

**JICA–UNDP Joint Workshop on Supporting Innovative  
Sustainable Livelihoods and Employment in Conflict and  
Conflict Affected Situations in Africa**

**March 6–8, 2012  
Nairobi, Kenya**

June, 2012

**Japan International Cooperation Agency  
Africa Department**

6R
JR
12-011



**JICA–UNDP Joint Workshop on Supporting Innovative  
Sustainable Livelihoods and Employment in Conflict and  
Conflict Affected Situations in Africa**

**March 6–8, 2012  
Nairobi, Kenya**

**June, 2012**

**Japan International Cooperation Agency  
Africa Department**



## Table of Contents

<b>1. Acknowledgements</b> .....	2
<b>2. Mr. Tambo's General Overview/Summary</b> .....	4
<b>3. Mr. Ryan's General Overview/Summary</b> .....	6
<b>4. Introduction/Workshop Background</b> .....	9
<b>5. Summary of Discussion, Day 1</b> .....	10
<b>6. Summary of Discussion, Day 2</b> .....	16
<b>7. Summary of Site Visit, Day 3</b> .....	21

### Annex

- Annex1. Participants List
- Annex2. Concept Note for JICA-UNDP Workshop
- Annex3. Workshop Schedule
- Annex4. JICA-UNDP Workshop Programme
- Annex5. Nakuru Field Trip Programme
- Annex6. Fact Sheet
- Annex7. JICA's Presentation
- Annex8. UNDP's Presentation

## 1. Acknowledgements

We would like to acknowledge the active participation and invaluable contributions of the JICA & UNDP COs/Field Offices in Africa, national governments' representatives in particular those from Burundi, Rwanda, Sierra Leone, and South Sudan which led to the overwhelming success of the *Practitioner's Workshop on Supporting Innovative Livelihoods and Employment in Conflict and Conflict Affected Situations in Africa* held in Nairobi, Kenya in March 2012. Without everyone's commitment, expertise, knowledge, leadership, and meticulous documentation of workshop proceedings, this workshop would not have been possible.

We would like to also underscore our special thanks to the following colleagues for their excellent organization and facilitation of the workshop and finalization of this workshop report: Mr. Owen Shumba, UNDP/BCPR; Ms. Charu Bist, UNDP/BCPR; Ms. Rie Sakumoto, UNDP Regional Bureau for Africa (RBA); Ms. Yuko Dohi, JICA Consultant on Peacebuilding; Ms. Eri Komukai, JICA Senior Advisor on Peacebuilding; Ms. Megumi Ito, JICA Africa Department; Mr. Masanori Yamazaki, JICA Africa Department; and Ms. Amanda Van den Dool, JICA Africa Department.

We are also indebted to the UNDP and JICA Kenya COs for their logistical arrangements including organization of the very insightful/inspiring field visit to the Livelihoods Projects in Nakuru.

Again thank you all. We look forward to closer collaboration and coordination of JICA and UNDP in the area of crisis prevention and recovery which will contribute to African development.

Mr. Jordan Ryan,  
UNDP/BCPR, New York

Mr. Ichiro Tambo,  
JICA Africa, Tokyo

\*The title of each person listed above is the one at the time of the workshop.



**PRACTITIONER'S WORKSHOP ON SUPPORTING INNOVATIVE  
LIVELIHOODS AND EMPLOYMENT IN CONFLICT AND POST CONFLICT  
SITUATIONS IN AFRICA**



**5 - 8 March, 2012 Nairobi - Kenya**



## 2. Mr. Tambo's General Overview/Summary

- 21 JICA staff (including the Africa Department Director General) and 33 UNDP staff (including the Bureau for Crisis Prevention and Recovery Assistant Administrator) recently participated in a JICA-UNDP joint workshop on Peacebuilding and reconstruction assistance held in Nairobi, Kenya. This itself is a great achievement.
- This workshop was a turning point for sharing at the regional and country level concrete examples of cooperation (including information sharing and parallel cooperation/collaboration). The expectation is that development effectiveness will increase as a result of this collaboration.
- Drawing from JICA's presentation at the PBC/WGLL last year, JICA presented on precepts for cooperation in the field of livelihoods and employment creation in post-conflict situations,, as well as case studies from Rwanda, Northern Uganda, DRC, and South Sudan.
- This workshop reinforced the notion that JICA and UNDP take similar approaches to livelihoods and employment in conflict-prone countries. Therefore it should be relatively easy to cooperate; however, in some countries, at the field level, further communication is needed between JICA and UNDP.
- Going forward, we would like to share presentation materials as soon as possible with all interested parties. We also intend to support and promote enhanced cooperation and implementation assistance for local projects and programs at the field level.
- The case study of Rwanda was presented from the regional perspective. UNDP participants suggested this case should also be viewed from a cross-border perspective. Although it is difficult to decide to what extent to introduce the viewpoint regional stability publicly, it seems essential to give careful thought and consideration to these issues when we discuss projects in the field.

Ex.

- In DRC, the Bas-Congo project is not only doing community development in the Kimpese region, but is establishing assistance to Angolan refugees and also aiming to control the effect of the Angolan military intervention.
- In Northern Uganda, interventions are not only supporting the return of IDPs and improving government capacity, but are also for strategically stabilizing South Sudan.
- In Burundi, community development interventions in the Gitega area are implemented not just for community development outcomes, but also for supporting stabilization in the Lake Taihu region, an important transportation



- hub (from the humanitarian and socio-economic perspective), which in turn can support stabilization of the entire region.
- As there have been major changes recently in many in post-conflict situations (especially in South Sudan), it is important to recognize these changes and confirm how to respond. Since JICA, using PNA, has a system to respond, we must also reconfirm UNDP's expertise and capabilities. We intend to continue to promote information sharing in the future.



### **3. Mr. Ryan's General Overview/Summary**

This joint workshop was a great success with active participation of JICA and UNDP staff as well as government officials. JICA and UNDP have acknowledged that the two organizations have similar strategies and challenges on sustainable livelihoods and employment in conflict and post-conflict countries in Africa through sharing and exchanging information, experiences, and lessons learned. Some of my key observations are as follows:

**Partnership:** The challenges for employment creation and peace building are clearly too big for any single organization to act alone for the achievement of lasting solutions to livelihood and employment issues. The creation of livelihoods cannot be tackled in isolation. A comprehensive approach is needed that will coordinate other UN agencies and international organizations, governments, civil society and local communities. The JICA and UNDP collaboration is therefore an excellent start.

**Strengthening South-South Cooperation:** Facilitating the exchange of innovative experiences through workshops like this, is a part of UNDP's ongoing commitment to support South-South co-operation by helping countries to draw from relevant experiences elsewhere and tackle the root causes of development challenges. Japan has been supporting such initiatives as well for over 35 years. Therefore, this joint workshop is just a beginning for this important exchange. I am happy to hear that there are concrete plans by different country offices to share expertise, plans and lessons as agreed in the group work.

**UNDP's signature products:** UNDP has just finalized UNDP signature products on community infrastructure rehabilitation and debris management for use in early recovery programming. The signature products on emergency employment and enterprise recovery will be finalized shortly. These signature products can be used as the key programming documents and guidelines for technical guidance of for all practitioners at the local level. They can be shared with JICA and /or translated in Japanese as part of our efforts to strengthen our collaboration with JICA. JICA can in turn share any knowledge products/publication with UNDP.

**Coordination within the UN and with the government on livelihoods/employment:** One important issue that this workshop has not touched on is the country level coordination on livelihoods and employment programming at country level. For UNDP we would like to have the government take the lead on coordination.

Therefore, in the early recovery contexts, capacity development of governments/line ministries to lead the early recovery sector is important. As key national economic actors, the capacity of CSOs, NGOs and CBOs must be enhanced as well in conflict and post conflict in order to assist in generating jobs and creating sustainable livelihoods opportunities, as participants in the early recovery (gap) cluster/sector.

Communicating results on linking humanitarian to recovery support: JICA's framework for livelihoods and economic recovery clearly shows the link between humanitarian and recovery assistance, while UNDP's approach articulates how the three tracks (short, medium, and long term) are linked together. What is important now is that both for JICA and UNDP to have a communication strategy of results that will demonstrate these linkages.

Joint resource mobilization for innovative livelihoods interventions: An important step to be taken, if both JICA and UNDP would like to achieve greater impact at local and national level, is joint resource mobilization. Funding has been identified by UNDP COs as a major hindrance to moving livelihoods results from good to great.

The key outcome of this workshop is that JICA and UNDP have agreed to continue working for further collaborations for more impacts and sustainability towards TICAD V. More specifically, the two organizations have agreed to do the following:

Knowledge sharing platform between JICA and UNDP: Both JICA and UNDP will share the country presentations on the innovative strategies. In addition, both JICA and UNDP practitioners are planning to have a follow-up joint discussion at the country level in order to assess programs, communicate on strategies, and build up communication between the two organizations. Furthermore, it is encouraged to exchange field visits to the JICA-UNDP project site in neighboring countries as the country office's initiative.

Partnerships at regional levels: UNDP offices of Kenya, Uganda, and South Sudan have established a working network wherein knowledge on programs, strategies, lessons learnt, and best practices will be continuously shared between the offices. The same can be encouraged among all the country offices, too.

Impact measurements and Monitoring and Evaluation of projects on post-conflict (possibility for 1 pilot country): Initial discussions have started on the need for a common impact measurement system to assess the contribution of the projects towards peace and stability. Depending on JICA's response, UNDP/BCPR is ready to initiate this for at least 2 pilot countries that are post-conflict. Another area would be on vocational education and training center's capacity building and matching trainees to jobs.

Community of Practice: A Community of Practice is to be established between JICA and UNDP practitioners on Innovative livelihoods and employment opportunities in

crisis and post crisis settings. JICA and UNDP will discuss this issue further through the focal points. Probably the UN Teamworks will be the one possible modality of communication but the challenge will be on the daily management of the UN Teamworks space. JICA and UNDP will have to discuss this further.

Further joint JICA-UNDP workshop: Initial discussions are underway on the next steps of the JICA and UNDP partnership. The next event will tentatively take place in West Africa on a different theme from livelihoods. More details are to be discussed with JICA and we can build and work further on this partnership and joint commitment.

Other Workshop deliverables: The JICA-UNDP Joint Workshop Report will be published in English and Japanese and French translation will be done by UNDP by April. In addition, a Project Fact Sheet will be prepared for each of project presented at this workshop by July 2012.

I think that JICA and UNDP performed a “miracle” throughout this first joint workshop but a “miracle” doesn’t happen without everybody’s hard work. I am looking forward to working more closely and collaboratively with JICA and continue to see how the joint support of JICA and UNDP could make difference in innovative livelihoods and employment opportunities.

**JICA-UNDP Joint Workshop on Supporting Innovative Sustainable Livelihoods and Employment in Conflict and Conflict Affected Situations in Africa**  
**March 6-8, 2012**  
**Silver Springs Hotel**  
**Nairobi, Kenya**

**4. Introduction/Workshop Background**

Africa has experienced significant economic growth with an average annual growth rate of 5.5% between 2002 and 2010<sup>1</sup>. In addition, the poverty rate has been reduced from 58% to 51% from 1990 to 2005 (excluding North Africa) while major progress has been registered towards the achievement of the Millennium Development Goals (MDGs) in poverty reduction, universal primary education, empowerment of women, and the fight against HIV/AIDS<sup>2</sup>.

However, the continent still faces several challenges: the recent economic growth in Africa has not led to significant poverty reduction. The growth has not been inclusive and equitable enough to create jobs to accommodate the unemployed and increase their income, which is worsened by high dependency ratios and high fertility rates. The continent also remains vulnerable to external shocks including the global financial crisis and climate change<sup>3</sup>. In addition, there are still many internal conflicts and huge numbers of ex-combatants as well as refugees and internally displaced persons (IDPs) who are among the most vulnerable and require immediate as well as sustainable livelihoods and employment support.

In response to these challenges, a two-day joint JICA-UNDP workshop was organized in March 2012 in Nairobi, Kenya together with the UNDP project site visit to Nakuru, Kenya to explore experiences and lessons learned in developing innovative livelihoods and employment support in post-conflict recovery. The workshop brought together over 54 JICA and UNDP staff and governmental counterparts from over 13 African countries with experience in livelihoods and employment for youth, women and the most vulnerable communities as a key component of peacebuilding. The workshop sought to:

- Exchange knowledge and experiences in African communities in conflict and post-conflict situations in order to provide a menu of policy options and case studies on sustainable livelihoods and economic recovery, including job creation for youth, women and other poor communities;
- Share lessons learned on livelihoods and employment generation in conflict and post conflict situations, specifically to feed into the upcoming TICAD V;
- Identify constraints to employment creation, particularly for youth, women and the most vulnerable in conflict affected countries in Africa, thereby strengthening capacities to assess and identify the risks and benefits of alternative strategies; and
- Expand opportunities for cooperation and networking amongst selected conflict and post conflict countries, JICA and UNDP.

---

<sup>1</sup> AfDB, OECD, UNECA, 2011, African Economic Outlook.

<sup>2</sup> AfDB Group, ECA, AU, UNDP, 2011, MDG Report 2011 and RBA/UNDP, The African Moment: On the Brink of a Development Breakthrough, Discussion Paper for the UNDP Global Management Meeting, June 2011.

<sup>3</sup> RBA/UNDP, The African Moment: On the Brink of a Development Breakthrough, June 2011.

### Expected Workshop Outputs:

- ✧ Documented knowledge, lessons and experiences of successful job creation and sustainable livelihoods initiatives, particularly for youth, women and the most vulnerable in similar or different contexts in conflict affected situations in Africa ;
- ✧ Documented experience on linkages peace building and livelihoods enhancement in particular employment of youth, women and the vulnerable in Africa ;
- ✧ Community of practice established, a mechanism to facilitate sharing of knowledge, lessons, experiences and good practices with wider audiences for their sustainability discussed and in place and an action plan developed; and
- ✧ New methods or effective ways in design, implementation, and monitoring and evaluation policies and programmes in this area identified for practitioners/policy makers to be able to apply following the workshop.

## **5. Summary of Discussion, Day 1**

### **Opening Remarks**

Mr. Aeneas Chuma from UNDP Kenya welcomed all of participants to Kenya and touched upon Africa's recent economic growth and several challenges which still remain, including poverty, youth un/under-employment, and vulnerability to shocks. Mr. Chuma stated that the workshop objective is to share knowledge, experiences, and lessons learned in developing innovative livelihoods and employment support in post conflict recovery between JICA and UNDP and, pointed out that JICA Africa Department and UNDP/RBA have just agreed on a "Plan of Actions for Enhanced Contribution to African Development and TICAD Process" and the workshop is an expression of JICA and UNDP's joint commitment to the TICAD process. He stressed that there is still a need to have more effective, targeted, and innovative approaches to post-conflict situations, which is linked to developing and strengthening markets and job creation in public and private sector. He also mentioned about the current situation of Dadaab camp and stressed the importance of this workshop.

Mr. Masaaki Kato from JICA Kenya stated that the workshop was quite timely, given the influence of the recent Arab Spring in Africa as well as the continuing challenges of drought in Horn of Africa and added that the key words are sustainability, inclusiveness, and resilience. Mr. Kato pointed out that there is a significant amount of tacit knowledge on which we can build up and encouraged participants to teach as well as learn from each other and take opportunities to talk more informally during the workshop in order to build relationships for future collaboration. He also mentioned the upcoming international conference on Resilience and Growth in the Horn of Africa, being hosted by IGAD and supported by JICA, UNDP and various other donors, as one of the larger international fora into which the results of discussions that come out of the workshop are intended to feed, in addition to G8 summit in May.

Mr. Jordan Ryan from UNDP/BCPR stressed the importance of active intervention of all participants in this workshop and of sharing information when participants return home to begin to build a closer working relationship. Mr. Ryan also emphasized that focusing on innovation and partnerships is critical as the standards for results increase, and higher

degrees of monitoring and evaluation are demanded, and added that, in challenging conflict and post-conflict environments, putting youth to work is of critical importance for peacebuilding. Thinking pragmatically as well as identifying policies that need to be changed is important in order to improve the ability to affect livelihoods improvement. Referring to Ms. Helen Clark's frequent visits to Japan, he also stressed the importance of partnership with Japan and added that by working together, we can influence the international community.

## **Presentation of Framework on Livelihoods and Employment in Post-Conflict Situations**

### *Presentation by Panelists*

The presentation made by Mr. Owen Shumba, UNDP/BCPR, which focused on why livelihoods and employment creation are needed and important in conflict and post-conflict environments, covered the following; difficulties faced in fragile/conflict situations; UNDP approaches to livelihoods and employment creation; UNDP key achievements in conflict and post-conflict situations; and lessons learned. Mr. Shumba highlighted the UNDP three track approach for supporting sustainable livelihoods and inclusive growth, which includes a) livelihoods stabilization; b) local economic recovery for employment and reintegration; and c) long-term employment and inclusive economic growth, and stressed the importance of working in a sequence with key stakeholders and partners including national and local governments, NGOs, private sector, and international organizations for wider impact, depending on country's need/situation.

Ms. Yuko Dohi from JICA Economic Infrastructure Department presented JICA's findings from an extensive review of employment and livelihoods programming in South Sudan, Rwanda, Democratic Republic of Congo (DRC) and Northern Uganda focusing on vocational/skills training and community development, including constraints and lessons learned in post-conflict environments. Ms. Dohi stressed the need for developing a national and/or regional development scenario in a transition from humanitarian emergency relief to development assistance, and for focusing on identifying more than "conventional" outcomes such as psychological changes and strengthening social cohesion/reconciliation and reintegration of the vulnerable people.

### *Discussion*

- Participants mentioned the need to link policy at the national level to program activities on the ground. UNDP has been traditionally working on policy formulation/advisory, service provision, and building capacity at the national level. But in crisis environments, it is necessary to work directly at the community level. Working with other actors, UNDP can provide critical guidance and influence both at the local and national policy level. In Somalia, UNDP has had success in working on microfinance projects and in Sierra Leone, UNDP is working with the youth commission on youth employment policies as a direct outgrowth of short-term employment programs.
- The need to move from humanitarian assistance to recovery and development in these post-conflict and conflict affected environments was also noted and similarity between JICA and UNDP' approaches was pointed out.
- It was also mentioned that short-term activities must be linked to longer-term goals and preparing for future crises which might occur. The need to link technical and vocational education training (TVET) to private sector demands, as well as to include additional elements, such as psycho-social, literacy and business skills training was

noted as examples of the importance of focusing on more than “conventional” outcomes in these scenarios.

- Regarding the importance of working with governments to develop a national development scenario, the issue was raised that in some countries (ex. DRC) it is very difficult to work with the government. It was pointed out that in these environments, implementing organizations should try to work on a common agenda together with the government.
- The importance of livelihoods diversification and the need to identify and work on this was highlighted.

## **Panel Discussions on Case Studies and Lessons Learned from Livelihoods and Employment Projects in Post-Conflict Countries in Africa**

### Presentation by Panelists

Rwanda:

Mr. Jean Sayinzoga, Chairman of the Rwanda Demobilization and Reintegration Commission (RDRC) reported on the successes, lessons learned and challenges/way forward from the Rwanda Demobilization and Reintegration Program (RDRP). Mr. Sayinzoga highlighted the key to the success as the strong institutional framework and special attention to the vulnerable people although there are remaining challenges such as slow repatriation of AGs and acceleration of the delivery to the citizens.

Ms. Eri Komukai from JICA Africa Department presented key features of JICA’s program to provide skills training for ex-combatants with disabilities, which complements other partners’ assistance such as the World Bank’s funding, and GTZ’s efforts to provide skills training to ex-combatants without disabilities coordinated by the Government of Rwanda. Some successful outcomes include promotion of reconciliation by mixing different groups together in skills training courses, and development of cooperatives as a part of post-training, both by ex-combatants with disabilities and civilians without disabilities; promulgation of laws and regulations on the protection of disabled as a policy level impact.

Liberia:

Mr. Salvatore Nkurunziza from UNDP Liberia presented main characteristics and results of programs focused on Community-based Recovery and Development and Creative Livelihoods Opportunities for High Risk Youth (CLOHRY), and challenges/lessons learned such as need for more income generating activities for youth, time constraints for quick impact results and sustainability, and need for more harmonization and coordination among stakeholders.

Burundi:

Mr. Celestin Sindibutume, Director General, Ministry of National Solidarity, Human Rights and Gender, Government of Burundi presented 3X6 approach developed by UNDP Burundi which consists of three principles of inclusiveness, ownership and sustainability and six steps: voluntary participation, income generation, promotion of saving, joint venture, investment, and expansion of market and access. Beneficiaries include ex-combatants, Internally Displaced Persons (IDPs), and host/crisis-affected community members.

### Discussion

- Discussions were centered on the sustainability and ownership of projects. In the case of Rwanda, a strong institutional framework, which was led and coordinated by the



government together with national and international actors including JICA, with a focus on reconciliation and integration, was critical to success. Local organizations and government institutions also worked together to facilitate and implement the project. In addition, JICA's project had an impact at the policy level through the project activities such as introducing the concept of barrier-free, which provided more concrete ideas how to support ex-combatants with disabilities to the Government of Rwanda (GOR) which had the intention to formulate laws. In this way, JICA project partially contributed to the promulgation of laws to protect people with disabilities. Regarding cooperatives, although they are not easy to sustain, the GOR has a specialized agency to support this.

- In the Liberian example, the projects are community-based/driven with a focus on local ownership following the results of feasibility studies. Regarding sustainability, UNDP is working at the national government level to ensure that policies will be in place to provide a framework at district level. In addition, it was noted that the Government of Liberia (GOL) is urged to remind people of the importance of agriculture through the implementation of new PRSP focusing on agricultural promotion and extension services in order to reduce the extremely high youth unemployment rate and minimize high level of dependency on food imports. UNDP works closely with GOL on project design, annual work plans, and monitoring and evaluation. As with many examples given, linking to longer-term development goals is particularly important.
- In the case of Burundi, UNDP works with other UN agencies and the Government is invited to validate the plans. Normally participants in the training program receive daily wages. At the end of the three-month training period, they are able to save one-third of their wages for use in business start-up and are encouraged to form associations. UNDP assists and evaluates the viability of projects that are envisioned by the associations.

## **Panel Discussions, Part II**

### *Presentations by Panelists*

DRC, Uganda:

Mr. Eiichi Takigawa, Chief Engineer, NTC made a presentation of two case studies: Study on Community Development Plan in Cataracts District, Bas-Congo Province, Democratic Republic of Congo (DRC) which includes community roads rehabilitation; Project for Community Development for Promoting Return and Resettlement of IDP in Northern Uganda. Lessons learned include importance of community profiling, community roads as a facilitator, and group work through community-based mechanism/organization.

Sierra Leone:

Mr. Tony Koroma, Commissioner, National Youth Commission in Sierra Leone presented their key intervention areas, which includes improving the institutional, regulatory and policy environment; business development services for youth; technical and vocational education and apprenticeship training; labor based public works; and youth participation, incorporating national volunteer services together with main achievements. Lessons learned include the intervention approach to be business oriented, market saturation to be avoided in a limited formal private sector, min. of two cycles of agricultural production to be supported, and need to link youth into network.

Cote D'Ivoire:

Mr. Joseph Ezoua from UNDP Cote D'Ivoire reported on the crisis response strategy and impact of UNDP programming which includes creating employment opportunities for young people; renovating water supply points and sanitation facilities; supporting the development of local planning and ownership; and supporting national reconciliation and social cohesion through the development of conflict management committees. As challenges/opportunities, Mr. Ezoua added that UNDP Cote D'Ivoire have many partners including Japan to explore more partnership.

#### Discussion

- Participants inquired on how to involve local authorities. In Northern Uganda, UNDP are operating three projects including the Early Recovery Project (ERP) which has been implemented with local governments to ensure that there will be mechanisms for resolving conflicts as well as border conflicts. Working with various UN agencies with specialized expertise has also been critical to the success and sustainability of the project.
- With regards to the youth, one of the biggest challenges identified was access to information. It is easily assumed that the youth know where to access information on jobs, training, etc. but they are often in need of support services.
- Regarding the procurement, it was noted that there is a difficulty in Liberia due to the weak local contractor in the post conflict situations and high overhead cost of the international organizations and NGOs.
- A best practice was identified in the national youth service project. Through the Ministry of Youth in Liberia, UNDP was approached to help develop youth experience through volunteerism for the enhanced job opportunity. Young volunteers were deployed in various areas - education, health, and peacebuilding. The Ministry of Youth, UNDP and UN Volunteers agreed on an MOU to provide living allowance and stipend. The evaluation was very positive after Year 1, and the Liberian government scaled up the program. Cote D'Ivoire also has a national volunteering program. UNDP provided technical cooperation and UN Volunteers provided expertise to the program.
- In the Sierra Leone's example, it was clarified that consultative committees are involved in each project and there is a decentralization policy at all levels which is consistent with programming for all projects. UNDP has a good relationship with the government, and develops programs that are consistent with government priorities. A steering committee, co-chaired by the Minister of Youth and UNDP, with involvement from UNIDO and other ministries was developed. Most policy positions are developed at the steering committee level.
- Regarding land and environmental management in JICA's case study in Northern Uganda, it was clarified that the land boundary was often confirmed with the village chief and/or local counsel due to the nonexistence of formal land agreement.

### **Panel Discussion on South Sudan Focusing on the Issue of Livelihoods and Employment**

#### Presentation by Panelists

Ms. Yuko Dohi from JICA Economic Infrastructure Department briefly presented the key features on the Juba Development Plan and the political and economic situation in South Sudan in relation to JICA's areas of assistance.

Mr. Sachio Yamamoto, Consultant, System Science Consultants Inc. presented main characteristics of two projects being implemented in Juba and the surrounding areas: Project for Improvement of Basic Skills and Vocational Training in Southern Sudan (SAVOT) and Project for Livelihood Improvement in and around Juba for Sustainable Peace and Development (LIPS). The SAVOT project focuses on strengthening the system of vocational and skills training and livelihood development training targeting future skilled workers and vulnerable populations in order to ease the problem of lack of skilled workers for the recovery from the war. As 83% of South Sudanese are living in rural areas, the LIPS project is focused on developing livelihood improvement models for the increase of basic agriculture production and enhancement of community capacity.

Mr. Ben Waigo, Director of Job Training, Government of South Sudan/Department of Labor, made a presentation on the need for additional human and financial resources in order to support vocational training efforts, curriculum and certifications development and standardization.

Mr. Amanuel Gebremedhim from UNDP South Sudan presented the South Sudan Disarmament, Demobilization and Reintegration (DDR) programme, of which success lies in the socio-economic reintegration of ex-combatants into society through five phases: pre-DDR, Disarmament, Demobilization/Reinsertion, Short-term Reintegration, and Follow-up. There are four different types of reintegration: Public Works, Rural Employment, Urban Employment, and Social Reintegration, and Rural and Urban Employment which includes activities in agricultural skills, vocational, entrepreneurship, and cooperative development training.

#### Discussion

- Participants raised the issue of crime and its effect on the peace/security context as well as on sustainability. A critical lesson learned was the need to incorporate peacebuilding not only in DDR process but also into livelihoods/training programs. In addition, there is also a need for the regional approach for peacebuilding and small arms control since the problem is cross-border.
- In relation to the limited project funding and geographic coverage, the issue of avoiding and/or minimizing conflict within and among communities upon selection of beneficiaries was raised. The need to conduct conflict related analyses in post conflict situations was stressed. Before project implementation starts, there must be consultation with various stakeholders.
- In addition, it was stressed that donors should not decide only with community leaders but visit the community member and request their inputs on beneficiary selection. In the SAVOT and LIPS projects, the Village Development Committee was involved in the decision making process. In situations where there were two or more tribes of equal size, they were equally represented within the local decision-making committee. Although there was some friction during the pre-project phase, community profiling was instrumental in mapping out the distribution of various tribes and identifying land ownership issues.

## **6. Summary of Discussion, Day 2**

### **Special Report on the Crisis in the Horn of Africa**

#### *Presentations by Panelists*

Mr. Junichi Hanai from JICA Kenya made a presentation of key features of two JICA projects for pastoralists in Northern Kenya (EcoRAD: Project for Enhancing Community-based Resilience against Drought in Northern Kenya and SIDEMAN-SAL: Project for Sustainable Smallholder Irrigation Development in Semi-Arid Lands) as major examples of their interventions against drought crisis in Horn of Africa.

Ms. Yasuko Yoshizawa from JICA Kenya presented the WASH (Water Supply and Hygiene Improvement) Project in the Host Communities of Dadaab Refugee Camps as another JICA intervention for the drought relief focusing on water supply improvement.

Mr. Yoichiro Toda from JICA Kenya presented the training program for Somali engineers on Labor-based Technology (LBT) for Road Works focusing on enhancing capacity of engineers in Somalia on planning, procurement, and implementation of road works as another JICA intervention.

Mr. Amir Baker and Mr. Kayed Janazrah from UNDP Somalia presented the UNDP poverty reduction and environmental protection program, which has adopted the three track approach (short-term, medium-term, and long-term interventions) as well as case studies on monitoring approaches in crisis and post-crisis settings, CERF (Central Emergency Relief Fund) Drought Response Project, and EGER (Employment Generation for Early Recovery) project funded by the Government of Japan. They also showed a short video on the crisis in Horn of Africa and UNDP's intervention.

Ms. Beatrice Teya from UNDP Kenya presented UNDP disaster risk reduction efforts such as joint host community project and stressed the importance of partnership for more impact and water related support at the early stage.

#### *Discussion*

- Participants addressed the need to include Djibouti and Ethiopia in the discussion regarding the drought crisis as well as how to handle it differently this year, faced with the inability of development partners to respond in a timely manner. Early warning system based on the weather prediction needs to be strengthened through the international society's efforts. The expectation is that there will be more alignment and coordination to make things differently. Droughts are natural phenomena, but we must be better prepared to respond and work more quickly and collaboratively to prevent it from turning into a famine and development failure. The international conference on Resilience and Growth in the Horn of Africa on March 28-29 would be a good opportunity to address these issues further.
- In relation to the early warning system, the importance to support and engage IGAD was also stressed, however there is also a need to look at government capacity regionally and a coordination among countries as well as capacity development which is crucial to minimize impact (the Government's capacity in Somalia is limited compared to that in Kenya and Ethiopia). The three track approach is important not only for working in short-term but more for medium and long-term basis to shift from humanitarian and development assistance.

- The question was raised on how to select beneficiaries in harsh conditions and maximize the project impact while avoiding conflict. JICA's intervention is to set up the model of assistance to be multiplied by the local government, which would be difficult under the situation that there is a limitation in the project size and government capacity. JICA Kenya responded that for the EcoRAD project, twenty communities will be selected and local NGOs will be utilized as much as possible for the implementation of a pilot project as a new model to enhance resilience for drought. In Marsabit County, one of the target areas, because there are many different tribes, we need to be sensitive not to cause new conflicts. Regarding the project impact, it is hoped that the upcoming international conference will be the place to share results among the governments and development partners and multiply new model under the better architecture with more collaboration and alignment.
- The fact that water is a huge resource but its scarcity is the source of many conflicts in the region was stressed. JICA Kenya reiterated that the main target group of the projects is pastors and Nomad people in the drylands who are the victims of chronic drought situation for decades and some of them are forced to settle-in and that we need to refocus community resilience.
- Participants raised the issue of working more closely and in partnership in cross-border interventions in Karamoja and other areas regarding access to markets and infrastructure development.
- In South Sudan, in order to address the issue of cattle raiding in the dry season, 30,000 cubic meter water capacity catchments were built and carefully monitored. Water management committees and fees were established. This helped mitigate competition/conflict for water. Solar powered water extraction was also used in Eastern Equatoria State.

## **Wrap-up Session/Way Forward**

### General Conclusion and Key Observations

Mr. Ichiro Tambo from JICA Africa Department highlighted four key points for work on livelihoods and employment going forward, which include focus on consideration on social aspects; importance of involvement of local government as well as central government for sustainability; enhancement of community capacity; and developing linkages with the private sector for sustainability.

Mr. Tambo stated that, as a follow up to the workshop, JICA will create fact sheets in English on projects in four countries: Burundi, DRC, Rwanda, and Uganda which will highlight the aforementioned key points and which will also include a project outline and lessons learned. He also inquired as to the possibility of holding another workshop in West Africa later this year.

Mr. Jordan Ryan from UNDP/BCPR stated that both JICA and UNDP came up with similar livelihoods recovery strategies and challenges in post-conflict environments and stressed the following points:

- It is essential to link national policy environments and projects on the ground to ensure wider impact and sustainability of the livelihoods/employment programmes. .
- Since both JICA and UNDP have acknowledged challenges at the community level regarding selection of beneficiaries in conflict environments, the two organizations should work together to address this issue.
- For all conflict environments, job creation efforts must be linked to peacebuilding.

- Development of SMART indicators for measuring results/impact of livelihoods/economic recovery interventions is an important step in the design of programmes in conflict environments. It is therefore important to strengthen government capacity to design and implement mechanisms for monitoring and evaluation of results/impact.
- It is critical to always challenge ourselves to be more innovative, and to help governments to have broader ideas and a wider range of livelihoods and employment initiatives that will reach a larger number of beneficiaries especially youth.
- It is imperative for vocational skills training to be linked to business opportunities in the private sector. In addition, while jobs are important, we as practitioners need to ensure that job creation is linked to psycho-social support, education/literacy, HIV/AIDS and malaria prevention, health, citizenship, and child-care.
- In order to address sustainable livelihoods and job creation more effectively, there is need to involve the private sector in a more robust manner. The linkage with other stakeholders such as national lawmakers, parliament, and judiciary is also important especially for the sustainability of peace and long term employment creation. In addition, social cohesion should form a core component of the sustainable livelihoods and job creation interventions to ensure that peacebuilding is sustained in the long term.

Mr. Ryan also noted that there is on-going collaboration at the country office level through a clear partnership between JICA and UNDP in many countries. He pointed out that at the management level, JICA Africa Department and UNDP/RBA have had discussions on JICA-UNDP collaboration in Africa and that we should build up and strengthen our collaboration. As a possible JICA-UNDP collaboration, he stated that, in terms of measuring impact and change, the two agencies could look into joint monitoring of livelihoods and employment programmes in countries such as South Sudan, and added that other possible areas for collaboration include promotion of south-south cooperation for TICAD, support for RECs including ECOWAS, knowledge sharing through signature products (fact sheets), continued emphasis on collaboration and communication.

In conclusion, Mr. Ryan mentioned his willingness to continue to see how the joint support of JICA and UNDP could make a difference in innovative livelihoods and employment opportunities in conflict affected countries in Africa.

### **Group Discussion**

*Participants were grouped by country and asked to discuss the following questions:*

- ✓ *What are innovative strategies?*
- ✓ *What are opportunities for collaboration?*
- ✓ *What types of activities should be included in the way forward?*

### **Innovative Strategies:**

Somalia:

- The Burundi experience, using short-term employment income and linking to long term investments/microfinance to build the equity of community members is a very good model, especially in the absence of microfinance.
- Public private partnerships (PPP) and engaging the private sector with public sector has many benefits, by helping economic growth and stimulating markets.

Sierra Leone:

- The presentation on targeting ex-combatants and also focusing on the host community. It is a good model to address some of the consequences we are facing now in Sierra

Leone. More attention should be given to host community as well in post-conflict situations.

Kenya/Uganda:

- The JICA presentation was one of the best models, as there was a practical transfer of knowledge and skills and trainees were later linked to jobs through follow-ups.

Sudan:

- Vocational training - because there are various models, these would be easy to adapt to the situation in Sudan.

DRC:

- Sierra Leone's case working with young university graduates as UNVs to have them gain work experience via volunteerism was innovative.
- Examples that included collaboration with the private sector were also helpful.
- Cross-border collaboration in Uganda, Burundi, and Rwanda are also important and needs to be worked out in DRC, too.

### **Opportunities for collaboration:**

Liberia:

- JICA office is already in Liberia, but from this experience, we believe there are other projects in other countries that are relevant to our local context. We will open up dialogue with JICA locally to see the possibility of earlier intervention. We also would like to see the possibility of more collaboration in livelihoods and employment with BCPR.

Central African Republic (CAR):

- There is no JICA presence in CAR. However, in terms of assisting in job creation in post-conflict areas, we need to have actions and partnership with JICA in order to strengthen results.

South Sudan:

- JICA and UNDP can complement each other's work. We have agreed to have regular meetings for more collaboration with JICA.

Somalia:

Some ideas for collaboration include:

- Joint training on value chain activities;
- Regional microfinance Islamic workshop in Horn of Africa;
- Sharing of best practices on activities that have already been implemented;
- Institutional building
- Joint implementation with civil society and the private sector; and
- Developing a joint resource mobilization strategy.

Burundi:

- JICA and UNDP are present in Burundi but we were not aware of each other's programs. We would like to see what kinds of collaboration we might be able to achieve.

Kenya/Uganda/South Sudan:

- Working together with Kenya, South Sudan and Uganda, we must improve value chain including market access. We should also work together on cross-border issues such as small arms and peacebuilding with JICA.

Sierra Leone:

- Collaboration between JICA and UNDP could be better. We will go back and work to share best practices. We need stronger collaboration on the ground and can expand on best practices.

DRC:

- JICA and UNDP are collaborating for the district peace reconciliation. In addition, since UNDP is doing economic value training and supporting training centers and JICA is supporting the national institute to train vocational training centers, which have been newly found out, JICA may be able to support the new training curriculum.

### **Types of activities that should be included in the way forward:**

South Sudan:

- We need to ensure that activities in service division will contribute to the government's legitimacy and not take away from it. We need to try to implement activities through national, state, and local government structures. We should also mainstream the capacity development component.

Kenya/Uganda:

- Predictable funding for livelihood support is needed.

Sudan:

- Regarding VCT, we need to collaborate more with local offices for enhancement of national Government's capacity. Scaling up joint collaborations in youth employment is important.

DRC:

- Employment creation and livelihoods programming is weakly linked to the causes of conflict (i.e. illegal mining, land conflict). We need to think more about how to link these to find solutions to conflict.

Burundi:

- We need to do more coordination to avoid duplication. We also need to have a clear, common strategy to bring ownership and sustainability to projects.

### **JICA- UNDP Headquarters- Way Forward was presented by Ms. Dohi, JICA Economic Infrastructure Department and Ms. Charu Bist, UNDP/BCPR**

The following were presented as immediate next steps for JICA and UNDP Headquarters post-workshop:

1. Joint workshop report - completed by March 31
2. Publication of workshop report - completed by April 30
3. Translation of report into French - UNDP will complete in April
4. Sharing of workshop materials - UN Teamworks?
5. Consideration of next workshop - Theme? Venue?
6. Knowledge sharing and exchange field visits - Country offices



7. Project fact sheets - UNDP will complete by mid-May 2012
  - ① Share fact sheet outline
  - ② Key lessons learned - JICA will complete by July 2012
8. Community of Practice (Dependent on participant interest/evaluations)
9. Impact measurements and monitoring and evaluation of post-conflict project?  
Possibility for 1 pilot country?

### **Closing Remarks**

Mr. Tambo stated that he is happy to hear Mr. Ryan's words to inform Ms. Helen Clark and Mr. Tegegnetwork Gettu of the successful organization of this joint workshop and added that he will also report at the JICA management board. As a conclusion, he conveyed his willingness to continue working for more collaboration between UNDP and JICA and to see all of participants possibly at another workshop.

### **7. Summary of Site Visit, Day 3**

- Following the site visit programme (see attached), a total of 20 participants from JICA and UNDP HQ and Country Offices visited the UNDP Post Election Violence (PEV) Livelihoods Recovery Project sites in Nakuru, more specifically Naivasha Start-up Hatchery managed by Naivasha District Fisheries Office, Ministry of Special Programmes, Nawamu IDP camp (un-resettled), Giwa IDP camp (resettled) and met with community members and groups which run small scale businesses such as fish farming, small shop management, and green house farming. A group also paid a courtesy call to a Regional Commissioner of Rift Valley Provincial HQ.
- The PEV Livelihoods Recovery Project started in May 2008 with a total budget of USD1.7 million approximately (funded by UNDP/BCPR and the Government of Japan) to contribute to the post-election violence recovery and reintegration process through the restoration of livelihoods in affected areas targeting Nakuru, Uasin Gishu, Trans Nzoia, and Kisumu districts. The main project activities include establishment of four district business solution centers (DBSC), restoration of livelihoods assets, inputs, and revolving funds, and restoration of access to markets.
- It was a very good and important opportunity to go and check the project implementation status and to reconfirm, through the direct observation and interaction, the positive impact that the PEV Livelihoods Recovery Project, one of the sustainable livelihoods and employment projects has actually had on the communities and real lives of community people themselves, after the presentation and discussions regarding supporting innovative sustainable livelihoods and employment that took place over the previous two days of the workshop.
- Participants could observe tangible improvements in the level of life standard of community members and groups through running small businesses and making profits for food and education for their children and daily substances both in Nawamu and Giwa IDP camps after finishing the entrepreneur training supported under the project. Some members even mentioned their plans to extend their businesses by using their savings. These are the clear illustration that if people have a proper job in your hands and can get their own income, it would even give them a sense of pride back as well as a hope and power to keep on moving ahead in post-conflict situations, that is, sustainable livelihoods and employment is a key to peace-building and post conflict recovery.

- In addition to livelihoods and entrepreneur training, the inclusion of psychological counseling as a project component was also innovative. This is important not only in terms of interventions specifically targeted to IDPs who suffered from the aftermath of the election, but also as a more comprehensive approach to livelihoods development. In fact, the youth leader who made a speech at the Giwa IDP camp told that he was traumatized by the post-election violence and even had suicidal thoughts but he has been able to view opportunities after the entrepreneur training and be back to the good mental condition.
- The PEV project finished in 2011 but there might be some needs of additional supports e.g. for water supply as addressed from community people even in the Giwa IDP camp in which the situation seemed much better than that of the Nawamu camp. The post conflict recovery is a long process and will take time. It is difficult to ascertain the overall impact of the project both in terms of quality and quantity and necessity of additional supports but they will basically depend on the results of the final project evaluation to be carried out at the end of the project.
- At the end of the site visit, Mr. Teixeira, UNDP Kenya Deputy Resident Representative stated that it is important to make sure that the project outcome will be reached to the community people as the final beneficiary and necessary to have a joint initiative between JICA and UNDP to extend the number of beneficiary and strengthen the project impact. This site visit was also very productive in terms of enhancing JICA-UNDP cooperation towards the TICAD V.
- Knowledge sharing and exchange of field visit at the country office level is one of the follow-up activities agreed at the workshop but based on the results of this site visit as well as importance of sharing experiences and lessons learned, in order to improve project outcomes and sustainability, it is expected that participants will continue to share experiences and lessons learned, and that there will be more consideration for sharing and working collaboratively in the future.

## UNDP-JICA Workshop Participants Lists 6th Mar.~8th Mar.

別添3

UNDP:33 JICA:21 Total:54

## UNDP

	COUNTRIES	NAMES	TITLE
1	BURUNDI	Mr. Celestin SINDIBUTUME	Directeur General
2	BURUNDI	Mr. Corneille NKORIFPA	Conseiller Ministere de la Solidarite Nationale
3	CENTRAL AFRICA REP	Mr. Diekou Brou	Programme Specialist
4	COTE D'IVOIRE	Mr. Joseph EZOUA	Programme Specialist
5	COTE D'IVOIRE	Mr. Paulin YEWE	Conseiller au Programme
6	DRC	Mr. Jos DEBEUS	Recovery Advisor
7	DRC	Mr. Cyprien GAGNON	Project Coordination Specialist
8	KENYA	Mr. Aeneas CHUMA	UNDP Resident Representative
9	KENYA	Mr. Alfredo TEIXEIRA	Deputy Res Rep (Operations)
10	KENYA	Ms. Beatrice TEYA	Team Leader DDR Unit
11	KENYA	Ms. Roba SHARAMO	Team Leader PBCP Unit
12	KENYA	Mr. Prosper BANI	Senior Regional Adviser
13	KENYA	Ms. Carolin AVERBECK	Team Leader Poverty Reduction Unit
14	LIBERIA	Mr. Salvatore Nkurunziza	Project Manager
15	RWANDA	Mr. Nicolas Schmids	Economist
16	SIERRA LEONE	Mr. Mohamed ABCHIR	Deputy Country Director Programme
17	SIERRA LEONE	Mr. Marbey SARTIE	Programme Analyst
18	SIERRA LEONE	Mr. Tony KOROMA	Commissioner, National Youth Commission
19	SOMALIA	Mr. Amir BAKER	Livelihoods Specialist
20	SOMALIA	Mr. Kayed JANAZRAH	Project Manager for EGER
21	SOUTH SUDAN	Mr. Amanuel GEBREMEDHIM	Team Leader
22	SOUTH SUDAN	Mr. Kunal DHAR	Recovery Fund Coordinator
23	SOUTH SUDAN	Mr. Daniel KIR	Programme Analyst
24	SOUTH SUDAN	Ms. Zinabu SAMARO	Economist
25	SUDAN	Mr. Musa IBRAHIM	Programme Management Specialist
26	SUDAN	Mr. Mohamed Elhag AHMED	Programme Specialist
27	UGANDA	Ms. Pamela MATAGARO	Programme Officer
28	UGANDA	Ms. Francesca AKELLO	Team Leader CPR
29	USA	Mr. Jordan RYAN	Assistant Administrator and Director, BCPR
30	USA	Mr. Owen SHUMBA	Team Leader LERG (BCPR)
31	USA	Ms. Charu BIST	Livelihood and Recovery Adviser LERG (BCPR)
32	USA	Ms. Rie SAKUMOTO	TICAD Adviser (UNDP-RBA)
33	SOUTH AFRICA	Ms. Awa DIOUF	Regional Practice Coordinator

## JICA

別添3

	COUNTRIES	NAMES	TITLE
1	JICA HQ	Mr. Ichiro Tambo	Director General, Africa Department
2	JICA HQ	Ms. Yuko Dohi	Consultant on Peacebuilding
3	JICA HQ	Ms. Eri Komukai	Senior Advisor on Peacebuilding
4	JICA HQ	Mr. Ray Wilkinson	Public Relations Advisor
5	JICA HQ	Ms. Amanda Van den dool	Mansfield Fellow
6	JICA HQ	Mr. Masanori Yamazaki	Staff
7	NTC International	Mr. Eiichi Takigawa	Chief Engineer, Environment and Resource Development Department
8	JICA Burundi	Ms. Akiko Miyashita	Project Formulation Officer
9	JICA Burundi	Mr. Alphonse Kimararungu	National Staff
10	JICA DR Congo	Mr. Tunetaka Tsuchiya	Project Formulation Officer
11	JICA Uganda	Mr. Yoshiharu Nakamura	Project Formulation Officer
12	JICA Rwanda	Mr. Ryuji Seno	Specialist/Expert
13	Rwanda RDRC	Mr. Jean Saynzoga	Chairman
14	System Science (S.Sudan)	Mr. Yukio Yamamoto	Consultant
15	S.Sudan	Mr. Ben Waigo	GOSS/Department of Labor, Director, Job Training
16	JICA KENYA	Mr. Koji Noda	Representative
17	JICA KENYA	Mr. Takeshi Kozu	Project Formulation Officer
18	JICA KENYA	Mr. Yoichiro Toda	Project Formulation Advisor

## JICA Partial Attendance

1	JICA KENYA	Mr. Masaaki Kato	Chief Representative
2	JICA KENYA	Mr. Junichi Hanai	Deputy Chief Representative
3	JICA Kenya (in Garissa)	Yasuko Yoshizawa	JICA Expert




---

## WORKSHOP CONCEPT NOTE

### SUPPORTING INNOVATIVE SUSTAINABLE LIVELIHOODS AND EMPLOYMENT IN CONFLICT AND CONFLICT AFFECTED SITUATIONS IN AFRICA

#### *Regional Practitioners' Workshop*

**March 5-8, 2012 in Nairobi, Kenya**

---

#### **1.0 BACKGROUND/CONTEXT**

Africa has experienced significant economic growth with the average annual growth of 5.5% between 2002 and 2010<sup>1</sup>. In addition, poverty rate has been reduced from 58% to 51% between 1990 and 2005 (excluding North Africa) whilst major progress has been registered towards the achievement of the Millennium Development Goals (MDGs) in poverty reduction, universal primary education, empowerment of women, and fight against HIV/AIDS<sup>2</sup>. Furthermore, a number of improvements have been made in consolidation of peace and good governance in particular; progress has been recorded in many governance indicators such as corruption, policy and regulatory capacity, and voice and accountability. Also, the number of civil wars and conflicts has been considerably reduced whilst there has been an increase in the number of peaceful elections and more democratic countries<sup>3</sup>.

However, the Continent still faces several challenges: the recent economic growth in Africa has not lead to the significant poverty reduction, that is, the growth has not been inclusive and equitable enough to create jobs to accommodate the unemployed and increase their incomes which is worsened by high dependency ratios and high fertility rate; the continent remains vulnerable to external shocks including the global financial crisis and climate change<sup>4</sup>; there are still some internal conflicts and huge numbers of ex-combatants as well as refugees and internally displaced persons (IDPs) who are the most vulnerable require sustainable livelihoods and employment support.

With regards to conflict affected countries, there is clearly a need to more effectively address livelihoods and economic recovery for the benefit of communities, households, and individuals affected by conflict. Major concerns include household and community asset replacement and replenishment, a more

---

<sup>1</sup> AfDB, OECD, UNECA, 2011, African Economic Outlook.

<sup>2</sup> AfDB Group, ECA, AU, UNDP, 2011, MDG Report 2011 and RBA/UNDP, The African moment: on the blink of a development breakthrough, Discussion Paper for the UNDP Global Management Meeting, June 2011.

<sup>3</sup> RBA/UNDP, The African moment: on the blink of a development breakthrough, June 2011.

<sup>4</sup> *Ibid.*

targeted process of developing innovative approaches to livelihoods recovery in conflict situations, which is linked to developing markets, strengthening new and existing enterprises, and reconstructing infrastructure, and job/employment creation in the private sector and public institutions.

Such approaches are crucial to sustainable livelihoods in conflict and post conflict situations. The possible linkage between employment generation and peace building processes at the community or sub-regional level cannot be overemphasized. It is important to address societal fragmentation, unequal access to economic opportunities, distrust between groups in society and reduced confidence in government. Experience has shown that: *“lack of productive work creates hardship, frustration, and idleness exacerbating the poverty conditions and, making the unemployed, and particularly, unemployed youth as well as women, the poor, and the most vulnerable prime candidates for recruitment by militant organizations with funds, food, and arms at their disposal. Inequality serves as the basis for grievance and lack of economic alternatives giving those who control primary commodities an enormous amount of power over a desperate and very poor populace in conflict situations. Unemployment and economic stagnation are key to the reality that countries emerging from violent conflict face a 44 percent chance of relapsing into conflict in the first five years of peace. Consequently, the focus on livelihoods is a key when building resilience to the threat of renewed violent conflict and peace instability”*<sup>5</sup>.

As such, special emphasis must be given to the promotion of innovative livelihoods and economic recovery programmes that will provide rapid access to income or quick peace dividends linked to long-term peace and sustainable livelihoods recovery/development. All of these efforts accelerate the poverty reduction and achievements of MDGs early on during and/or after a conflict.

In particular, employment and self-employment enable conflict-affected men and women to establish sustainable livelihoods: they are essential peace building tools. Employment growth, which facilitates broad and inclusive recovery, is a key to sustaining the reintegration of IDPs and ex-combatants and to community wide recovery. But rapid job growth does not just happen automatically. Achieving employment growth is difficult in peacetime, and doubly so in post-conflict situations - especially in the current financial and economic climate.

Conflict destroys infrastructure, stalls private investment and exports, damages the social fabric, destroys jobs and drives *wages* down. Post-conflict situations are also often characterized by the added burden of uncertainty and insecurity including theft and looting. The “conflict economy” deviates public and private assets from their legitimate social and economic use, which gives rise to illicit marketeering and contracts. Community and government agencies cease providing safety nets and vital public services, which will set the stage for humanitarian disasters.

Creating youth employment opportunities is a major challenge but a necessity in these situations. According to ILO’s Global Employment Trends for Youth Report 2010, youth population growth continues to outpace employment growth particularly for the Sub-Saharan region, the Middle East and North Africa (MENA). Working poverty rates among youth exceed those of adults. Young people accounted for 24 per cent of the world’s working poor, versus 18.1 per cent of total global employment in 2008. Vulnerable employment and informal sector employment is also increasing in the region. Youth include a disproportionate number of workers in the 15-24 age groups. Even in peacetime, youth unemployment is often triple average rates.

---

<sup>5</sup> Goovaerts et al., Demand Driven Approached to Livelihood Support in Post-War Contexts – A joint ILO-World Bank Study”, Social Development Papers Paper No. 29/Oct. 2005, World Bank and ILO.

Youth unemployment is a severe problem especially in Africa<sup>6</sup>. Not only is the post-conflict local economy too small for young workers to get their first job or start a business, but young workers are also often victims of conflict and ill-prepared to enter the labour market or start their own businesses. Young workers are also of childbearing age and if parents of young children, they carry a double workload. To manage this, they need selective and targeted assistance. Young unemployed or underemployed men and women often find themselves trapped in a vicious cycle of violence, poverty, illiteracy, and social exclusion.

The challenge is to provide opportunities for young men and women to escape this vicious cycle through offering sustainable income-earning opportunities through either employment or self-employment in post-conflict settings. Investing in young people can bring about huge dividends in peace, prosperity, social inclusion. The youth of today pose a valuable opportunity for a country's economic progress and development. If properly harnessed through national policies, strong macro-economic growth, specific targeted programmes, increased education levels and provision of decent jobs, it would lead to a productive, dynamic and stable region. If left unattended, it has become increasingly apparent that it can lead to socio-economic instability, political unrest and political upheavals.

In Africa, the MENA and other areas, jobs being created are not sufficient and/or not fully taken advantage of due to: i) demographic pressures; ii) skills mismatches; iii) lack of economic diversification; iv) decline in the tourism and commodity sectors; and v) limited private sector job opportunities. More than budgetary support, the key issues facing many countries are how to identify appropriate policy prescriptions for addressing chronic levels of unemployment and growth in key productive sectors such as agriculture. This is important because it is these situations of unemployment, inequality and economic reliance on high-value primary commodities which often trigger armed violence.

As the UNDP has underlined, comprehensive strategies are now needed for nations to benefit more broadly from their national endowments - with spinoffs for jobs, micro businesses and SMEs, technology transfer, infrastructure, natural resource management, green jobs and tax revenues. Working with their partners, UNDP and JICA stand ready to assist with the design of quick win policies to address unemployment, particularly for youth, women and the most vulnerable communities.

To address the post crisis situation in many African countries and the wider Arab region of increasing unemployment with its potentially destabilising impact on the fragile democratic transition, UNDP and JICA proposes to organize a practitioners' workshop for UN, key government, private sector and CSO/NGOs representatives in Nairobi, Kenya in March 2012.

## **2.0 WORKSHOP OBJECTIVES AND EXPECTED OUTPUTS:**

---

<sup>6</sup> According to the ILO's latest statistical data on the youth unemployment rate by region ("Global Employment Trends for Youth: 2011 Update" (Oct. 2011), the highest rate in 2010 is 25.5% of Middle East which is followed by 23.8% of North Africa which is twice as high as that of Sub-Saharan Africa (12.5%). However, this doesn't mean that youth population in Sub-Saharan Africa is better off. On the contrary, many of them simply "cannot afford not to work" and engage in or "underemployed" in the "informal economy" (90 % approx. of the jobs in the region are in the informal economy based on the ILO's estimates) (Conference Paper for the ILO's 12<sup>th</sup> African Regional Meeting titled Joint initiative on job creation for youth in Africa, Sep. 2011). In addition, youth share in total unemployment is extremely high of 60 % in Africa since the share of Sub-Saharan African youth to the total labor force (37%) is higher than that of other regions (ILO, Sep. 2011),

***Purpose of the Workshop:***

A two days' workshop is being organised to explore experiences and lessons learned in developing innovative livelihoods and employment support in the post conflict recovery. The workshop will provide a platform for sharing comparative experiences of those who have led innovative sustainable livelihoods and recovery programmes in their own countries, regions or communities and JICA/UNDP experts with deep analytical perspectives on sustainable livelihoods in conflict and post conflict countries, which will further lead to the establishment of a community of practice with a proper mechanism and action plan for the further collaboration in this area.

It is also envisaged to identify new methods or effective ways in the design, implementation, and monitoring and evaluation of policies and programmes in this area which practitioners/policy makers will be able to apply following the workshop.

***Objectives of the workshop:***

The workshop will bring together JICA, UNDP and selected conflict and post conflict country representatives with experience in livelihoods and employment for youth, women and the most vulnerable communities as a key component of peace building. The workshop will seek to:

- i) Exchange knowledge, experiences and lessons learned on what can work and might not work as well as what is working and not in African communities in conflict and post conflict situations in order to provide a menu of policy options and case studies on sustainable livelihoods and economic recovery, including job creation for youth, women and the other poor communities;
- ii) Share lessons learned on livelihoods and employment generation in conflict and post conflict situations specifically to feed into the upcoming TICAD V;
- iii) Identify the constraints to employment creation particularly for youth, women and the most vulnerable in the conflict affected communities in Africa, thereby strengthening capacities to assess and identify risk/benefits of alternative strategies;
- iv) Expand opportunities for cooperation and networking amongst selected conflict and post conflict countries, JICA and UNDP.

***Expected Outputs/deliverables for the workshop:***

- ✓ Documented knowledge, lessons and experiences of successful job creation and sustainable livelihoods initiatives, particularly for youth, women and the most vulnerable in similar or different contexts in conflict affected situations in Africa.
- ✓ Documented experience on linkages between peace building and livelihoods enhancement in particular employment of youth, women and the vulnerable poor in Africa;
- ✓ Community of practice established, a mechanism to facilitate sharing of knowledge, lessons, experiences and good practices with wider audiences for their sustainability discussed and in place and an action plan developed.



- ✓ New methods or effective ways in the design, implementation, and monitoring and evaluation of policies and programmes in this area identified for practitioners/policy makers to be able to apply following the workshop.

### 3.0 INDICATIVE WORKSHOP OUTLINE (DETAILED SCHEDULED IS ATTACHED):

#### **Day One (Pre-Meeting Consultation before official opening):**

Evening: Co-organizers to discuss the potential of future arrangements, including the potential of organizing a workshop for West Africa or on different topics;

#### **Day Two:**

##### **\*A.M.**

- Registration of participants and coffee break
- Official Opening by UNDP and JICA
- Presentations of the framework on “livelihoods and employment in conflict-affected situations” by JICA and UNDP

##### **\*P.M.**

- Panel discussions on case studies and lessons learned from projects on livelihoods and employment in conflict-affected countries in Africa.  
*Both UNDP and JICA provide 2 cases of projects on this sector in post conflict countries in Africa (not in South Sudan) with lessons learned. The panel will be consisted of Project staff or agency staff relating to the projects and counterpart personnel (partner government staff) => 2 UNDP personnel+ 2 counterpart personnel+ 2 JICA personnel+ 2 counterpart personnel*
- Panel discussions on South Sudan: Role of livelihoods and employment creation in post conflict South Sudan.  
*Both UNDP and JICA provide 2 cases of projects in South Sudan in this field with lessons learned. The Panel will be composed of the project staff or agency staff involved in project implementation and counterpart personnel (South Sudanese government staff) => 2 UNDP personnel+ 2 counterpart personnel+ 2 JICA personnel+ 2 counterpart personnel*

#### **Day Three**

- Special report on Horn of Africa: Addressing needs and root causes of food insecurity and conflicts in the Horn of Africa.
- Wrap –up and Way Forward
- Closing remarks
- Brainstorming for the next session over lunch

#### **Day Four:**

- *TOUR IN NAKURU (KENYA) TO SEE PROJECTS*

**Day Five:**

- *DEPARTURE FROM NAIROBI*

**4.0 PROPOSED VENUE, PARTICIPANTS AND WORKSHOP COSTS:**

***Proposed Venue:***

The workshop will be held in Nairobi, Kenya. The following is the venue of the workshop:

Silver Springs Hotel  
Nairobi, Kenya

***Participants:***

Selected African countries with protracted history of conflicts or fragility will be invited to participate in the workshop. Particular emphasis will be on inviting counterparts of projects/programmes to present the projects and discuss achievements and current and future directions and policies. Main focus of the workshop will be UNDP and JICA staff in and outside the region.

A maximum of 40 Participants will be invited to this workshop.

***Workshop Dates and Costs:***

The workshop will be held on March 5-8, 2012. Travel cost and DSA for workshop participants will be covered by each organization. Costs for the Conference venue will be covered by JICA/UNDP.

**FOR MORE INFORMATION PLEASE CONTACT THE FOLLOWING:**

**In New York**

*Owen Shumba*

Team Leader, *Livelihoods & Economic Recovery Group, UNDP New York*

E-mail: [owen.shumba@undp.org](mailto:owen.shumba@undp.org); Tel: +1 212 906 6974 / Mobile: +1 917 836 6232.

*Rie Sakumoto*

TICAD Advisor, UNDP, *RBA, New York*

E-mail: [rie.sakumoto@undp.org](mailto:rie.sakumoto@undp.org)

**In Tokyo**

*Amanda Van den Dool*

Africa Department, *Japan International Cooperation Agency (JICA), Tokyo*

E-mail: [Vandendool-Amanda@jica.go.jp](mailto:Vandendool-Amanda@jica.go.jp)

March 5-8, 2012

Silver Springs Hotel, Nairobi, Kenya

Day	Date	Time	Topic	Organization	Speaker	Facilitator	MC	Timekeeper	Minutes	Theme
3/5	Mon	18:00-19:00	Pre-meeting	JICA HQ, UNDP HQ						
3/6	Tue	8:30-9:00	Registration and coffee break						30 min.	
		9:00-9:30	Setting Objectives of the Workshop							
		9:30-10:00	Opening Remarks	UNDP JICA UNDP	Chuma Kato (Kenya rep.) Ryan		UNDP Shumba	Yamazaki	10 min. 10 min. 10 min.	General opening remarks JICA's perspective UNDP/BCPR's perspective
		10:00-10:15	Coffee Break							
		10:15-11:30	Presentation of Framework on "Livelihoods and Employment in Post-Conflict Situations" Presentation Discussion	UNDP JICA	Shumba Dohi	JICA Tambo		Yamazaki	20 min. 20 min. 35 min.	
		11:30-13:00	Panel Discussions on case studies and lessons learned from livelihoods and employment projects in post-conflict countries in Africa Presentation Presentation Discussion	JICA UNDP	Komukai & RDRC Chairman Nkurunziza Sindibutume (C/P)	UNDP Shumba		Amanda	30 min 15 min. 15 min. 30 min.	Case study of VCT in Rwanda Case study of Liberia (DDR & livelihoods) Case study of Burundi (DDR & livelihoods)
		13:00-14:00	Lunch							
		14:00-15:30	Panel Discussion continued Presentation Presentation Discussion	JICA UNDP	Takigawa (Consultant) Koroma (C/P) Ezoua	JICA Komukai	JICA Tambo	Amanda	20 min. 15 min. 15 min. 40 min.	Case study of Community dev. in Uganda & DRC Case study of Sierra Leone (youth employment) Case study of Cote d'Ivoire (youth employment)
		15:30-15:45	Coffee Break							
		15:45-17:45	Panel Discussion on South Sudan focusing on the issue of livelihoods and employment Presentation Presentation Discussion	JICA UNDP	Dohi Yamamoto (Consultant) Waigo (C/P) Yamamoto (Consultant) Gebremedhim	UNDP Diouf	JICA Tambo	Amanda/Yamazaki	10 min. 20 min. 10 min. 20 min. 30 min. 30 min.	Development Planning VCT VCT Income Generation
		17:45-18:00	Wrap-up of Day 1						15 min.	
3/7	Wed	9:15-9:30	Recap of Day 1						15 min.	
		9:30-11:00	Special Report on the crisis in the Horn of Africa Presentation Presentation Discussion	JICA UNDP	Hanai, Yoshizawa, & Toda Baker, Janazrah, & Teya	JICA Dohi	UNDP Bist	Amanda/ Yamazaki	20 min. 20 min. 40 min.	
		11:00-11:15	Coffee Break							
		11:15-12:40	Wrap-up Session/the Way Forward	JICA UNDP	Tambo Ryan		UNDP Bist	Amanda/ Yamazaki	20 min. 20 min. 45 min.	General Concluding points Counter proposal Group Discussion (incl. CoP), Presentation, & Wrap-up
		12:40-12:50	Closing Remarks	JICA	Tambo				10 min.	
		12:50-13:50	Lunch							
		PM	Free for internal UNDP CoP and JICA discussions							
3/8	Thu	7:00	Tour UNDP project site in Kenya Leave for Nakuru from Nairobi							
		18:30	Back to Nairobi from Nakuru							





**Practitioner’s Workshop on  
Supporting Innovative Livelihoods and Employment in  
Conflict and Conflict Affected Situations in Africa**

**Hotel Silver Springs**  
*Nairobi, Kenya*  
*March 5 – 8, 2012*

**WORKSHOP PROGRAMME**

Time	Activity	MC/Facilitator/Speaker
1800-1900	5 March 2012 Participants Arrive at Hotel Pre-meeting consultation	JICA HQ and UNDP HQ
<b>DAY 1: 6 March 2012</b>		
0830-0900	<b>Registration/Coffee</b>	
	Introductions and workshop expectations	<b>MC:</b> Owen Shumba, Team Leader, Livelihoods and Economic Recovery Group, UNDP BCPR NY
0920-0930	Setting objectives of the workshop	
0930-1000	Welcome Remarks	<b>Speaker:</b> Aeneas Chuma, HC/RR, UNDP Kenya Masaaki Kato, Kenya Representative, JICA Jordan Ryan, UNDP BCPR
1000-1015	<b>Coffee</b>	
1015-1130	Presentation of Framework on “Livelihoods and Employment in Post-Conflict Situations”	<b>MC:</b> Owen Shumba, UNDP BCPR <b>Facilitator:</b> Ichiro Tambo, Director General, JICA Africa Department <b>Speaker:</b> Owen Shumba, UNDP BCPR Yuko Dohi, JICA
1130 – 1300	Panel Discussions on case studies and lessons learned from livelihoods and employment projects in post-conflict countries in Africa JICA Rwanda: Case Study of VCT UNDP Liberia: UNDP Burundi: <ul style="list-style-type: none"> <li>○ UNDP CO crisis response strategy/ on innovative livelihoods and employment for youth/women in conflict and conflict affected situations ; How does UNDP use the three track approach (livelihoods stabilization; ii) local economic recovery; and iii) sustainable employment and inclusive growth)</li> <li>○ impact of UNDP initiatives at national, sub-national and local level;</li> </ul>	<b>MC:</b> Owen Shumba, UNDP BCPR <b>Facilitator:</b> Owen Shumba, UNDP BCPR <b>Speaker:</b> Eri Komukai, JICA; Jean Saynzoga, RDRC Chairman Salvatore Nkurunziza, UNDP Celestin Sindibutume, Director General

	<ul style="list-style-type: none"> <li>○ new thinking/practices and lessons to improve impact and sustainability;</li> <li>○ challenges and opportunities</li> <li>○ partnerships in place for implementation of the strategy and programmes;</li> <li>○ <i>cross cutting areas</i>;</li> <li>○ any other relevant issues</li> </ul>	
1300 – 1400	<b>Discussion</b>	
1400 – 1530	<b>Lunch</b>	
	<p><b>Panel Discussions on case studies and lessons learned from livelihoods and employment projects in post-conflict countries in Africa</b></p> <p><b>JICA Uganda &amp; DRC: Case Study of Community Development</b></p> <p><b>UNDP Sierra Leone: UNDP Cote d'Ivoire :</b></p> <ul style="list-style-type: none"> <li>○ UNDP CO crisis response strategy/ on innovative livelihoods and employment for youth/women in conflict and conflict affected situations ; How does UNDP use the three track approach (livelihoods stabilization; ii) local economic recovery; and iii) sustainable employment and inclusive growth)</li> <li>○ impact of UNDP initiatives at national, sub-national and local level;</li> <li>○ new thinking/practices and lessons to improve impact and sustainability;</li> <li>○ challenges and opportunities;</li> <li>○ partnerships in place for implementation of the strategy and programmes;</li> <li>○ mainstreaming environment and gender (women's economic empowerment)</li> </ul>	<p><b>MC:</b> Ichiro Tambo, JICA</p> <p><b>Facilitator:</b> Eri Komukai, JICA</p> <p><b>Speaker:</b></p> <p>Eiichi Takigawa, JICA</p> <p>Tony Koroma, Commissioner</p> <p>Joseph Ezoua, UNDP</p>
1530 – 1545	<b>Discussion</b>	
1545 – 1745	<b>Coffee Break</b>	
	<p><b>Panel Discussion on South Sudan focusing on the issue of livelihoods and employment</b></p> <p><b>Presentation by JICA</b></p> <p><b>Presentation by UNDP South Sudan CO</b></p>	<p><b>MC:</b> Ichiro Tambo, JICA</p> <p><b>Facilitator:</b> Awa Diouf, UNDP Regional Service Center</p> <p><b>Speaker:</b> Yuko Dohi, JICA</p> <p>Yukio Yamamoto, JICA</p> <p>Ben Waigo, GOSS/Dept. Labor</p> <p>Amanuel Gebremedhim, UNDP</p>
1745-1800	<b>Wrap Up of Day 1:</b>	
	Commonalities and critical issues emerging in the presentations and discussions	
	Other insights useful for Day 2 sessions	
	<b>END OF DAY 1</b>	

DAY 2: 7 March 2012	
0915-0930	<b>Recap of Day 1</b>
0930 – 1100	<b>Special Report on the crisis in the Horn of Africa</b> <b>Presentation by JICA</b> <b>Presentation by UNDP Somalia &amp; UNDP Kenya</b> <b>Discussion</b>
1100 – 1115	<b>Coffee Break</b>
1115 – 1240	<b>Wrap-up Session/the Way Forward</b> <b>General Conclusion &amp; Key Observations</b> JICA UNDP  <b>Group discussions on way forward on innovative approaches to livelihoods and employment in post conflict settings, community of practice and others</b> <ul style="list-style-type: none"> <li>▪ Participants work in groups to identify: <ul style="list-style-type: none"> <li>○ Innovative Livelihoods Strategies;</li> <li>○ More effective approaches for programming, implementation, and M&amp; E;</li> <li>○ Opportunities for collaboration within JICA and UNDP as well as for partnerships between JICA and UNDP</li> <li>○ Possibilities for the Community of Practice (CoP)</li> </ul> </li> </ul>
1240-1250	<b>Wrap Up/Next Steps</b>  <b>Closing Remarks</b> JICA
1250-1350	<b>Lunch</b>
PM	Free for internal UNDP CO and JICA discussions
0700-1830	<b>8 March 2012 Field Trip to UNDP sites in Nakuru</b>

MC: Charu Bist, UNDP BCPR  
MC: Charu Bist, UNDP BCPR  
**Facilitator:** Yuko Dohi, JICA  
**Speaker:** Junichi Hanai, Yasuko Yoshizawa, Yoichiro Toda, JICA  
Amir Baker, Kayed Janazrah,  
Beatrice Teya, UNDP

MC: Charu Bist, UNDP BCPR  
**Facilitator:**  
Owen Shumba , UNDP BCPR  
**Speaker:** Ichiro Tambo, JICA  
Jordan Ryan, UNDP BCPR

Ichiro Tambo, JICA



**POST ELECTION VIOLENCE LIVELIHOODS RECOVERY PROJECT**

**BCPR / JICA VISIT – 8<sup>TH</sup> MARCH 2012**

**TENTATIVE VISIT PROGRAM**

<b>Time</b>	<b>Site</b>	<b>Project/Activity</b>	<b>Person in Charge</b>
<b>7:00 am</b>	<b>Silver Spring</b>	<b>Departing time</b>	<b>UNDP</b>
<b>8.30am-9.00am</b>	Naivasha District Fisheries Office	Arrival , Introductions/briefing	Ministry of Special Programmes
<b>9.00am-10.00am</b>	Naivasha Start-up Hatchery	Fingerling Production and Supply.	Ministries of Special Programmes & Fisheries
<b>10.00 - 11.00am</b>	Travel To Gilgil		
<b>11.15-12.30pm</b>	Nawamu IDP camp	<ul style="list-style-type: none"> <li>• Meet un-resettled IDPs</li> <li>• Small scale businesses – women and youth groups</li> </ul>	Ministry of Special Programmes
<b>12.30-12.45pm</b>	Travel to Nakuru		
<b>12.45- 2.15pm</b>	Nakuru	Lunch with Government Officials	
<b>2.30pm-4.30pm</b>	Giwa IDP camp	<ul style="list-style-type: none"> <li>• Meet resettled IDPs</li> <li>• Psychosocial component – meet youth supported through counseling</li> <li>• Small scale businesses</li> <li>• Fish farming</li> <li>• Meet District Peace Committee</li> </ul>	Ministry of State for Special Programmes
<b>4.30pm</b>	Depart for Nairobi		





**UNDP JICA**  
**SUPPORTING INNOVATIVE SUSTAINABLE LIVELIHOODS AND EMPLOYMENT**  
**IN CONFLICT and POST-CONFLICT SITUATIONS IN AFRICA**



**Project Summary Template**

<p><b>Project title :</b></p> <p><b>Project duration:</b></p> <p><b>Implementing agency (C/P):</b></p> <p><b>Budget Amount: US\$ &amp; National currency</b></p> <p><b>Scheme of the project:</b></p>
<p><b>Basic information of the project:</b></p> <ul style="list-style-type: none"> <li>- Background/context (political, social, economic, or security)</li> <li>- Goal/objective and outcomes of the project (link to emergency jobs creation, self and/or wage employment, national capacity building and others)</li> <li>- Description of the beneficiaries (disaggregated by sex and age and marginalized and vulnerable groups, ex-combatants)</li> <li>- Selection criteria for projects and beneficiaries</li> <li>- Geographic coverage</li> <li>- Major activities and key outputs</li> <li>- Baseline and indicators</li> </ul>
<p><b>Situation Analysis - The status of the conflict in which the project is started and implemented (example: in-conflict, xx of years after the ceasefire or peace agreement, etc.):</b></p>
<p><b>Types of approaches taken by the project (can be multiple answers):</b></p> <p><input type="checkbox"/> <b>A. Short-term response (Track A):</b> Aims at stabilization of the situation through quicker impacts to meet the urgent needs, often targeting certain groups of individuals of higher risks.</p> <p><input type="checkbox"/> <b>B. Medium-term response (Track B):</b> Aims at promoting livelihood/ employment opportunities and consolidating reintegration, and further local economic reconstruction through building capacity of local government and communities.</p> <p><input type="checkbox"/> <b>C. Long-term response (Track C):</b> Aims at enhancing longer-term development that sustains productive livelihood and employment through support to policies, institutional capacity development, or legal and institutional reforms.</p>

Describe i) Specific activities or due considerations, ii) Lessons learned during the implementation which could be considered as or lead to the new methods or effective ways of design and implementation of policies, and programmes in this area, iii) Challenges/risks faced by the project.	
1) Linkage with the national/sub-regional policy, strategy, or development plan	In order to maximize the impacts and to ensure sustainability of the project, linking with the national or sub-regional policy/strategy/development plan is paramount. Please provide details on the above.
2) Social aspects	Not only technical and economic aspects, but also social or psychological aspects, such as restoring dignity, strengthening social cohesion or promoting reconciliation among community, are important. In addition, due consideration shall be given to the possible tensions among the community members in selecting beneficiaries as communities are often divided. Please provide details on the above.
3) Capacity development of the government	Strengthening the role and capacity of government, particularly the local government, is vital in ensuring sustainability of the projects. Please provide examples.
4) Capacity enhancement of community	As the government's capacity is often limited due to the conflict, it is essential to strengthen communities' absorptive capacity. In addition, enhancing leadership of community is effective in strengthening social capital. Please provide examples.
5) Application of conflict and or/disaster risk filters in programming	Please mention how your project is applying a conflict and or/disaster risk filter in the programming to ensure a sustained response and to avoid a conflict.
6) Partnership with private sector, CSOs/NGOs, UN, and others	Different ways of partnering with private sector and other partners shall be explored in order to contribute to economic sustainability. Please provide examples.
7) Any innovation practices to share	Project strategies that incorporate any kind of innovation in design, partnerships, technology, beneficiaries and outcomes. Please provide examples.

## Framework on “Livelihood and Employment in Post-conflict Situation”

JICA/UNDP Workshop on “Supporting innovative sustainable livelihoods and employment in conflict affected situations in Africa” 6<sup>th</sup> March 2012, Nairobi

Japan International  
Cooperation Agency (JICA)

1  
国際協力機構



### JICA Projects Reviewed in Vocational/Skills Training and Community Development

Vocational/skills training	Community development
<p><b>South Sudan:</b></p> <ul style="list-style-type: none"> <li>● Improvement of Basic Skills and Vocational Training</li> </ul> <p><b>Rwanda:</b></p> <ul style="list-style-type: none"> <li>● Strengthening the Capacity of Tumba College of Technology</li> <li>● Skills Training for Reintegration of Demobilized Soldiers with Disabilities</li> </ul>	<p><b>DRC:</b></p> <p>Community Development Plan in Cataractes District, Bas-Congo Province</p> <p><b>Northern Uganda:</b></p> <p>Community Development for Promoting Return and Resettlement of IDP</p>

2  
国際協力機構



## Common Context

- **Drastic change of living environment for youth**
- **Fluctuations of market demand**
- **Limited capacity of government, while confidence and trust may have been lost during the conflict**
- **Divided communities with large number of vulnerable groups**

3  
国際協力機構



## Summary of Overall Lessons Learned

4  
国際協力機構



## 1. Require national and regional development scenario

- National/regional development scenario
  - Set development goals
  - Project development demand
- Human resource development plan
- Road map for enhancing livelihoods
- Community development plan

5  
国際協力機構



## 2. Respond to changes in living environment of youths as well as labour market

- Keep in mind that youths, esp.those who were displaced, need to set up new living basis in new environment
- Also keep in mind that labour market demands change and diversify significantly with reconstruction process

6  
国際協力機構



### 3. Restore social dignity as a step towards employment/self-employment

- Design and evaluate skills/vocational training and community development programs with considerations to the social and psychological impacts on youths
- *Self-confidence* can have a direct positive impact on youths to seek job opportunities or start their own business

7  
国際協力機構



### 4. Approach both central/local government and community

- Strengthen technical skills, motivation, and self-confidence of service providers.
- Address capacity building needs of both central and local govt
- Enhance relationship bet. local govt and community through community development activities

8  
国際協力機構





## 5. Importance of building community infrastructure

- Community road rehabilitation/construction is effective in employment creation and revitalization of inflow/outflow of people/goods within/outside of community
- While take into account the farming seasons, quality of construction, environment, it is effective to mix EBT and LBT.

9  
国際協力機構



## 6. Build social capital: reconciliation among communities

- Build in devices for encouraging communications or joint activities among participants
  - Ex) create system for population previously in adversarial relationships to receive skills training together
  - ex) Create platform where the local population jointly work after completing of training

10  
国際協力機構



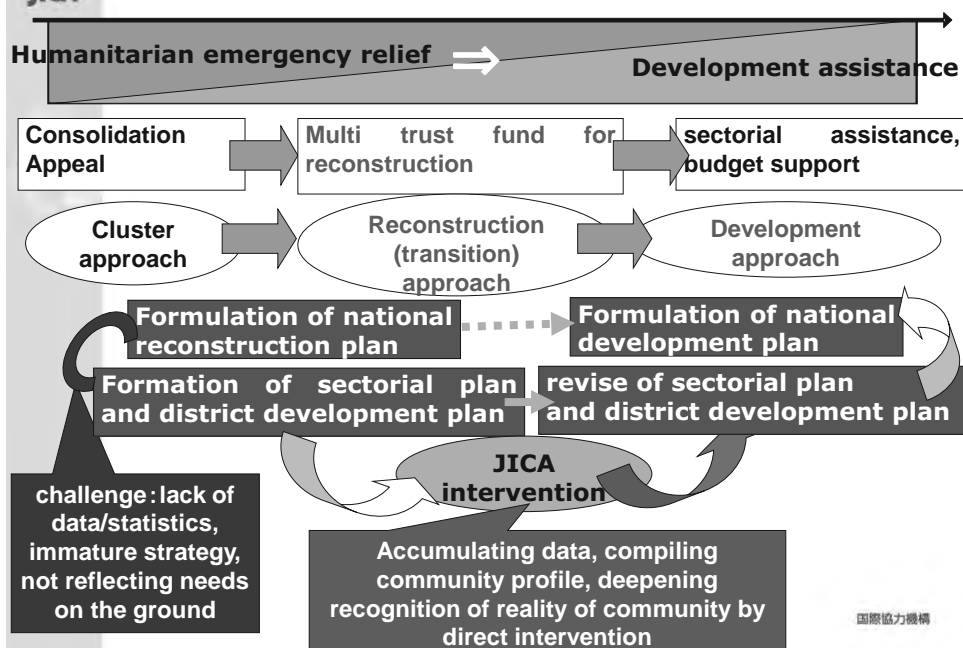
## 7. Due consideration to socially vulnerable people

- Keep in mind that it is more difficult for socially vulnerable people to receive benefits of development in conflict affected situations.
- Community profiling is important to match the needs of vulnerable people with market demand.
- Special considerations to vulnerable people may create a sense of unfairness among others, thus collaborative approach among community members can be effective ⇒ vulnerable people are recognized as members of local community<sub>11</sub>

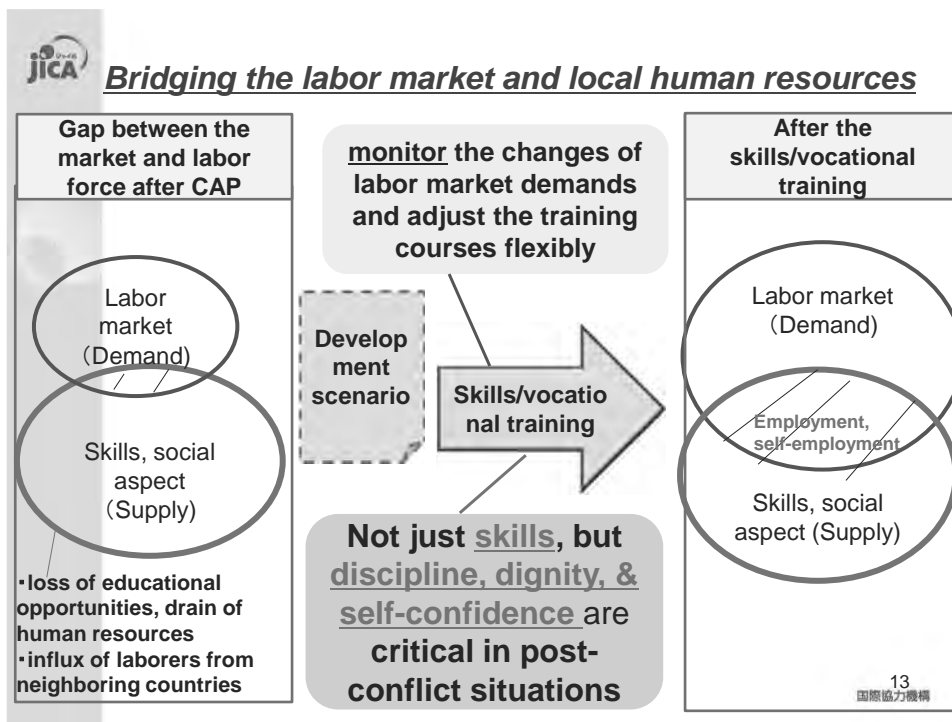
国際協力機構



### Need of Reconstruction/Development Scenario



国際協力機構





## To ensure the intervention brings additional outcomes-1

### Issues to be considered

#### 1. Selection of beneficiaries is the key

##### <community development>

- Understand the profile of community(e.g. characteristics of members)

##### <vocational/skills training>

- Provide opportunities for joint work among different groups (ethnic, tribe etc)
- Provide joint training opportunities for ex-combatants, returnees, persons with disabilities etc with others

国際協力機構



## To ensure the intervention brings additional outcomes-2

#### 2. Not only the output, but the implementation process is vital

- **Being engaged in training or community works can bring about psychological change**
- **By closing monitoring the beneficiaries , it is possible to prevent the drop-out, and enhance positive psychological change**
- **Through the joint work, trust building and reconciliation can be promoted among various groups(elders and youth, groups in conflict, socially vulnerable), hence can strengthen social cohesion**

- #### 3. Capacity building of local government itself is crucial for building confidence between local government and community.

- #### 4. Rehabilitating community infrastructure (i.e. community road) is instrumental in bringing about multi- dimensional effects, including employment creation and vitalization of economic activities.



# Thank You !

• Mr TAMBO Ichiro  
JICA Africa Department

• Ms KOMUKAI Eri  
JICA Expert in Peacebuilding

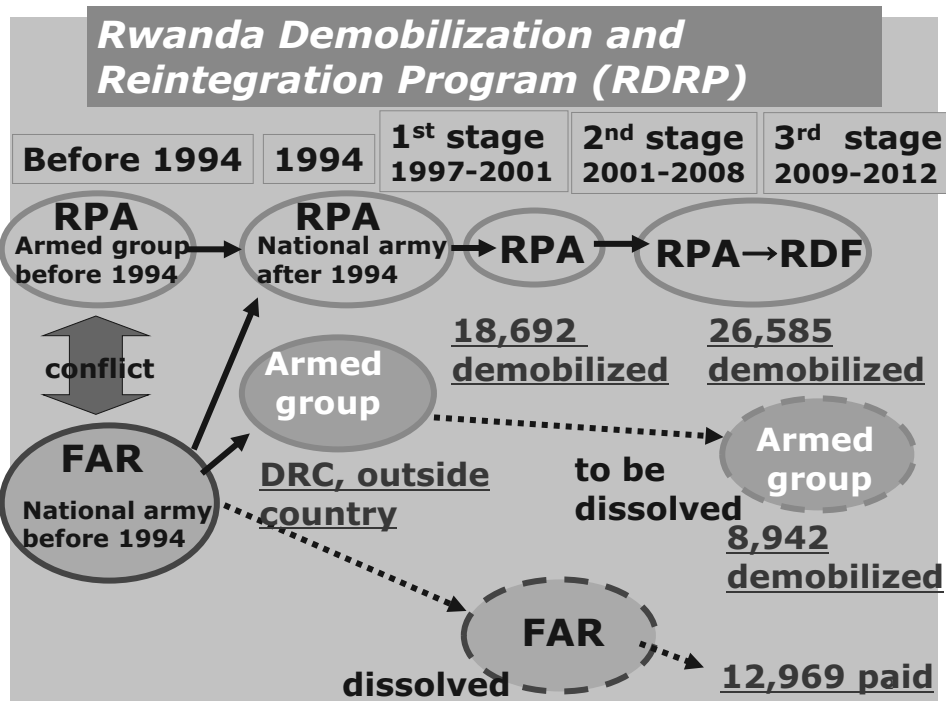
• Ms DOHI Yuko  
JICA Expert in Peacebuilding



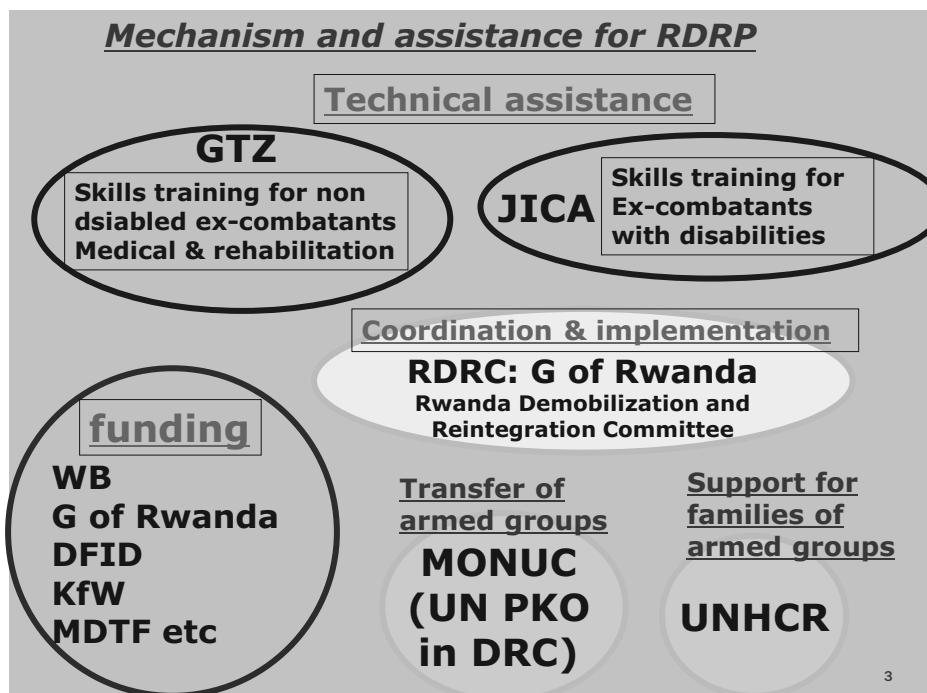
2012/6/4

# JICA AND RDRC'S ENGAGEMENT IN SUPPORTING EX-COMBATANTS WITH DISABILITIES

JICA/UNDP Workshop on "Supporting innovative sustainable livelihoods and employment in conflict affected situations in Africa" 6<sup>th</sup> March 2012, Nairobi  
 Eri KOMUKAI, Senior Advisor, JICA

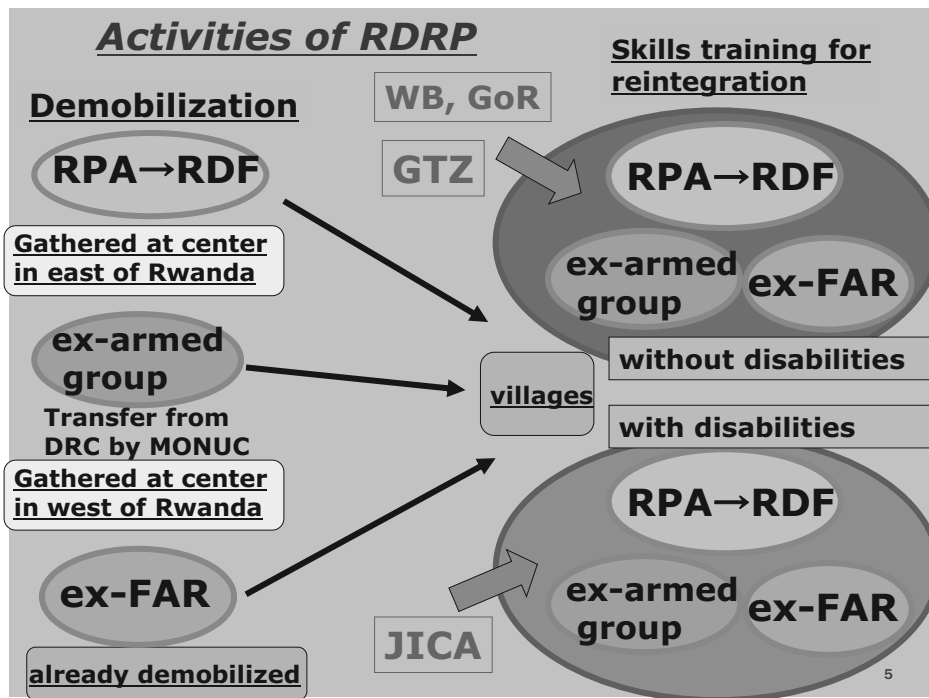


2012/6/4





2012/6/4



### Responding to the vulnerable



2012/6/4

## HISTORY OF JICA'S COOPERATION

### **Project on Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (Dec. 2005-Dec.2008), Follow up activities (Apr. 2009-Mar. 2010)**

To support reintegration of ex-combatants with disabilities through provision of skills training and starter kits for more than 1,000 ex-combatants, barrier-free construction, awareness raising workshops, formulation of cooperatives

### **The Skills Training and Job Obtainment Support for Social Participation of the Ex-Combatants and Other People with Disabilities (Mar. 2011-Mar.2014)**

To expand beneficiaries; not only ex-combatants with disabilities but adding non-ex-combatants with disabilities

### **Particularities of ex-combatants with disabilities**

- **ex-RPA combatants with disabilities feel Government owes them compensation of disabilities**
- **ex-armed group combatants were new to the current state system (fled outside in 1994), disabilities make more difficult for reintegration**



1. **Disability is not inability. Occupying idle disabled ex-combatants in skills training can reduce accumulation of frustration and discontents.**
2. **Some ex-combatants with disabilities were more active and enthusiastic than non-ex-combatants with disabilities, which gave positive impact on the course for general people with disabilities**

2012/6/4

### **Other unexpected outcomes**

● By mixing different origins (RPA, FAR, armed groups) of ex-combatants in the skills training course, promotion of reconciliation was observed. Some cooperatives run by the graduates of the skills training course consist of mix of different origins.

● Even reconciliation with civilians (i.e. reintegration of ex-combatants) was achieved. The project obliged to include civilians when the graduates set up the associations.

9

### **Reintegration with civilians**

Ex-combatants  
With disabilities:  
different origins

civilian



After graduation, forming Cooperatives (welding) together with civilians without disabilities

2012/6/4

## CONTRIBUTIONS BY THE PROJECT

**\*To provide the first step to socially and economically empower the most vulnerable population, ex-combatants and civilians with disabilities**

- Most of beneficiaries had not been engaged in any economic activities due to disabilities
  - Some of them with severe disabilities had communication only with families
- => Skills training and participation to cooperatives opens social and economic opportunities

## CHARACTERISTICS OF THE PROJECTS

**\*Utilizing existing institutes/ facilities (Vocational Training Centers, NGO) and expand their capacity to receive people with disabilities, instead of setting up new separate facility**



**Barrier-free Construction: toilet & slope**

**Centers become able to Receive PwD**

2012/6/4

## Leading transition from reconstruction to development

**Ex-combatans with disabilities**

**Entry point**

**Reconstruction**

Data (place of residence, category of disabilities etc) was recorded when demobilized

through supporting ex-combatants with disabilities

- relationship w training centers, organizations supporting ppl w disabilities is built
- administrative capacity of local government is improved (data management, reception of beneficiaries etc)

**Development**

Expanding support to civilians w disabilities, utilizing know-how gained by supporting ex-combatants

## IMPACT ON POLICY LEVEL

### Law

- The Law relating to Protection of disabled former war combatants, 2006
- The Law relating to Protection of disabled persons in general, 2007
- The Law Governing Urban Planning and Building Control in Rwanda (accessibility for PwD), 2011

Other related orders and regulations





2012/6/4

# SUPPORTING INNOVATIVE SUSTAINABLE LIVELIHOODS AND EMPLOYMENT IN CONFLICT AFFECTED SITUATION IN AFRICA

CASE: The Rwanda Demobilisation and Reintegration  
Commision (RDRC)

Presented by  
SAYINZOGA Jean  
Chairman, RDRC

Nairobi 6th March 2012

## Introduction

---

- Aims,
- Procedures,
- Success and lessons learnt

## Understanding the Conflict

### Underlying issues

- Ideological - genocide
- Institutional malfunction
- Institutional breakdown
- Political – exclusion, hatred, torture, murder

## Understanding the Conflict -1

### Nature of conflict

- ◉ Protracted guerilla war
- ◉ Conventional war
- ◉ Negotiations – towards peaceful conclusion
- ◉ Genocide – total breakdown
- ◉ Regionalization – taking the conflict to DRC



## The Aftermath

---

- **Casualties (military and civilians)**
- **Toll of genocide (Human, Institutional, Social, Economic, Political)**
- **Survivors (orphans, widows, homeless, fenceless)**
- **Military spending Vs investment in social and economic sectors**

## Aims of DDR

---

- ❑ **Demobilisation and Support fully Reintegration of ex-Combatants;**
- ❑ **Foster National Unity and Reconciliation in Rwanda**
- ❑ **Contribute to Regional Peace**

2012/6/4

## Success

### **DDR design and implementation reflective of:**

- ✦ National ownership
- ✦ Global priorities (PRSP/ EDPRS) in design and implementation of DDR.
- ✦ Local Authorities and Community involvement (CBR)
- ✦ Institutional capacity building
- ✦ Special groups – the more vulnerable
- ✦ Regional realities – cooperation

## Successes of RDRP

- ◉ National ownership from early stages;
- Conception, design, implementation, M&R.
- Project development of the project.
- Involvement of local partners (Local Government and Non Government Actors)

2012/6/4

### Success 1. Demobilization (progress as at December 31, 2011)

Province	AGs	EX-FAR	EX-RDF	Total	Percentage
WESTERN	4,330	3,510	8,906	16,746	25
KIGALI CITY	611	2,463	11,443	14,517	21
EASTERN	849	2,228	10,117	13,194	19
SOUTHERN	2,108	2,772	7,909	12,789	19
NORTHERN	1,857	1,996	6,902	10,755	16
<b>Grand Total</b>	<b>9,755</b>	<b>12,969</b>	<b>45,277</b>	<b>68,001</b>	<b>100</b>

### Success of RDRP - 2

- ◉ **Strong institutional framework:**
  - At Central and Decentralized levels.  
Helped in: quick delivery of support,
  - building partnership with local actors,
  - M&R of individual and Cooperative projects.

2012/6/4

## Success of RDRP - 3

- ◉ **Integration into EDPRS:**
- Education and Training,
- Private investment in IGAs,
- Promoting Cooperatives,
- Health and HIV/ AIDS awareness,
- Security, Governance, Social protection,

## Success of RDRP-4

Integrating additional demand driven interventions:

- ◉ Skills training (Vocational and Apprenticeship),
- ◉ Formal Education, Adult Literacy.
- ◉ Capacity building for Cooperatives, and later on project competitions (all include ex-combatants and civilians),
- ◉ Incorporating dependants and other community members (CBR) through paid labour intensive public works.

2012/6/4

## Success of RDRP - 5

Summary of Skills training interventions provided to ex-combatants

	Period ending 2008 (stage 2)	Period ending December 2011 (Stage 3)	Total	Comments
Bilateral support from GTZ	600	-	600	Community Based Reintegration (CBR)
JICA	800	311	1,111	Skills training for Reintegration of Demobilized Soldiers with disabilities.
RDRC	2,452	1,792	4,244	
<b>TOTAL</b>	<b>3,852</b>	<b>2,103</b>	<b>5,955</b>	

## Success of RDRP - 5

- Specially tailored interventions for special groups:
- Housing, Monthly Subsistence allowances, Medical Insurance, Free public transport and exemption from certain levies for the severely disabled) ex-combatants,
- VSW support for all Female and Child ex-combatants.

## Lessons - 1

---

- **Joint cooperatives:**
  - Bringing together ex-combatants from different military affiliations, and other members of the local community.
  - A vehicle for mutual acceptance, reconciliation, unity and economic prosperity).

## Lessons - 2

---

- Matching benefits with poverty levels: avoiding distortions, jealousy, return to conflict
- Skills development: equipping them with competitiveness, responding to the need for skills in the local market.

2012/6/4

## Lessons - 3

- **Dependants:** reinsertion kits to cover-up for the ex-combatant undergoing PDOP.
- **Disabled:** skills training, access to shelter and other basic needs revives hope in a new life.
- **Women:** require fast tracking, more prone to vulnerability.
- **Children:** individual circumstances may call for specifically tailored interventions; family tracing, skill training, education, IGAs, *Sans-Adresse*- Homeless.
- **CBR benefits:** cement positive mutual perceptions

## Major Program Challenges

### Demobilization

- Slow rate of repatriation of combatants of AGs

### Reintegration and mainstreaming

- Narrow economic base & high poverty rates
- Shortage of land for agriculture and shelter
- Lack of employable skills among some XCTs
- Limited capacity at the community level to address ex-combatants problems

2012/6/4

## Way forward: Actions/Strategies

- ◉ Intensification of sensitization and regional initiatives to enhance repatriation of AGs.
- ◉ Supporting XCs to acquire demand driven employable skills through vocational and apprenticeship training and formal education.
- ◉ Supporting XCs to initiate and manage personal income generating projects.
- ◉ Promoting cooperatives for joint economic activities.
- ◉ Enhancing psychosocial support mechanisms through training.
- ◉ Enhancing community leadership capacity through training.
- ◉ Provision of more shelter and protracted surgical activities for severely disabled ex-combatants.
- ◉ Prepare an SEDRP exit strategy

## Conclusion

RDRP designing and implementation owes its success to strong institutional framework, high consideration of National Realities (Problems, Priorities and Vision), while allowing for special emphasis on Vulnerable Groups, both ex-combatant and civilians in the communities of return. The beneficiaries are ex-combatants, while the overall winner is regional peace. The RDRP success is a collection of individual efforts and commitment at different levels and respective capacities.



2012/6/4

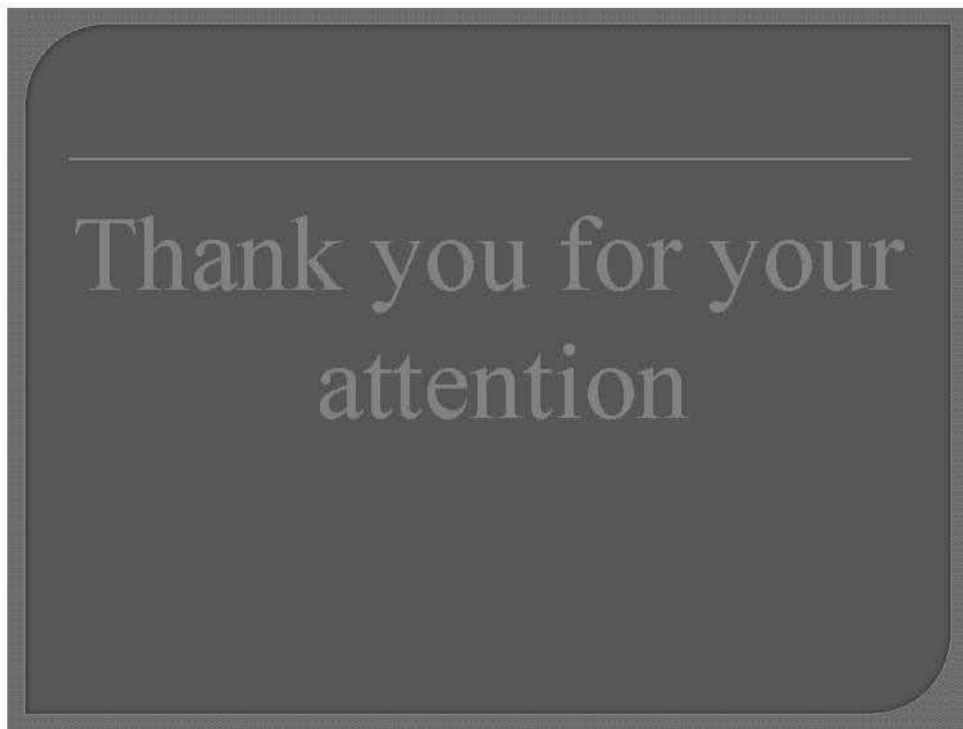
### An over view of GoR Pro-Poor Growth Objectives met


	Baseline 2006	MDG Target 2015	Target 2012/13	Actual
Real GDP growth (%) annual	6.5	-	8.1	8.2
% of population living in poverty	57	30	46	44.9
% in extreme Poverty	37	21	24	24.1
Net Primary school enrolment (%)	51.7	100	80	81

### EDPRS 2: Still a long way to go

- Accelerate delivery to the citizens especially in productive sectors
- Sustain gains of social sectors and build on them
- Use a highly participatory approach from community up
- Use existing structures for validation

2012/6/4






**Case Study of  
Community Development  
in DRC & Northern Uganda**

March 6, 2012

**NTC International Co., Ltd.  
TAKIGAWA Eiichi**

NTC International Co., Ltd. 1




**<Case Study 1>  
Democratic Republic Congo:  
The Study on  
Community Development Plan in  
Cataracts District,  
Bas-Congo Province**

NTC International Co., Ltd. 2

**NTC** Importance of  
**Community Roads Rehabilitation**

•Rehabilitated by EBT & LBT



Before After

Before After

-> Easy  
Maintenance

NTC International Co., Ltd. 3

**NTC** Importance of  
**Community Roads Rehabilitation**

•Easy Maintenance

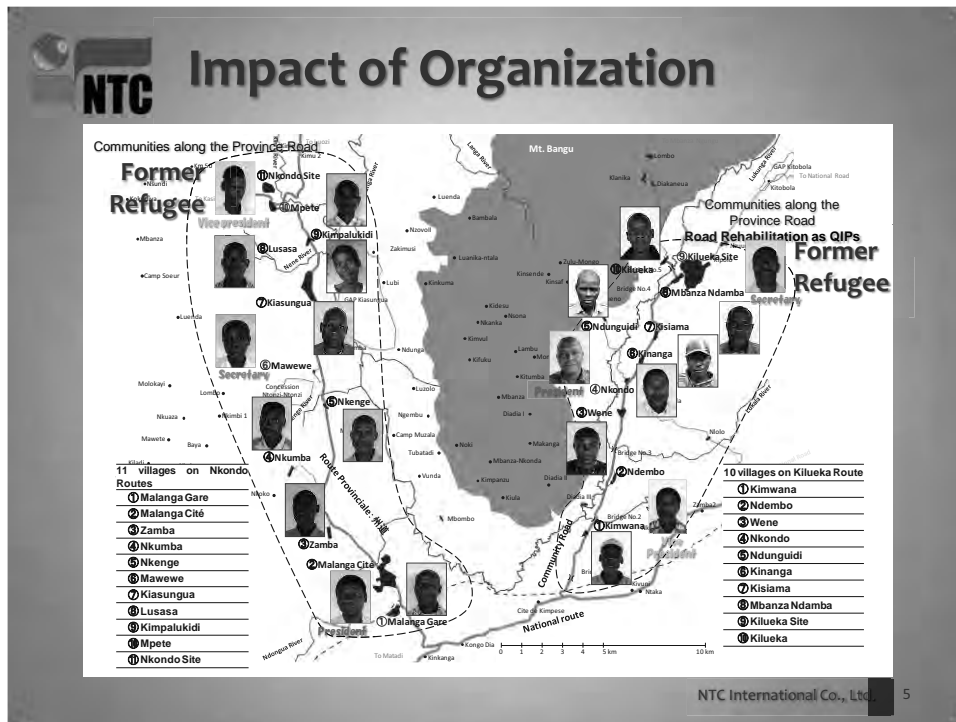


Before After

Before After

-> Sustainable  
Maintenance

NTC International Co., Ltd. 4



**NTC**

**<Case Study 2>**

**Republic of Uganda:**

**The Project for**

**Community Development for**

**Promoting Return and**

**Resettlement of IDP**

**in Northern Uganda**

NTC International Co., Ltd. 6



## Land Problems

- Land Issues often become constraint in development
- In times of post-conflict, land issues could be even more complicated and contentious.



-> Caution is required when proceeding with Community Development

NTC International Co., Ltd. 7



## Consideration toward Extremely Vulnerable Individuals

- Community needs to take in EVIs and their families by creating a supporting mechanism




• Projects should be planned and implemented in a way to raise cooperative awareness among residents


NTC International Co., Ltd. 8

**NTC** **Importance of Access Roads Rehabilitation**

- **Access Road to Market**



- **Access Road to School**



**NTC**

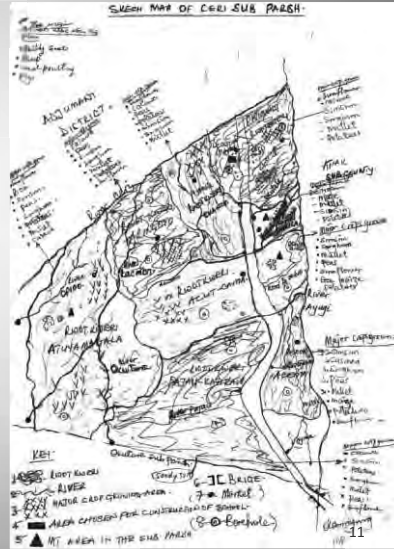
**<Lessons Learned>  
In Community Development**

NTC International Co., Ltd. 10



## Necessity of Community Profiling

- Information Needed
  - > Common Understanding for the resources
- If Community Profiling is Insufficient or Inaccurate, the Project may face Unexpected Incidents



## Community Roads as Facilitator

- Transport System, Distribution System for Production
  - > Socio Economic Impact
- Involve Community Peoples
  - > Base of Community Activities







## Organizational Structure

- Weak Governance -> Community to share Responsibilities in Public Services Delivery
- Group work is essence for organization
- > Community-based Disputes Management Mechanism can be established



## All Residents are the Members of One Community

- Diminished the grievances between former refugees / child soldiers and villagers
- Contributed to build solidarity among the members of community





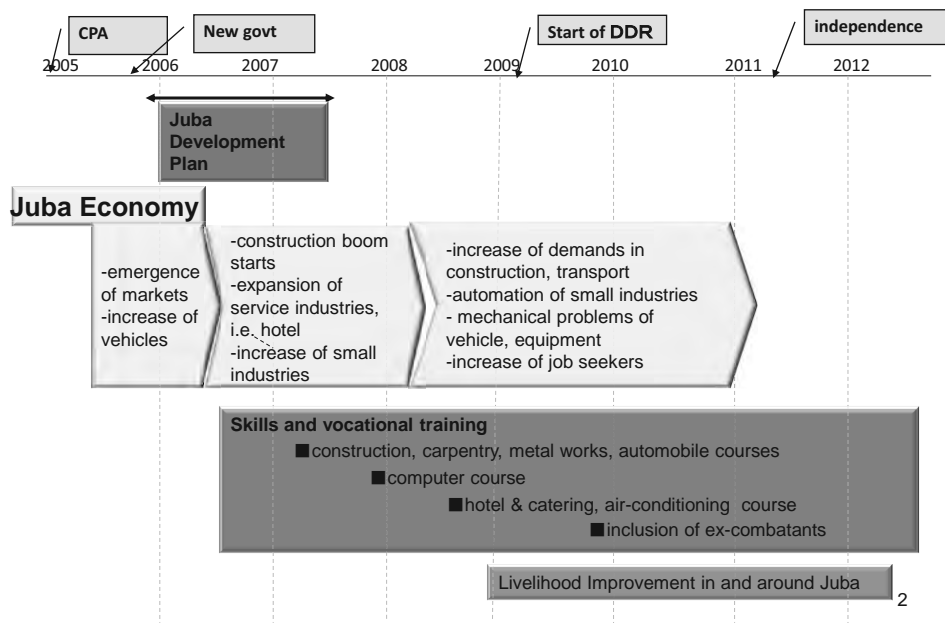
JICA/UNDP Workshop on "Supporting innovative sustainable livelihoods and employment in conflict affected situations in Africa" 6<sup>th</sup> March 2012, Nairobi

## Formulating Development Plan

Yuko Dohi  
JICA



### Political/Economical situations vs. JICA's assistance



## JICA's assistance in the related field

### Juba Development Plan

#### Skills & Vocational Training

##### <Setting Target>

- Train human resources needed for reconstruction
- +
- Provide opportunities to conflict affected people for stable community & reintegration

##### <Designing Training Contents>

- Respond to the economy in transition



#### Livelihood outside Juba

##### <Setting Target>

- Population outside Juba to avoid destabilization or widening disparity bet. Juba and surroundings
- Tribal/regional balance, consideration to communities hosting IDPs

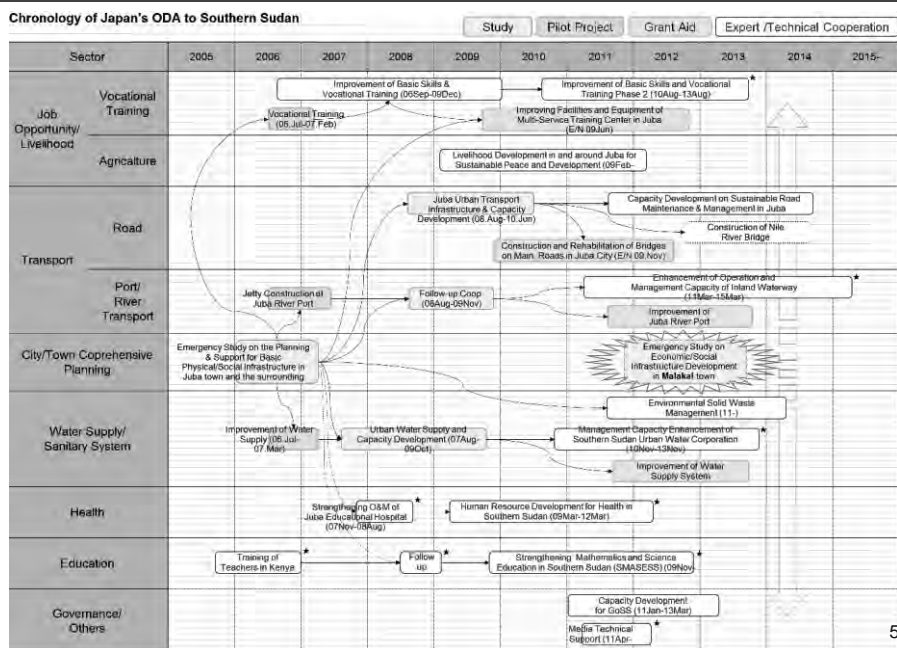
## Juba Development Plan

- Plan with a target year of 2015 (10-yr scope)
- The Plan contains;
  - ✓ Present socio-economic conditions
  - ✓ Juba town development strategy
    - development goals, economic development scenario
    - socio-economic framework (future population, labor force, employment distribution, etc)
  - ✓ Physical and social infrastructure development plan, Com Dev Plan



Pilot projects (river port, water, and skills training)

### From Juba Development Plan to other interventions



### From Juba Development Plan to other interventions

- Government program, i.e.) road construction ⇒ bridge construction by JICA



- Prioritization for other donors' support i.e.) USAID

## Among the Recommendations(1)

- Promote local construction industries for employment and local economic development
  - No involvement of local construction companies
  - All the payment of rehabilitation projects going to foreign construction companies, except locally hired unskilled workers
  - Types of construction industries in demand
    - Engineering
    - Construction
    - material supplier
    - supporting industry
    - education services, etc



## Among the Recommendations(2)

- Adopt labour-based construction method for job creation
- Establish land market for private sector activities
  - Land registration system no longer functioning
  - not just for infrastructure development, but for private sector investment
  - Review of relevant laws and identification of land rights as a matter of urgency
- Enhance administrative capacity of govt for promoting any economic activities
  - Roles and functions between the layers of govt, among the ministries

## Transition from emergency relief to reconstruction

- Significance of prioritization based on the development scenario in the transition phase
- More timely intervention ⇒ Seamless transition
- Human resource development plan



Malakal Development Plan





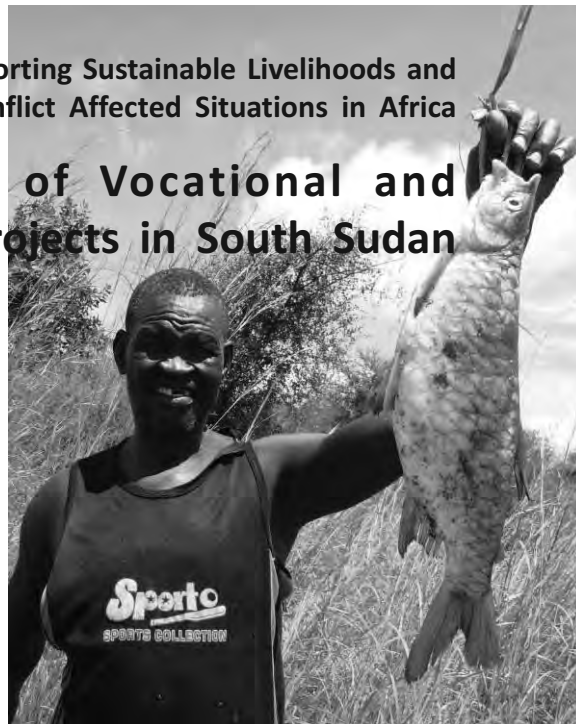
2012/6/4

Workshop on Supporting Sustainable Livelihoods and Employment in Conflict Affected Situations in Africa

## Case study of Vocational and Livelihood Projects in South Sudan

6<sup>th</sup> March 2012  
Silver Spring Hotel

Sachio Yamamoto



## SAVOT AND LIPS

	City	Rural
Economic recovery	Skilled Workers	Agricultural Production
Social Stability	Livelihood (Vulnerable)	Community Capacity

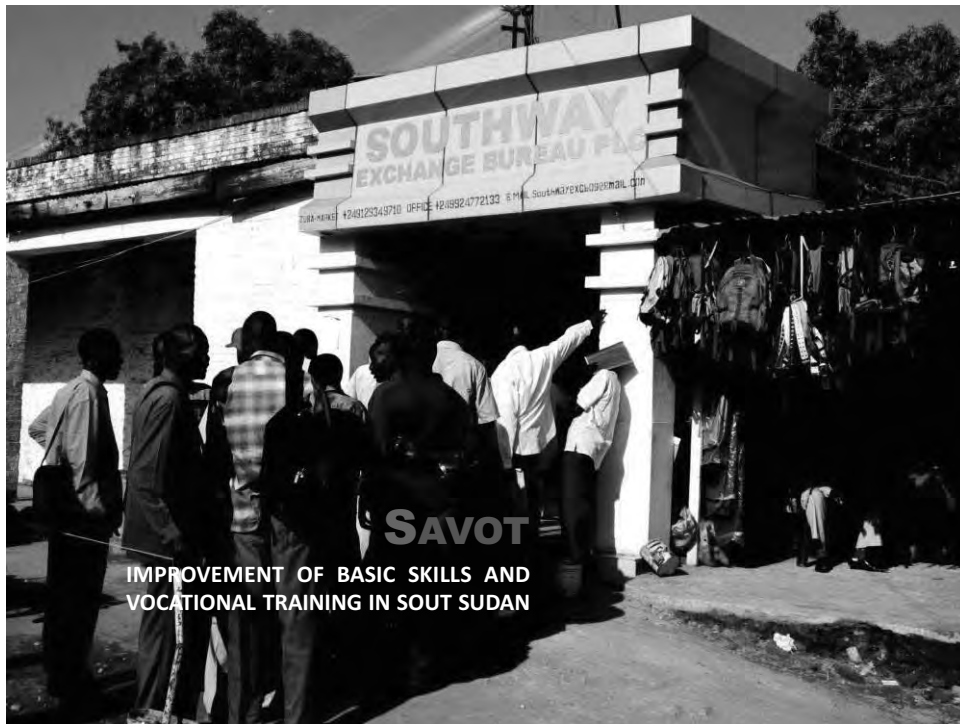


**SAVOT**



 **LIPS**

2012/6/4



## PROJECT OBJECTIVE

The vocational training response to **reconstruction** and development needs is provided by training providers through strengthening the self-sustaining vocational training system.



2012/6/4

## PEACE THROUGH EMPLOYMENT



## TRAIN FUTURE SKILLED WORKERS

Formal training at vocational training centres

- **Targets:** Youth with primary or secondary school certificate
- **Training period:** one year to three years
- **Contents:** 75% practical training and 25% theoretical training

