

Natural Resources Management in Post-Conflict Societies: Lessons from ODA Projects

Mikiyasu Nakayama

*“Where resource exploitation has driven war,
or served to impede peace,
improving governance capacity to
control natural resources is a critical
element of peacebuilding.”*

Carolyn McAskie

Former UN Assistant Secretary-General for
Peacebuilding Support

Research Partnership on Post-Conflict Peacebuilding and Natural Resources

To fill this gap, four institutions partnered in 2008 to establish a new global research program on post-conflict peacebuilding and natural resources:



Objective was to collect 20 case studies of good practice and to develop evidence-based policy guidance. Call for proposals was issued in 2009. Nearly 300 submissions were received. Six donors came forward to publish 150 cases:



MINISTRY FOR FOREIGN
AFFAIRS OF FINLAND



MACARTHUR
The John D. and Catherine T. MacArthur Foundation

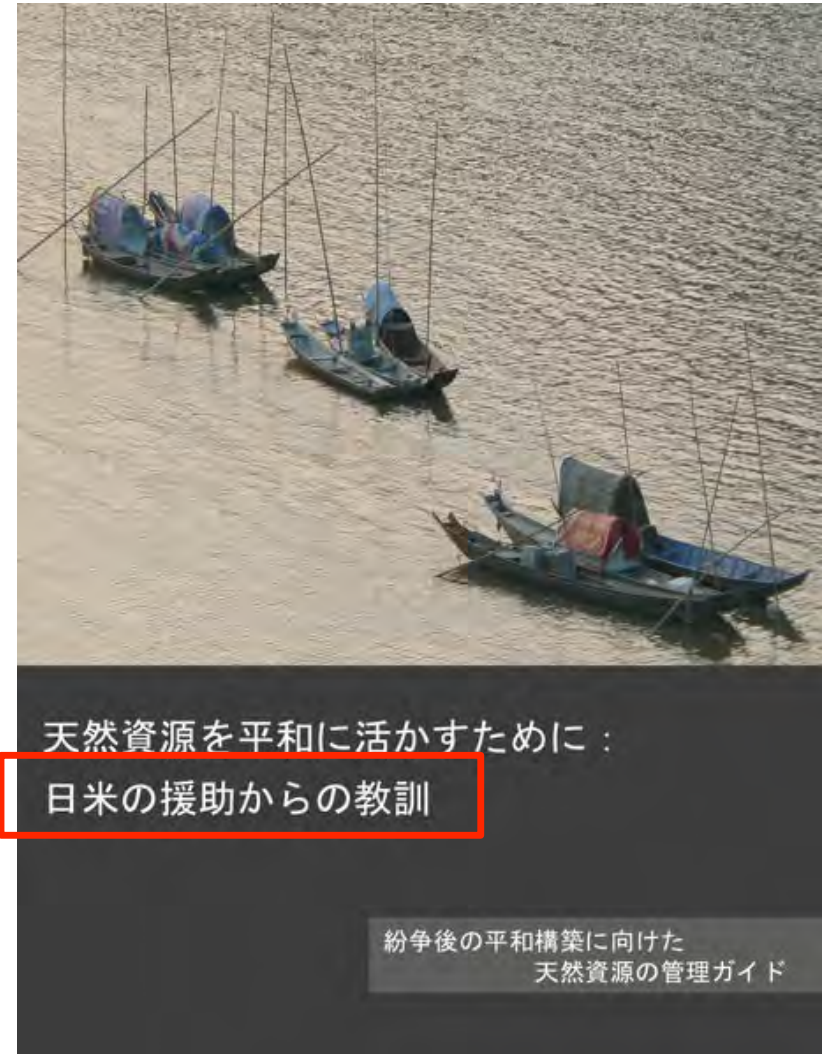
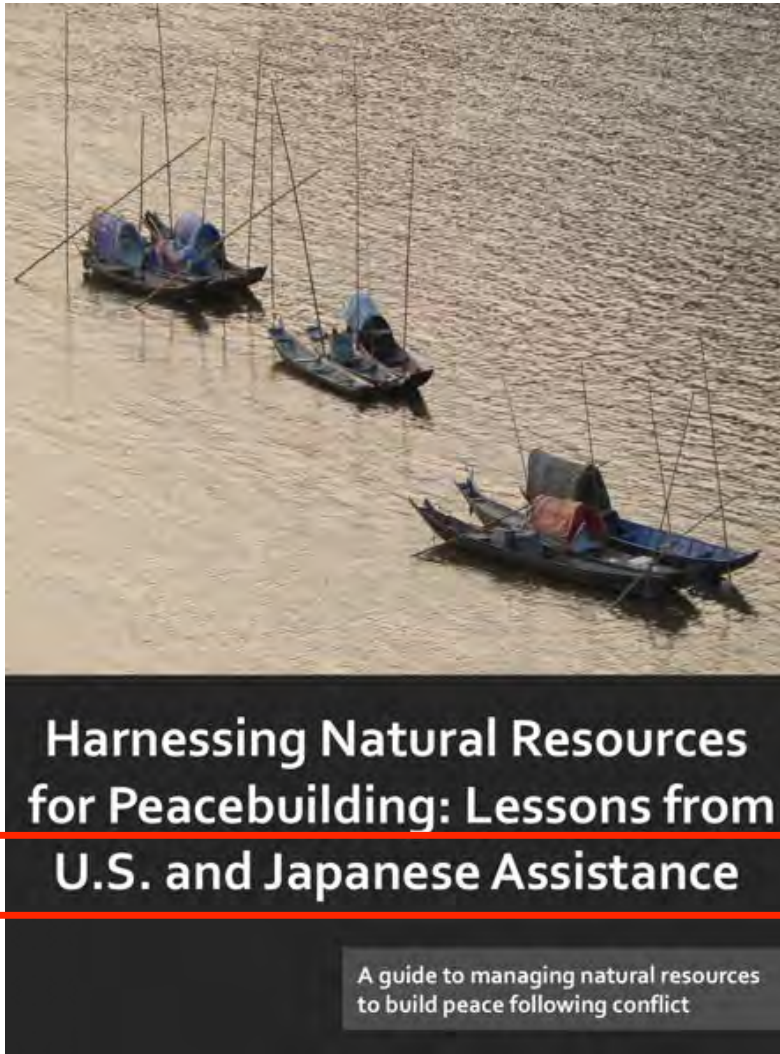
CGP The Japan Foundation
Center for Global Partnership
国際交流基金日米センター



Project Overview and Statistics

- 150 case studies and analyses
- By 225 authors from 50 countries
- In 6 edited books, totaling 3000+ pages (Earthscan 2012-2013)
 - All cases will be freely available online six months after initial release: www.environmentalpeacebuilding.com
 - Drawing upon experiences in 61 countries and territories
- Plus ... a seventh, overarching book (Cambridge University Press 2013)
- Now stands as the largest research program undertaken on natural resources and post-conflict peacebuilding

Policy Guidance for Japanese Government & JICA (and U.S. Government and USAID)



Peace-Building Activities by Japan as Cases (1)

Afghanistan: Demobilization, Reintegration, and Natural Resources
in Afghanistan: Afghanistan's New Beginnings Programme
(by Mami Sato)

Cambodia: De-mining and Access to Resources in Cambodia
(by Nao Shimoyachi)

East Timor: Assistance to Natural Resource Management and
Community Reconstruction in Post-Conflict East Timor
(by Naori Miyazawa)

East Timor: Post-Conflict Agriculture Restoration in East-Timor
(by Haruka Satoh, et. al.)

Peace-Building Activities by Japan as Cases (2)

Iraq: Post-Project Evaluation of Iraqi Marshlands Restoration Project (by Toshiyasu Suzuki, et. al.)

Mekong Region: Japanese Support to the Interim Mekong Committee during Post-Conflict Recovery of Member States (by Mikiyasu Nakayama)

Sri Lanka: Lessons from Japan's post-conflict support of Sri Lanka (by Mikiko Sugiura)

Sudan: Redevelopment of Inland Water Transport for Post-Conflict Rehabilitation in Southern Sudan (by Mikio Ishiwatari)

US-AID and JICA are like Twins?



- Two organizations have a number of problems of the same or similar nature.
- Many of them may be “by birth” as a big and bureaucratic governmental organization.
- Still, some problems seem (if not absolutely) specific to JICA and its projects.

Recommendations for JICA?

- must be able to adapt their programs to incorporate sensitivity to local conditions on the project level
- should reform their institution to be more flexible and adaptable at the project and strategic levels
- needs to improve coordination within the donor government
- should consider developing a list of best practices to serve as guidelines

These are “borrowed” from the synthesis for USAID (= ●●●●).

Six Broad Lessons Learned (for JICA and USAID)

- Natural Resources Affect Multiple Peacebuilding Objectives
- Programs and Projects Must be Adaptive
- Coordination is Essential for Post-Conflict Peacebuilding
- Community Engagement is Essential
- Additional Constraints and Challenges can Shape a Mission
- Projects must Provide for Appropriate Evaluation and Timeframes

“Japanese Experience and Knowledge for ODA” Implications

(Sudan by Ishiwatari)

- No one may object to the idea of making use of experiences and knowledge accumulated in Japan for ODA.
- How can JICA identify “Japanese experience and knowledge” useful for ODA? How these could be applied for projects?
- The idea of “Inland Water Transportation” was proposed by an expert, who happened to be involved in redevelopment project after the Kobe Earthquake.
- “Knowledge Base” is lacking and needed.

Weak Institutional Memory

(Cambodia by Shimoyachi)

- “Decentralization” is a buzzword in many ODA institutions and JICA is not an exception.
- While we hear many good things about decentralization, we seldom hear caveat.
- The researcher asked JICA’s HQ for JICA’s experience regarding de-mining in Cambodia, only to be asked to visit JICA’s country office in Phnom Penh.

“Unbalanced” Implementation

(Afghanistan by Mami Sato)

- Disarmament was targeted only to the Afghan Military Force, leaving the illegal armed groups or people armed.
- Lack of coordination between the international agencies caused ineffectiveness of the operation
- Emphasis was not put on vocational trainings, e.g. agricultural supports,, which led to unsustainable livelihood support.

“Japanese Experience and Knowledge for ODA” Implications

(East Timor by Haruka Satoh)

- A criticism of JICA’s assistance in agriculture (which I have heard often) is that JICA tries to develop a project for “irrigated paddy field” everywhere in the developing world.
- Was development of “irrigated paddy field” the most rational option in “just after conflict” society?
- It may be needed and rational in a nominal society, while (in post-conflict societies) more labor intensive and “low tech” scheme may be appropriate?

Inflexibility of “International” Framework

(Iraq by Suzuki)

- Japan joined the “Iraqi Trust Fund” as framework to finance “Marshland Restoration Project” for post-conflict Iraq.
- A lot of paper work required by the Trust Fund let UNEP-IETC spend too much time on administration (i.e. little time left for project implementation).
- Funds for UNET-IETC should have been given through an “easier” scheme, as it later took place in the Phase-2.

Survival of functioning institution

(Mekong basin countries by Nakayama)

- Preserving an institutional was made possible by a safe net, namely umbrella of the United Nations.
- Change of political regimes in countries does not mean the end of collaborative mind of the countries.
- Efforts were made not to be forgotten, including information transparency and putting emphasis on economy (not politics).
- Japanese experts functioned as “cost effective” information channel with countries, for which when Japan suspended ODA.

Rehabilitation of Communities Takes Time

(East Timor by Miyazawa)

- Community members need time and opportunity for cooperation to regain motivation for working together with other members.
- The function of community was not recovered fully shortly after conflicts in many cases, with less interest in group work, mutual help, or mutual cooperation.
- Project outcome and its sustainability are largely affected by the function of community, especially mutual cooperation, when capacity of government is still under development.
- Without reactivating above mentioned “community functions”, projects with community-base approach may not work effectively.

Ignoring Non-Monetary Value of Project

(Sri Lanka by Sugiura)

- Playing a role of a coordinator among other foreign aids brings the maximized effect even under the conditions of limited budget.
- JICA does not have an evaluation system which assess the “linking” function of the project.
- “Linking among donors and related institutes” is not obviously accounted in the existing cost-benefit calculation.

What We Found about JICA's Activities (1)

- “Institutional Memory” is very weak.
- We needed to find “right persons” to learn about a particular project.
- “Decentralization” tends to create difficulties.

“Knowledge Base” of past projects in post-conflict societies is needed to improve quality of future projects

“Knowledge Base” must be Functional and Useful

- A library can never be highly reputed without having good librarians.
- A museum can never be highly reputed without having good researchers/curators.
- A Knowledge Base needs both good “librarians” and “researchers/curators” to become really functional and useful.

What We Found about JICA's Activities (2)

- The way how projects for post-conflict societies should be developed, differently from projects for nominal societies, is not well understood.
- What is right for nominal societies is not necessarily right for post-conflict societies, for the nature of “societies” is quite different between them.

“Tool Kits” for projects in post-conflict societies are needed to improve quality of future projects

“Tool Kits” must be Practical and Useful

- Tools should be sector specific to be practical
- Tools should be selected based on “Lessons Learned” from projects in the past.
- “Knowledge Base” should serve as the pool of practical Tools.
- “Experiences in Japan” should be included in Tools through scrutiny by experts, so that experiences should be useful in post-conflict societies.