in the project can be used for assistance for people with disabilities in general. (2, 3) (*See also Knowledge Lesson Sheet "Peace 9: Promotion of reintegration of ex-combatants"*)

③ Significance of making cooperatives including people with disabilities (A, D)

After finishing the skills training, making cooperatives including people with disabilities has two significances:

government service to the residents often cause residents' loss of trust that sometimes cause armed conflicts. Distrust of residents to the government even after conflict, if the public service is not improved, may be a destabilizing factor in the society. Government's low accountability caused by decision making by regional, tribal and political reason also aggravate this loss of trust.²⁴

D. Weakened solidarity in community

Long refuge by many residents often causes weakening of community tie, structural change in society, and traditional leaders influence. Therefore, residents in post-conflict villages often give priorities to personal gain rather than public benefit and mobilization of residents for community work may not be possible. In such situation, community's social

1) economic benefit (it is easier to start income generation compared to work alone) and 2) peer support²³ benefit (the group has mutual support function among people with disabilities). (3)

④Barrier-free of a center (A, C)

➤ It is important to promote barrier-free of a skills/vocational training center with consideration for people with disabilities.

- Eg: In Rwanda, by sending a Japanese expert who also has disabilities, the JICA Project could make the training centre barrier-free for beneficiaries who is also a people with disabilities. (2)

⑤Effective use of a training in Japan (B)

➤ By conducting training on rehabilitation in Japan, it will be able to conduct a project based on case studies in Japan.

- Eg: In Colombia, the JICA Project invited key personnel in each C/P institution for a training on rehabilitation in Japan. Because of the training, C/Ps and JICA Expert team could share the project purpose and made easier to promote a rehabilitation in each institution. This example shows an

²⁴ See Knowledge Lesson Sheet "Peace 3: Fostering public confidence of the government by enhancing the capacity of public service delivery".

²³ Peer support generally means the mutual support among people with similar situation.

safety-net becomes too weak to support socially vulnerable people including people with disabilities.

【 2. Target area and beneficiary 】

A. People with disabilities and socially vulnerable people affected by conflict
(Shown before)

E. Urgent needs of assistance for people with disabilities vs risk of targeting only socially vulnerable people including landmines victims

Even after the conflict affected country has been restored to some extent, if the socially vulnerable people including people with disabilities caused by landmines left behind from the recovery process, economic and social gap may be fixed.

However, an assistance concentrating on socially vulnerable people may cause an opposition from the other residents. Moreover, treating socially vulnerable people as mere beneficiaries may prevent their subjective

effectiveness of sharing the project outline and direction with C/Ps who are in the position of overseeing the project. (1)

【2. Target area and beneficiary】

⑥ Conducting a rehabilitation applying needs of victims of landmines and including people with disabilities in general as beneficiaries (A, E, F)

➤ In conflict affected countries, support to the people with disabilities focusing on landmine victims are sometimes provided. To minimize frustration from people with disabilities who are excluded from target beneficiaries, it is important to include more diverse people including congenital disabilities and disabilities caused by traffic accident, as target beneficiaries. (1)

⑦ Careful consideration to the selection process of beneficiary (A, F)

➤ Since there are various types of people with disabilities, it is important to set a target coverage (whether ex-combatants with disabilities, people with disabilities caused by conflict, or people with disabilities in general), which target to start (See the following example in Rwanda), and the way of

participation.

F. Frustration from people with disabilities excluded from beneficiary

People with disabilities excluded from beneficiary may have a feeling of unfairness. After the conflict, data on people with disabilities tends to be insufficient and inaccurate, on the other hand, data on ex-combatants, including disabilities, is maintained well during DDR program.

【3. Process】

A. People with disabilities and socially vulnerable people affected by conflict

disclosure information of the selection process.

- Eg: In Rwanda, the JICA Project promoted the reintegration of ex-combatants with disabilities by conducting a joint training with the other general trainees.(2)

On the other hand, at the following project, the project provided training for both ex-combatants with disabilities and people with disabilities in general. (3)

- Moreover, among people with disabilities, types and needs vary. Including more types of disabilities as beneficiaries makes stakeholders to realize that wide range of people with disabilities can participate in vocational training if society pays consideration to their issues.

- Eg: In Rwanda, while the former project accepted mainly people with visual and physical disability, the following project expanded the target to hearing and psychiatric disability. To accept more kinds of disabilities, the JICA Project improved the implementation environment by conducting measures including the dispatch of a sign language interpreter and conducting prior workshop for trainers. (3)

【3. Process】

⑧ Promotion of people with disabilities to participate in project implementation (A, B, C)

(Shown before)

B. Weakened governance and public service

(Shown before)

C. Resident' s loss of trust toward the government

(Shown before)

➤ To include people with disabilities as experts and local staff of the JICA Project motivates beneficiaries to social participation, and at the same time, makes the assistance more proper for beneficiaries. Moreover, such measure shows that government and the Project are implementing activities with inputs from concerned people, and promote the confidence building between government and residents.

• Eg: In Rwanda, the JICA Project hired people with disabilities as a local staff, and his/her works that had demonstration effect promoted the confidence of trainees with disabilities. (3)

⑨ Dissemination of information toward people with disabilities (A, B, C)

➤ By disseminating the information of rights/obligations/system on people with disabilities, knowledge and awareness to disability among the people with disabilities will improve.

• Eg: In Colombia, the JICA Project promoted people with disabilities to participate in trainings on rights/obligations/system on people with disabilities both as trainers and as trainees. As a result, people with disabilities started to make suggestions to national committee for

【 4. Impact (indirect effects)】

A. People with disabilities and socially vulnerable people affected by conflict
(Shown before)

B. Weakened governance and public service
(Shown before)

disabilities on national policies of supports for people with disabilities.
(1)

【4. Impact (Indirect effects)】

⑩Project aiming peacebuilding may strengthen supports for people with disabilities in target country/area(A, B)

➤ Experience of assisting victims of conflict accumulated during the reconstruction assistance will be know-hows for expanding assistance for people with disabilities in general.

• Eg: In Colombia, through conducting awareness activities on rights and obligations of people with disabilities, activities of concerned disabilities have increased and they started to work on policies at rural administration level. Through such lobbying, understanding of concerned people in local level became deepened and awareness of community people has changed.
(1)

• Eg: In Rwanda, the project just after the conflict accumulated experience of training for the ex-combatants with disability, and the later project expanded its target to general people with disabilities. The projects accumulated the information on methodology, process, issues, and shared those information with governments in charge of support for handicapped

		<p>person as well as DDR thereby contributing development of social welfare for disabilities in general. (3)</p> <ul style="list-style-type: none"> • Eg: In Colombia, while PAICMA (demining organization) was the main C/P of the JICA Project, Ministry of Health and Social Protection that is in charge of rehabilitation became to have higher ownership and it decided to follow-up the disabilities issues continuously. (4)
	Expected effects	<p>People with disabilities caused by conflict (including victims of landmine, ex-combatants and civilians) can have a rehabilitation opportunity and can be reintegrated to the society. Additionally, accumulation of know-hows and experiences on this disability issues will be utilized for strengthening general system of support for people with disabilities in target country.</p>

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Colombia	Strengthening the Integral Rehabilitation System for Persons with Disabilities, Especially for Victims of Landmines	Terminal evaluation
2	Rwanda	The Skills Training for the Reintegration of Demobilized Soldiers with Disabilities	Terminal evaluation
3	Rwanda	The Skills Training and Job Obtainment Support for Social Participation of Ex-Combatants and Other People with Disabilities	Terminal evaluation
4	Colombia	Basic Information Collection and Verification Survey on Peacebuilding	Information Collection and Verification Survey

Knowledge Lesson Sheet		
Peace12	Promoting repatriation of Refugees and IDPs	Assistance for the repatriation and reintegration of refugees and internally displaced persons (IDPs)

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Internally displaced persons (IDPs), Refugees, Repatriation	
Applicable cases	Lessons learned (countermeasure)	
Immediately after a conflict: in case of considering assistance for promotion of repatriation of refugees and IDPs	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote repatriation and long-term social reintegration through assistance for resettlement in communities and redevelop livelihood.
Risks (Consideration)		
<p>【1. Activities】</p> <p>A. Both economic and social difficulties of IDPs and refugees.</p> <p>Returnees have both economic and social difficulties in their repatriated community: to redevelop their livelihood and to rebuild relationship with other community</p>	<p>【1. Activities】</p> <p>① Provide economic and social assistance for IDPs and refugees. (correspondent risk (The countermeasure associates to risk A)²⁵</p> <p>➤ Returnees face economic difficulties (livelihood redevelopment) and social difficulties (relationship building with residents in repatriated community); therefore, assistance</p>	

²⁵ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

members. Neglect of their problems will cause discord in the society. To ascertain timing, scale, or contents of assistance is crucial.

B. Unfulfilled basic needs in returned communities (speed of assistance)

Unfulfillment of basic needs, such as water supply or medical service which directly affects their daily life can harm smooth repatriation or resettlement.

C. Diverse backgrounds and needs of returnees

Their diverse background (whether they repatriated earlier or later, whether they own a land or not, whether repatriated in their former dwelling area or in new community, etc.) and various needs can cause troubles.

D. Tensions between returnees and their returned community

After conflicts, capacity of communities (such as employment opportunities or resources) is extremely limited; accordingly, the increase of number of competitors by accepting IDPs or refugees creates

for both is required for smooth repatriation. (Reference project: 1, 2, 3)

- Eg: In case of Afghanistan, the assistance targets were not limited to the refugees and IDPs but included community people in the neighboring areas. It aimed the rehabilitation and enhancement of the community as a whole; the economic and social difficulties are dealt with combination of the training program and the small-scale community development. (1)

② Social integration of the vulnerable people including IDPs, by community enhancement (A, D, E, F)

➤ Improvement of living environment and situation by community development strengthens the capacity of a community to accept refugees and IDPs.

- Eg: In Afghanistan, following the hypothesis above, community development project which includes skill enhancement of a rural community was implemented. Due to the deterioration in security, the hypothesis cannot be examined during the project term; however, the effect is observed to some extent. (1)

③ Need of new social measures for social integration. (A, D)

➤ Special social measures are essential for IDPs to be included in

tensions in the community and makes the community more unstable. Especially, right to access land is an issue between returnees and those who did not evacuate during conflict. Additionally, existing community members may feel dissatisfied with the concentration of assistance to the socially vulnerable, including returnees

E. Political use of people' s sense of unfairness

The sense of unfairness of community people can easily be used politically.

F. Weak solidarity in community

In the repatriated area, regional ties and traditional relations tend to be weak; accordingly, lack of sense of belonging makes popular negotiation with outsiders difficult. At the same time, administrative systems are too vulnerable to protect community members. (Some communities whose bound are strong before conflicts can keep a strong tie even after conflicts.)

destinations of refuge or in repatriated societies.

- Eg: The Columbia' s case approached to the social vulnerable, including IDPs, through the project on urban agriculture whose achievement is not limited to the improvement of food security and nutrition condition, but also the technology transfer of urban agriculture, strengthening collaboration among community organizations and other related organizations; it means the project contributed social integration and local community enhancement. (2)

④ Implementation of peace building training (A, C, D, E, F)

➤ Peace building training for those who engage with community development which aims to offer effective thoughts or skills for solving conflicts among existing community members and returnees/IDPs is effective to prevent conflicts from occurring.

- Eg: In Afghanistan, the peace building training involved community development committee members and religious leaders; it created an opportunity to cope with conflict resolution and peace building in the community. (1)

⑤ Project selection based on the people' s needs and engagement with local government. (A, B, C, F, G,

G. Weakened governance and malfunction of public service

During conflicts, public and administration service can be completely/partly interrupted due to the evacuation of public officers. Implementation of development projects can be difficult under the situation illustrated as follows: i) governments do not equip related regulations and policies, ii) monetary resource distribution from central government are not prepared or does not function, or iii) governments do not have development policies planned with accurate data or understanding on circumstances. Depending on backgrounds of conflicts, especially refugees and IDPs even have distrusts of governments.

H. Resident's loss of trust toward governments

Suspension of public services from central governments or local governments prior to or during conflicts can result in discontent of people, distrust in governments, or

H)

➤ Collaboration with the local government is important for smooth repatriation and community enhancement.

- Eg: The collaboration with the administration was promoted by the following two measures: i) in Afghanistan, by the discussion with Community Development Committee which gathers the communities' needs, and ii) in Columbia, by establishing a roundtable discussion where communities and the administration can discuss about their community. (1, 2)

- Eg: In Uganda, a sub-project was conducted to deal with a key issue revealed by a baseline survey; it resulted in accelerating resettlement of IDPs and improving living environment. (3)

⑥ Project implementation with consideration to communities' traditional customs. (I)

➤ After conflict, people are exhausted and extremely unstable. Therefore, respecting their traditional customs through collaboration with local authorities and influential people is crucial for the good and smooth implementation of projects.

- Eg: In Uganda, since people lived in the IDPs camp for a long time, dwellers buried the dead nearby the camp; it had become a problem for

even occurrence of conflicts. Fail of improvement of public services after conflicts will result in people's mistrust of governments and administration; it will make societies unstable. Depending on backgrounds of conflicts, refugees and IDPs may have deep distrust to governments.

I. New and old leadership structure

In rural societies which has a strong hierarchy led by a head of village, landowners, and religious leaders (in Islamic societies etc.), lack of leaders' understanding causes conflict between old and new leadership.

【 2. Target area and beneficiary】

D. Tensions between returnees and their returned community

(Shown before)

J. Uncertainty of repatriation process depending on political and security conditions

In areas from which people are evacuated, the number of population can be

surrounding area development. Therefore, JICA project asked, following their tradition, a traditional chief to perform a ceremony to claim the buried bodies; at the same time, the chief informed the community people that JICA respected their own tradition, which resulted in a good relationship building. (3)

【2. Target area and beneficiary】

⑦ Beneficiary selection considered conflict prevention (D)

➤ In the selection of target communities, various aspects should be taken into consideration, such as ethnic group, culture, religion, tradition, case of conflict factors, or so. (1)

• Eg: In case of Bosnia and Herzegovina, considering the background of the conflict, the beneficiaries were carefully chosen not only by looking into their ethnic

uncertain (due to inflow of a huge number of refugees and IDPs or so).

K. Land problems

Conflict-affected countries tend to be ill-defined on legal and substantial landownership. Especially in areas people are forced to migrate during conflicts, property in housing and land of former residents could be unfairly erased. Land issues (such as coexistence of legal land-own system and traditional land-own system, illegal land trade during conflicts, or so) are likely to prevent the area from being developed; accordingly, project members of infrastructure development can be got involved in troubles around land. At the same time, failing to identify landownership of former dwellers could prevent refugees and IDPs from returning.

groups but also putting priority on returnee families, mother-child families, and war-disabled families. (4)

⑧ Relieving Tension between returnees and communities which accept them (D)

➤ In case of projects targeting refugees or IDPs, improvement of living conditions of communities which includes existing community members receiving returnees contributes tension relief between returnees and the community. Consideration on balance of socially vulnerable people and other members is also required.

• Eg: The Peacebuilding Needs and Impact Assessment (PNA) of Afghanistan found out that assistance for refugees should include existing community members for their living improvement; therefore, beneficiaries of the project were both the community and the returnees. (1)

• Eg: In Acholi, Uganda, a humanitarian organizations created a category named Extremely Vulnerable Individuals (EVI) to identify the social vulnerable; however, some people misrepresent their condition by being affected with temporary illness or injury to enjoy EVI' s benefit. The assistance for the social vulnerable should grasp the

entire situation and realities in order not to cause resistance or opposition of community members. (3)

© Project planning with due consideration to repatriation situations (J)

➤ Regarding assistance for repatriation and resettlement of refugees and IDPs, projects should be planned based on communities' profile depending on the proposition that the situation around refugees and the situation in mobility of IDPs is constantly changing.

• Eg: The project in Uganda, at first, expected that elimination of obstruction factors in repatriation-expected communities can promote repatriation; however, the community profiling revealed that the situation is much complicated and that it requires situation-specific development plans. In case of Uganda, the repatriation-expected community was the combination of the following three villages: 1) village which a sub-county office is located in (where IDPs camp was used to located and basic infrastructure was relatively well-introduced as a center of the local administration), 2) surrounding village, 3) distant village (whose agricultural productivity is low due to no-cultivation during the conflict). Due to those differences, some remained in the first village or

【3. Process】

D. Tensions between returnees and their returned community

(Shown before)

K. Land mines, unexploded objects (UXO)

Land mines and UXOs form conflicts can damage infrastructure development and recovery of economic activities. Especially, agricultural land with land mines can be a primary factor for evacuated people of no returning.

the second, others returned to the third; the returnees were in the various situations which requires specific attention. Therefore, it was important to prepare different development plans suitable for situations in villages. (3)

⑩ Measures to mitigate land-related issues (K)

- In many cases, land issues can easily arise in returned area due to residents' long-absence during conflicts. Therefore, JICA project needs careful examination of land owners of project sites and surrounding areas and existence of land issues in order not to worsen conflicts among residents. (3)

【3. Process】

⑪ Effectiveness of long-term experts dispatch in order to prevent or mitigate frictions among ethnic groups (D)

- Interaction among different ethnic groups through projects can temporary cause tension among them; however, their problems or opposition of opinions can be settled by mitigation by Japanese experts dispatched to target areas. (4)

⑫ Collaboration with local NGOs (D)

- Collaboration with local NGOs, which have detailed information

<p>M. Relation between central government and local government</p>		<p>of communities and are accepted by community members, is important for consideration for conflict prevention. (1)</p>
<p>In areas where local conflicts occurred, local government may have dissatisfaction to central government or tensions could lie between the two.</p>	<p>Expected effects</p>	<p>In assistance for repatriation and reintegration of refugees and IDPs, aid for return to community and livelihood redevelopment which improves living in repatriation-receiving communities and build relationship between existing community members and returnees can promote their smooth repatriation.</p>
<p>O. Security Even after conflicts, where public order is not restored, Japanese Experts cannot enter in the project site because of safety concern.</p>		

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Afghanistan	JICA Support Programme for Reintegration and Community Development in Kandahar	Terminal Evaluation Final Report
2	Colombia	Improvement of the Nutritional Condition of the Vulnerable People Including Internal Displaced People through Urban	Terminal Evaluation
3	Uganda	Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda	Final Report
4	Bosnia and Herzegovina	Project for Human Security on Sustainable Return, Reintegration of Returnees and Development	Interim Report

Knowledge Lesson Sheet		
Peace13	Peacebuilding and Gender	Gender considerations in peacebuilding projects

Lesson learned (To be consider or applied matter)		
Type of lessons learned	Sector-specific lessons learned	
Key words	Woman, Gender, Education, Vocational Training, Livelihood improvement, Non-formal education, Life skills, Land, Agriculture	
Applicable cases	Lessons learned (Countermeasure)	
<ul style="list-style-type: none"> Implementing or planning projects with objectives of supporting women affected by conflict through gender consideration 	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Promote participation of women in reconstruction in conflict affected country/area through inputting consideration of gender.
Risks (Consideration)		
【1. Activities】 A. Critical view on girls' education in the community In case that the target area has a strong critical view on girls' education, women may be limited to have an education opportunity, and may be excluded from the reconstruction process. B. Reflecting the needs of women in vocational		【1. Activities】 ① Conduct the literacy education in a place where women can attend easier (The countermeasure associates to risk A) ²⁶ ➤ In case of a conservative society with women's education, in order to promote the participation of women, it is important to present the education program which is understandable for the community. • Eg: In Afghanistan, the project provided the education for women

²⁶ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

training

Since women are also included in vocational training target, without considering women needs on training course, the participation of women will not be promoted.

C. Limitation of access to productive resource due to gender

Depending on the society, women, including widows in rural areas, may be placed in particularly vulnerable position. For example, there is a case that women cannot have an access to land and they are not able to farm for livelihood improvement. In such society, there is a difficulty to proceed an assistance targeting women.

at a community institutions which the government and residents managed jointly. As a result, it was easier for men (father/brother) to allow to women to visit there because it was located close to their community. (Reference project: (1))

② Promote understanding from the man by adding life skills training (A)

- In case that the target society's understanding of importance of education is generally low, it is possible to promote participation of women by adding the dissemination of useful knowledge for basic life to literacy education.
- Eg: In Afghanistan, by combining life skills class (such as tailoring, beauty care, computer skills, English, Koran, etc.) to literacy education, it was easier for men to understand the significance of girls' education. (1)

③ Establishment of vocational training courses for women (B)

- Even if in a society where women's participation in society is promoted to some extent, occupation of men and women may be still different. In such a case, to provide a training course meeting woman's needs will promote participation of women in vocational training.

		<ul style="list-style-type: none"> • Eg: In Eritrea, since about 30% of the ex-combatants were women, the project provided a training program for hairdresser course targeting women. As a result, more than half of the graduates of the course were women. (2) <p>④ Increase the bargaining power for the usage right of land by forming agriculture groups including women (C)</p> <ul style="list-style-type: none"> ➤ Since negotiating by groups is stronger than by individual, it may be effective to form agriculture groups including women to obtain the right to use a land. • Eg: In South Sudan, the project formed agriculture groups including the socially vulnerable people (such as IDPs²⁷ and women), and they could cultivate a land and negotiate for the use of land. In addition, CDO (Community Development Officer, C/P) played a coordinating role as part of his/her work. As a result, it became possible to construct the collective farm, and women could also participate in livelihood improvement activities. (3)
	Expected effects	Empowerment of women who are vulnerable in conflict affected country, is promoted based on social understanding in the community,

²⁷ IDP is an abbreviation of “internally displaced persons”.

		through having education / vocational training, engaging in farming, etc.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Afghanistan	Strengthening of Non-Formal Education in Afghanistan	Terminal evaluation
2	Eritrea	Project on Basic Training for Reintegration of Demobilized Soldiers	Terminal evaluation
3	South Sudan	Livelihood Development in and around Juba for Sustainable Peace and Development	Terminal evaluation Final report

Knowledge Lesson Sheet		
Peace14	Project Management	Implementation of Peacebuilding Needs and Impact Assessment

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	PNA, Consideration to prevent conflict, Peacebuilding, Conflict affected country	
Applicable cases	Lessons learned (Countermeasure)	
During the conflict or immediately after the conflict	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	To analyze destabilizing factors and to extract items with higher risk through Peacebuilding Needs and Impact Assessment (PNA) in advance, and to monitor these items continuously, it will be possible to take appropriate measures to destabilizing factors.
Risks (Consideration)		
<p>A. Fragility and instability of conflict affected country/area</p> <p>Even in post-conflict period, conflict affected countries/areas face instable political and social situation and security, and thus, they tend to have remaining or</p>	<p>① Conducting sufficient ex-ante analysis prior to project planning, especially the analysis on four perspectives of PNA (The countermeasure associates to risk A, B)²⁸</p> <p>➤ At the stage of project planning, it is important to conduct sufficient ex-ante analysis of the conflict factors and PNA, and</p>	

²⁸ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

new destabilizing factors. In addition, community situation of the project site vary, and there may be conflict emotions and hatred exist among the stakeholders of conflict or in the community. At the stage of project planning and implementation, it is necessary to collect data at the level of project site in addition to analysis at the country level.

B. Risk of negative impact caused by the project activity

By conducting project activities, there is a possibility to foster destabilizing factors in the area and cause negative impacts.

C. Risk to have negative impact to the project due to insufficient assessment of monitoring items

If the project did not assess or monitor destabilizing factors or high risk items in the project site sufficiently, it may not perceive fostering of the destabilizing factors or changes in the project implementation environment. As a result, the project management may be affected by negative impact.

formulate the project based on them. (according to the lessons learned including those from other donors)

② **Importance of present data analysis of local society (community profile, social survey and monitoring of public security) (A, B)**

➤ If the implementation of PNA is difficult, it is preferable to prepare community profile or to conduct social survey. In addition, continuous data collection about the situation of the society and monitoring items about public security may help smooth implementation of the project. (Reference Project: (1,2,3,4))

③ **Implementation of monitoring for risk management regarding project management (B, C)**

➤ It is important to manage risks regarding project management by extracting monitoring items, with consideration to security measures, conflict prevention issues, and unexpected negative impact on the project. Those monitoring items should be paid continuous attentions. (5, 6)

- Eg: In D. R. Congo, the project member assigned to PNA, who had the high skills of language and action power, conducted PNA

		<p>survey at the project level and kept collecting the latest security information based on the monitoring items selected by PNA. Other project members including the project leader also used the result of PNA survey, and implemented pilot project plan based on the Do No Harm principle. (5)</p> <p>④ Clearly state risk items to be monitored in the TOR (C)</p> <p>➤ Upon the preparation of PNA at the project level, if the major monitoring items are not clearly specified, the survey by the survey team or project team may takes longer time. Therefore, if JICA already has information to some extent, it is recommendable to state monitoring items in TOR, etc.</p> <p>• Eg: In case of project in Uganda, JICA clarified the instructions about PNA in TOR based on the previous experience. (4)</p>
	Expected effects	It will be possible to reduce risks and achieve smooth project implementation by avoiding fostering destabilizing factors, assessing factors causing negative impact to the project, and specifying monitoring items to be paid particular attention.

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Sri Lanka	Mannar District Rehabilitation and Reconstruction through Community Approach Project	Final Report
2	Afghanistan	JICA Support Programme for Reintegration and Community Development in Kandahar	Terminal Evaluation Final Report
3	Sri Lanka	Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee District (TRINCAP)	Terminal Evaluation
4	Uganda	Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda	Final Report
5	DR Congo	Study on Community regeneration support in the Cataract district, Bas-Congo Province in Democratic Republic of Congo	Final Report
6	Afghanistan	Project on Promotion of Kabul Metropolitan Area Development	Terminal Evaluation

Knowledge Lesson Sheet		
Peace15	Project management	Manage flexible PDM in line with changing needs and situation

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	PDM, Project management, Swiftness, Flexibility, Monitoring, Evaluation and Project formulation	
Applicable cases	Lessons learned (Countermeasure)	
Under conflict or immediately after conflict	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Peacebuilding assistance faces unique challenges such as urgency, lack of data, change in circumstances, and It is important to develop and change PDM responding to these challenges. To collect information and make relevant change in PDM, it is preferable to conduct project-level PNA.
Risks (Consideration)		
A. Rapidity required for conflict consideration at the time of project formulation After the conflict, if the destabilizing factors of conflict remain particularly strong, rapid onset of	① Flexible use of PDM when the project is required to start quickly to respond immediate needs (The countermeasure associates to risk A, B) ²⁹ ➤ If the rapid onset of the project has given priority, it may be difficult to prepare	

²⁹ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

projects is required. In such case, information for creating a comprehensive PDM is insufficient, or it may be difficult to sufficiently spend time to collect information.

B. Incomplete data at project formulation stage

During the conflict, in many case local government has stopped its function completely / partially, and mobility of local residents is high. This makes collection of adequate information to plan a project is difficult.

C. Weakened governance and public service

During conflict, residents including public servants had evacuated the area and all or part of government function had been suspended. Moreover, conflict affected area faces problems of absence of reconstruction policies, insufficient resource allocation from central government, lack of data-based development policy. Under such circumstances implementation of development projects is

comprehensive PDM at the time to the project formulation. In that case, the project formation stage needs a flexible project design. For example, the detail of the PDM (such as the activities and indicators) can be set based on the result of the baseline survey. (Refer to Knowledge Lesson Sheet “Peace 5: Confidence building among resident through improving basic infrastructure and rural and agricultural development” and Knowledge Lesson Sheet “Peace 9: Promotion of reintegration of ex-combatants”).

② Response to environmental changes in the projects having comprehensive goals (C, D, E)

➤ A peace-building projects may be designed to address multiple independent challenges. After commencement, the project should assess if its inputs can address comprehensive goals within the project time-flame, because assumptions and external environment is likely to be change by the conflict. Additionally if it is necessary the project can modify, indicators, outcomes, activities of PDM (Referenced projects: 1, 2).

③ Data collection during project

difficult.

D. Unstable situation

There is a possibility that the change of the external conditions and significant negative impact on the continuation of the project related to unstable security and political situation may occur.

E. Diverse needs in post-conflict

There is a risk that expected results and scale of the project does not match to the implementation period and the input of projects.

formulation study(A, B)

- It is desirable for the project formulation study to systematically collect baseline data. However, if situation does not allow, the project can collect data through a baseline survey and adjust its plan and PDM plans after its commencement (3).

④ Flexible project design in accordance with the changes in the local situation(A, B, C, D)

- The project activities and outcomes needs to be modified flexibly in order to respond to the changes in assumptions and external conditions of PDM. (4, 5)
- It is necessary to make a change of flexible project plan tailored to the progress of peace-building and nation-building process of the country. If a project has formulated before the peace agreement, it needs to match the progress of the peace process. After the agreement, the project needs to adjust its activities according to the needs after the agreement. (6)
- When the project is implemented through the existing local administration, project design needs to accommodate constraint caused by government capacity which is negatively affected by the

		<p>conflict. (1)</p> <p>➤ It is important to document history and background of changes made after project implementation in PDM, if the project needs to modify some of the components or activities responding to the change in the situation. These documents are properly used in monitoring and evaluation of the project. (2)</p>
	Expected effects	The counterparts and JICA can start the project quickly to respond immediate needs of the conflict affected country and implement activities smoothly while modifying PDM in light of changing conditions of the project site

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Uganda	Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region	Terminal evaluation
2	Palestine	Improvement in Local Governance System in Palestine	Terminal evaluation
3	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal evaluation
4	Philippines	ARMM Human Capacity Development Project	Terminal evaluation
5	Sri Lanka	Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee District (TRINCAP)	Terminal evaluation Ex-post evaluation
6	Afghanistan	Project on the Basic Vocational Training in Afghanistan	Terminal evaluation

Knowledge Lesson Sheet		
Peace16	Project management	Countermeasures responding to negative effects caused by the vulnerability of the counterpart organizations in conflict-affected countries

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	C/P, Counterpart, Sustainability, Ownership, Vulnerability and Negative effect	
Applicable cases	Lessons learned (Countermeasure)	
During conflict or immediately after-conflict: in case of carrying out a project while the C/P organizations are weakened by conflict	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	Reducing negative effects caused by weakened capacity of C/P through temporary measures to complement capacity to personnel change and shortage when the JICA project is assisting C/P who lost its capacity by the conflict.
Risks (Consideration)		
A. Frequent personnel changes in C/P organizations In conflict affected country/ area, the personnel change and frequent reorganization often hamper accumulation of technology and	① Taking measures to complement partner governments of vulnerability by providing short-term technical personnel (The countermeasure associates to risk A, B) ³⁰ ➤ If the government is extremely fragile, there is a case in the adoption of temporal measures	

³⁰ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

knowledge in the C/P organization

B. Shortage of personnel and budget of C/P organizations

It is difficult for government to ensure personnel expenses in countries where government function has been weakened by conflict. Local governments also suffer from low tax collection and budget allocation from the central level. Therefore shortage of personnel may negatively affect C/P's capacity to receive technology transfer from the experts.

that may not good for long term sustainability. (Reference Project: 1)

- It is conceivable to carry out the provision of public services through local project implementation partners (Facilitating Partner), local consultants and the project staffs as temporary measure. On the other hand, the JICA project needs to avoid such temporary measure to substitute local public service thereby jeopardizing sustainability in recovery and reconstruction. (2)

② Appropriate response to the personnel changes (A, B)

- In conflict-affected countries on the assumption that personnel changes including job-change and resign of C/P will occur, the project should take measures to keep the effects of training.(2) The measures includes; expanding the target of the training to various levels (such as senior and junior officers).
- Moreover, by setting the technical back-up to an external organizations such as a university, a JICA project can establish a system that the external organization provides training to ensure technical sustainability (3)

③ Measures against shortage of manpower (A, B)

- The Project needs to adopt the approach the C/P, who suffers from shortage of personnel, to improve capacity of development planning and project implementation.
- Eg: In Sierra Leone, evaluation report recommends that i) the level of technology transfer should be plain so that non-technical personnel could receive the training, ii) frequent briefing and visualized materials should be prepared for frequent personnel change in key C/P, and iii) if necessary, the project planner should consider starting support to the central level that has relatively richer human resources. (4)
- Eg: In Uganda, the project tried to introduce following measures to improve capacity of development planning and project implementation under the constraint of limited personnel allocation and budget: i) introduction of plain planning tools, ii) unified procurement and supervising procedure of construction and development works. Consequently, it could contribute to capacity building of each of C/P. (5)

	Expected effects	In conflict affected countries/ areas, It is expected that the JICA project can reduce negative impact caused by vulnerability of a C/P organization to the project, and the transferred technology will remain in the C/P organization through taking measures to complement weakened functions of the C/P organization.
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Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Palestine	Strengthening Support System focusing on Sustainable Agriculture in Jericho and Jordan River Rift Valley	Terminal evaluation
2	Afghanistan	JICA Support Programme for Reintegration and Community Development in Kandahar	Terminal evaluation
3	South Sudan	Human Resource Development for Health in Southern Sudan	Terminal evaluation
4	Sierra Leone	Integrated Project for Rural Health Improvement	Terminal evaluation
5	Uganda	Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region	Terminal evaluation

Knowledge Lesson Sheet		
Peace17	Project management	Management and operation of a project by remote in conflict-affected countries

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	Security, remote operation of a project, project management, local resources	
Applicable cases	Lessons learned (Countermeasure)	
Under conflict/ Immediately after conflict, when public safety has been worsened. In case, Japanese experts cannot enter in all or part of the project site while the project continues the activities	Time of application	Planning stage Implementation stage
	Countermeasure (Approach)	From security restrictions, when it is not possible to enter the whole or part of the project site, it takes the ideas and countermeasures to continue the project operated by remote (such as ingenuity of approach, selection of training area, use of local resources (staff, NGO), building relationships with the C/P and exchanging of information with oversea offices)
Risks (Consideration)		
A. Interruption of project activities due to deteriorating security As safety in the project site deteriorates, Japanese		① The introduction of the step-by-step approach as a way to technology dissemination by remote operation (The countermeasure associates to risk A) ³¹ ➤ A project which had to be

³¹ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

experts will not be able to travel to the project site, and cannot continue activities

operated from remote in the middle of its implementation, introduced a step-by-step approach; a gradual dissemination from expert to local researchers, and from local researchers to extension officers, then farmers. This makes technology dissemination possible in a remote and unsafe area where Japanese experts cannot enter. (1)

② Conducting training in safer location. (A)

- It is possible to overcome the problem of security by conducting a training in safer locations. Through this approach, the JICA project could assist capacity building of the core personnel of the C/P. (2)

③ Mobilizing local/ national staff and NGO (A)

- Project staff (national staff or local staff) employed and trained by the Project will be a bridge between the C/P and the Japanese experts in case the Japanese experts needs to retreat because of security deterioration. (1)
- In addition, it is possible to carry out the project by mobilizing national consultants, local NGOs as a local resources. (2、3、4)

④Project management by the C/P

- Active involvement of C/Ps to project management is effective as part of the capacity development for a technical cooperation project. However, it is important to begin involvement of the C/P from the early stage of the project as preparation for an increase in security risk.
- As a means of operational management in remote operation, the project can take advantage of formal meetings such as Joint Coordinating Committee and Coordination Committee and sector meetings for project management. (5)
- In the case of remote operation, it is necessary for C/Ps to have higher commitment to project management. Therefore, to strengthen capacity and commitment conducting country training it is In that case, it is possible to increase the efficiency of the project by making a national training relating to the operation and management of a project. (5)
- Furthermore, good communication between Japanese experts and C/P should be maintained to avoid major problems. (6)

⑤ Faster decision making by overseas office as a main

		<p>supervising office (A)</p> <p>➤ If a JICA project needs to be managed by remote operation, some project could be better managed by making overseas office instead of the headquarter, as main supervising office. This is because overseas office usually well aware of the situation and its change, and are faster in decision making. (5)</p>
	Expected effects	In conflict-affected countries, even under restricted area for security concerns, JICA project may be managed smoothly by reducing negative impact through countermeasures include operation and management of the projects by remote operation from safer location.

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Afghanistan	Improvement of Rice-based Agriculture in Nangarhar Province	Terminal evaluation
2	Philippines	ARMM Human Capacity Development Project	Terminal evaluation
3	Afghanistan	Project on Promotion of Kabul Metropolitan Area Development	Terminal evaluation
4	Afghanistan	Rural Development Project in Tajik-Afghan Border Area of Gorno-Badakhshan Autonomous Oblast	Terminal evaluation
5	Afghanistan	Project for Capacity Development and Establishment of Road Maintenance Management System	Terminal evaluation
6	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal evaluation

Knowledge Lesson Sheet		
Peace18	Project management	Evaluation for taking into account the intent and purpose of peace building, and documentation of changes in the project

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	Project evaluation, Peacebuilding, Documentation	
Applicable cases	Lessons learned (Countermeasure)	
Planning an evaluation of the project (Ex-ante evaluation, Mid-term review, Terminal evaluation and Ex-post evaluation) in a conflict-affected countries	Time of application	Planning stage Implementation stage Evaluation stage
	Countermeasure (Approach)	To keep intent and purpose of peace-building project in PDM and other document is important in order for JICA project to be properly evaluated in the ex-post evaluation, etc.
Risks (Consideration)		
A. The intention of contributing peace building is inexplicitly presented in formal project documents There is a case that intent of the peacebuilding has not been explicit in the PDM. Although it have been conducted as projects of peacebuilding, contribution	① Conducting evaluation with due consideration to the characteristics of peace building project (The countermeasure associates to risk A) ³² ➤ It is recommended to refer to the “project evaluation guidelines in conflict-affected countries” in order to conduct evaluation of a peace-building project. (Reference project: 1, 2 and 3)	

³² Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

to “peacebuilding” of the project activities are indirect (or it is set as an overall goal or above overall goal). In that case, the project evaluation may not be able to adequately assess the relevance of Project’s activities, objectives and contributions to peace building.

B. Negative effects of change in situation on evaluation of JICA Projects in conflict-affected countries and areas

Large changes such as security, political and social environment of the implementation area of the project may affect evaluation (especially on effectiveness, efficiency and sustainability) of a JICA project negatively unless it review project design including PDM responding to changes in the situation

C. Inconsistency of purpose and scheme of projects

While rapid and tangible outputs such as provision of equipment and facilities, are expected for peace-building consideration, sometimes a

- A JICA peace building project in a conflict affected country/ area might have difficulties or hesitation to explicitly set peace-building as its objectives. In such cases, it is necessary to record its intention related to peace-building in a formal document. Without proper recording it is difficult to evaluate the objectives of peace building project at the time of evaluation. (4) (See also Knowledge Lesson Sheet “Peace 5: Confidence building among resident through improving basic infrastructure and rural and agricultural development” and Knowledge Lesson Sheet “Peace 7: Promotion of reconciliation and coexistence through the assistance of education sector”)
- In evaluation report, the intention of peacebuilding can be discussed in relevance or other sections such as ‘Mission Leader’s Report’ to validate the viability and importance of the project vis-à-vis its peacebuilding intention.(5)

②A means to modify PDM (B, C)

- The JICA Project and stakeholders can modify the PDM flexibly to respond change in situation and needs in the country. In that case, it may be recommended to the project

<p>project is formulated as a technical cooperation project instead of a grant aid due to security and other concern. While the technical cooperation project which is a scheme for technical cooperation produces tangible results, it sometimes delays capacity building activities. Therefore when evaluation of the project is conducted,</p>		<p>proponents to modify necessary change in PDM in Terms of Reference of the contract between JICA and consultants. (See also Knowledge Lesson Sheet “Peace 15: Manage flexible PDM in line with changing needs and situation” and Knowledge Lesson Sheet “Peace 19: Combination of various schemes and cooperation/coordination with other donors)</p>
<p>it is often difficult to evaluate the project’s contribution to capacity building.</p>	<p>Expected effects</p>	<p>By documenting intention and purpose of peace-building in official documents and PDMs and sharing these understanding among stakeholders, project evaluation could be conducted with understanding of special challenges to which the project faced, and measures that the project has made to promote peace.</p>

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Afghanistan	Project on Promotion of Kabul Metropolitan Area Development	Terminal evaluation
2	Palestine	Improvement in Local Governance System in Palestine	Terminal evaluation
3	Afghanistan	The Community Development Project for Returnees and Receiving Communities in Nangarhar Province	Terminal evaluation
4	Bosnia and Herzegovina	Project on Informatics Curricula Modernization in BiH	Terminal evaluation
5	Sri Lanka	Mannar District Rehabilitation and Reconstruction through Community Approach Project	Terminal evaluation

Knowledge Lesson Sheet		
Peace19	Project Management	Combination of various schemes and cooperation/coordination with other donors

Lessons learned (To be consider or applied matter)		
Type of lessons learned	Lessons learned for project management	
Key words	Project formulation, Peacebuilding, Conflict affected people/ area, Cooperation, Aid coordination	
Applicable cases	Lessons learned (Countermeasure)	
During project formulation in a conflict-affected country/ area	Time of application	Planning stage
	Countermeasure (Approach)	The effect of peacebuilding assistance can be enhanced by combining multiple interventions such as technical cooperation projects (including technical cooperation for development planning) and grant aid, and concessional loan or coordinating and sharing roles with other donors.
Risks (Consideration)		
<p>A. Insufficient information or change in circumstances</p> <p>In addition to the issues that need to be considered in formulating development cooperation project, formulation of the peace building project needs to</p>	<p>① Implementation of assistance starting from technical cooperation for development planning (former JICA development study) as an entry point. (corresponding risk (same in the below) (A)³³</p> <p>➤ Usually project planner suffers insufficient information to plan</p>	

³³ Note (A) indicates, this countermeasure responds to the risk (A).

Numerical indication (e.g. (2)) indicates this countermeasure is a lesson learned from reference project which is indicated as (2) in the last table.

face unique challenges of urgency (citizens after conflict are war-battered, so urgent assistance is necessary), insufficient information on needs and weak implementation set-ups. Moreover, changes in the environment and needs (unstable political situation after conflict movement of refugees and internally displaced people) will affect the design of the project. Without considerations to these characteristics, there is the possibility that timing, input of assistance, target beneficiary, counterpart may not be appropriate and the project may fail to meet the needs.

B. Limitation of a single project to meet various/comprehensive needs and issues

A single project, or even a single donor may not be able to deal with broad challenges of peacebuilding, and it may result in partial optimization of a project.

and implement grant aid project immediately after the resumption of aid. Technical cooperation for development planning (or emergency development study) may be promptly implemented as the entry point of continuing programmatic assistance (Reference Project: 1,2)

- It is often effective to combine a few projects, for example, large infrastructure for reconstruction and community infrastructure to foster mutual trust among residents. (Reference project: (1)
- After conducting technical cooperation for development planning (former JICA development study) that examines effectiveness of pilot assistance, the technical cooperation project can develop and defuse models and then addressing peacebuilding agendas which may take time. (From 3 to 4, 1 to 5, 6 to 7 etc.)

② During project implementation stage, project activities should be modified according to the changing needs as much as possible, and it should be considered to combine different schemes as an option. (B)

- In case of vocational training to improve livelihood, project activity should be modified along with the change in the labor market

		<p>and environment after conflict.</p> <ul style="list-style-type: none"> • E.g.: In South Sudan, project could meet the needs of reconstruction assistance promptly and properly by changing project design according to the administrative change of the government (the change of authority of employment assistance service), and starting activity using multi-donor trust fund. (8) <p>③ Utilization of multiple surveys for project formulation to lead realization of a project (A)</p> <ul style="list-style-type: none"> ➤ If a single survey is not sufficient to collect data to formulate a project, it is better to conduct multiple project formulation study or detail design study before project implementation. (9, 10) ➤ Particularly if the pilot project or Quick Impact Project³⁴ is not planned, it will be necessary to carry out quick survey, or go through certain stages by carrying out multiple surveys rather than taking time to formulate large and integrated technical cooperation project. If it is detailed design study, the activities such as training may be
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³⁴ “Quick impact project” indicates that a small-scale project which has visible impact in short term. Such project tends to be the one which directly contribute to the reconstruction of residents’ lives. (Eg: road construction, rehabilitation of water facilities.).

included as a pilot, so it can meet urgent needs as much as possible. (The lesson from external experts).

④ **Linkage of grant aid and technical assistance project (B)**

- If equipment has been provided by previous grant aid project, it may be effective and fast to start technical cooperation project which utilizes the equipment with provision of renewal or additional equipment. (10, 11)
- Particularly in health sector, a combination of a grant aid project with larger component for provision of equipment and a technical cooperation project will be able to improve outdated facilities and equipment, and raise the level of public service effectively. (12, 13)
- E.g.: In case of the community livelihood improvement and vocational training in Darfur, Sudan, the project area and subject trainees were expanded by including ex-combatants selected by DDR project of UNDP supported by Japan's grant aid. (14)

⑤ **Collecting information on other donors peace building activities for efficient cooperation to tackle peacebuilding challenges (B)**

- It is encouraged to have frequent

exchange of information as well as joint activities. Pool fund and trust fund also should be utilized if it has an advantage. (If many donors are implementing activities which do not have mutually complementing, projects may bring only partial optimization. The optimization at national level should be sought) (The lessons from other donors).

- In case of JICA, it is usually not possible to participate in the pool fund or trust fund. Even so, it is possible to provide support to the counterparts to utilize these funds by providing ideas or facilitating the processes. (The lessons from external experts)
- In case of sector coordination, it is preferable to broaden the scope of information collection not only in narrow sub-sector such as Land mine or DDR, but to donors and government activities in broader peacebuilding sector. (11)
- It is preferable to carry out donor mapping in the subject country/ area, to clarify the position of Japan in the mapping, and to play that role. (For example, Norway assesses the relevance of the positioning of her assistance by categorizing donors into three categories, leading donors, sub donors and donors joining other donor' s

		<p>arrangement. (The lesson from other donor' s experience).</p> <ul style="list-style-type: none"> • E.g.: In Cambodia, donors have financially supported the activities of CMAC which was the governmental organization to remove land mines, but no donor had supported CMAC to strengthen organizational management. Japan supported organizational management strengthening and improved efficiency and impact of removal of mines through enhancement of capacity of implementing agency. (11) ➤ Donor mapping and exchanging information with other donors may take time if it is done individually, and it may sacrifice swiftness in response. Therefore, if possible, efficient collection of information is possible by joining local donor group. (The lesson from external expert)
	Expected effects	By implementing multiple interventions, JICA Project will be possible to react flexibly to changing external factors, and programmatically tackle peace-building issues which may require long-term commitment.

Reference : Projects from which lessons were learned

No.	Country	Project title	Evaluation report
1	Uganda	Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda	Final Report

2	DR Congo	Study on Community regeneration support in the Cataract district, Bas-Congo Province in Democratic Republic of Congo	Final Report
3	Bosnia and Herzegovina	Project for Human Security on Sustainable Return, Reintegration of Returnees and Development	Terminal Evaluation
4	Bosnia and Herzegovina	The Project for Confidence-Building in Srebrenica on Agricultural and Rural Enterprise Development (SACRED)	Terminal Evaluation
5	Uganda	Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region	Terminal Evaluation
6	Sri Lanka	The Project for Development Planning for the Urgent Rehabilitation of the Resettlement Community in Mannar District	Final Report
7	Sri Lanka	The Project for Development Planning for the Rapid Promotion of Reconstruction and Development in Jaffna District	Final Report
8	Sudan	Project on Improvement of Basic Skills and Vocational Training	Terminal Evaluation
9	Eritrea	Project on Basic Training for Reintegration of Demobilized Soldiers	Terminal Evaluation
10	Burundi	Rehabilitation of Public Transportation	Terminal Evaluation
11	Cambodia	Strengthening of CMAC Function for Human Security Realization	Terminal Evaluation Ex-post evaluation
12	Burundi	The Project for Strengthening Capacities of Prince Regent Charles Hospital and Public Health Centers in Bujumbura City for Improvement of Mother and Child Health	Terminal Evaluation
13	Sierra Leone	The Project for Strengthening District Health Management in Kambia District	Terminal Evaluation
14	Sudan	Project for Human Resources Development for Darfur and the Three Protocol Areas	Terminal Evaluation