

PROMOTION OF PEACE AND DEVELOPMENT IN BANGSAMORO AREAS: THE CASE OF THE CONTRIBUTION OF JICA COMPREHENSIVE CAPACITY DEVELOPMENT PROJECT

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Abstract: The study assessed the contribution of JICA Comprehensive Capacity Development Project (CCDP) in the promotion of peace and development in the Bangsamoro areas. Specifically, it sought to determine the extent of the contribution of JICA CCDP and the extent of the promotion of peace and development. The result revealed that JICA CCDP on infrastructure project in terms of quick impact projects and livelihood project in terms of upland rice-based farming technology project have high contribution while human resource development project in terms of trainings on governance has only moderate contribution. As to the extent of the promotion of peace and development, it was found out that it is “highly promoted.” Moreover, there is a significant relationship between the contribution of JICA CCDP and promotion of peace and development. Among the three predictors of peace and development only two came out to have significant contribution to the promotion of peace and development namely, infrastructure project and livelihood Project. Thus, if infrastructure and livelihood projects will be implemented fully, there is a wide possibility of the promotion of peace and development in the Bangsamoro areas.

All the projects of the JICA CCDP had contributed to peace and development in the Bangsamoro areas. The projects were successfully done because of the best practices employed during the implementation. Although there were challenges during the implementation but these would serve as lessons for further improvement in the future.

Keywords: Peace and Development, Bangsamoro, JICA Comprehensive Capacity Development Project.

1. INTRODUCTION

The international aids are primarily intended for the development of poor countries. Sachs (2006) put forth that the poor countries refer euphemistically to the United Nations (UN) agencies, bilateral donors and Bretton Woods Institutions (BWIs) as their development partners. In the best of circumstances, these agencies and counterpart governments really act as partners. There are also other UN agencies in development which have core areas of concern in developing countries.

The international community has made praiseworthy stride or improvement in achieving the Millennium Development Goals (MDGs) but still hard challenges of poverty, inequality, injustice and uneven growth compounded by food and resource insecurities, conflict, natural disasters and health pandemics remain. The economic powers have been continuously pouring aids to the undeveloped countries. However, the effects are hardly feel in the poor countries. This brings out the notion of foreign donors to cooperate for this cause. In addition, policymakers, donors and stakeholders

have called for more effective global development cooperation with Official Development Aid (ODA) providing a catalyzing effect. The call is for more development of effectiveness, which includes improving the quality of aid to target beneficiaries.

The international aids are extended in the Philippines primarily because of the Mindanao conflict. The conflict destroyed the communities. It claimed heavy toll. Since 1970s, there were hundreds of thousands of people who had been killed and billions of properties had been wasted. In short, Mindanao conflict had resulted to poverty, devastation and destruction.

For this reason, Foreign Aid in Mindanao has been seen as important vehicle to realizing peace and development in Mindanao especially for the Moro communities. A lot of international funding agencies have come to Mindanao such as United Nations Development Programme (UNDP), United States Aid for International Development (USAID), Australian Aid for International Development (AusAID) and Japan International Cooperation Agency (JICA) to name a few. There were many projects and social services delivered and implemented in Moro communities which divided public opinion. Some say that international aid through the Philippine government's implementation is a sort of government counter-insurgency approach. Considering the fundamental objectives of development aid, it follows that aid may be associated with conflict via its impact on economic development (Arcand, Bah & Labonne, 2010). They suggest that the development aid has led to a significant decline in MILF-related events. The decrease in MILF-related events might primarily stem from the project having increased the sense of inclusion of the Muslim population in local decision-making.

However, there are also people who view the foreign aid positively. Due to foreign aid, there is economic growth. Philippine government and Non-Government Organizations (NGOs) have significant contribution in the implementation of international projects in post-conflict setting. Post-conflict setting is the time when peace process between the government and Moro Fronts started. In this time, many jobs were offered. Fortunately, international aid gave birth to livelihood generation and assistance and then employment—many were employed to foreign donor and local partners. Human resource development programs and infrastructure projects were implemented.

The foreign donors especially Japan have implemented projects intended for the realization of peace and development. In light of this, Japan has provided continued support to the peace process by organizing and implementing peace and development projects in conflict affected areas. In 2006, Japan announced a support package for the implementation of socio-economic projects under the Japan-Bangsamoro Initiative for Reconstruction and Development (J-BIRD). Thus, peace and development is an important objective of the JICA in the delivery and implementation of their projects. Promotion of peace and development can be realized through cultivating inner peace; living with Justice and Compassion; promoting human rights and responsibilities; and dismantling the Culture of war.

In this study, the researcher sought to find out the contribution of JICA Comprehensive Capacity Development Project implemented from 2013 to 2017 in the promotion of peace and development in Bangsamoro areas. There is a need to research on this subject because there is no study conducted yet.

2. METHODS AND MATERIALS

This study utilized the descriptive-correlation technique in investigating the research problem. Since the study dealt with determining the extent of the contribution of the JICA CCDP and the extent of the promotion of peace and development in Bangsamoro areas in Mindanao, quantitative non-experimental type of research is the appropriate method used.

Locale of the Study

The study was conducted in the selected places in Bangsamoro areas of Mindanao. Specifically, the study was conducted in Balabagan, Kapatagan and Marogong in Lanao Del Sur; Barira, Buldon, Matanog and Upi in Maguindanao; Cotabato City; and Pigcawayan in North Cotabato. Places were chosen according to the need of study.

Respondents of the Study

The respondents of the study were the beneficiaries of the JICA projects in the conflict communities. The number of respondents for survey questionnaire were two hundred (200) beneficiaries of JICA Comprehensive Capacity Development Project. Respondents were chosen through purposive sampling.

Data Gathering Procedure

The data gathering procedure was undertaken into phases. First was the preparation of all necessary documents for the conduct of the study. Then, the researcher sent a letter to Hiroshi Takeuchi, Chief Advisor, asking for permission to use JICA CCDP as the subject of the research. The request to conduct the study from the head of JICA was done through letters and in person. After being granted the permission, a courtesy call was initiated to the municipal mayors and barangay chairmen. The researcher had visited the areas even during holy week and Saturdays.

Second, the researcher administered the survey to the respondents during their most convenient time. The final phase was the retrieval of the questionnaires.

Statistical Treatment and Data Analysis

The questionnaires were forwarded to the statistician for the computation and interpretation. Descriptive statistics such as mean was used to describe the extent of the contribution of JICA CCDP and the extent of promotion of peace and development. Coefficient of Correlation (r) between the contribution of JICA CCDP and the promotion of peace and development was used to describe their relationship. Multiple regression analysis through ANOVA or F- test was used to identify which of the contributions of JICA CCDP best predicts the promotion of peace and development.

3. RESULTS AND DISCUSSIONS

Extent of Contribution of JICA CCDP on Infrastructure Project in terms of Quick Impact Projects

Table 1 presents the mean rating of the extent of contribution of JICA CCDP on infrastructure project in terms of Quick Impact Projects in Bangsamoro areas in Mindanao.

As shown in table 1, the highest rated indicator with a mean of 3.62 is “school infrastructure contributes to inner peace.” This suggests that school infrastructure has a significant contribution on the realization of inner peace as Delosa (2013) opined that people are at peace, when they are healthy and when their basic needs are met, when they feel well and can sleep soundly. Wants and needs can become the same in a human life and, when this is accomplished, there will be a sense of harmony between inner and outer well-being. Such harmony is needful not only in the individual life but in the collective life too. Lama (2012) argues that inner peace is associated to a mental disposition, free of negative thoughts and emotions, peacefulness regardless of external pressures. The tenth indicator is the second highest rated indicator with a mean of 3.59 which states that “multi-purpose infrastructure contributes to dismantling the culture of peace.” This means that infrastructure has an important role to inner peace. One respondent shared that the quick impact project namely multi-purpose building was used in different purposes. Sometimes, it is used as a venue for several trainings and for reconciling “rido” (clan-feud).

The lowest rated indicators are the first and fourth indicators which state that “improvement of school infrastructure contributes to the realization of peaceful community” and “school infrastructure contributes to justice and compassion” with the mean of 3.49. It implies that school infrastructure cannot prevent conflict but according to one respondent it can help in developing the community.

The second and fifth indicators which state that “infrastructure project has contribution in dismantling the culture of war” and “school infrastructure contributes to human rights and responsibility” respectively were rated as “high contribution” with the same mean of 3.54. It is important to note that business dictionary states that economic infrastructure supports productive activities and events. Infrastructure project helped in reducing conflict because it boosts economy. Internationally, the construction of CPEC Pakistan would become a hub of regional trade, it would boost economic activities because of economic, industrial and tax free zones (Hussain & Khan, 2017).

The sixth indicator which states that “infrastructure project like multipurpose building contributes to the development of the conflict affected areas” was rated as high contribution with a mean of 3.50. It means that infrastructure project, therefore, will help and contribute to the development of the community. With the infrastructure project in Luzon, the area is fast becoming a route of big shipping containers, encouraging business development in the area and neighboring towns (JICA Annual Report, 2018).

Also, the seventh, eighth and ninth indicators which state that multipurpose infrastructure contributes to “dismantling the culture of war”, “cultivating inner peace” and “promoting human rights and responsibilities” were rated as “high

contribution” with a mean of 3.52, 3.56 and 3.57 respectively. In general, the respondents rated with “high contribution” the extent of contribution of infrastructure project in terms of Quick Impact Projects (such as school and multi-purpose buildings) with an overall mean of 3.54. It can be analyzed that respondents could see the positive impacts of the quick impact projects in the community.

It can be further analyzed that infrastructure contributes to peace and development as the researchers at the Overseas Development Institute opined that lack of infrastructure in many developing countries represents one of the most significant limitations to economic growth and achievement of Millennium Development Goals (MDGs). It has been argued that in developing countries, infrastructure investments contributed to more than half of Africa’s improved growth performance (Kingombe, 2011).

Extent of the Contribution of JICA CCDP on Livelihood Project in terms of Upland Rice-based Farming Technology Project

Table 2 presents the mean rating of the extent of contribution of JICA CCDP on Livelihood Project in terms of Upland Rice-based Farming Technology Project in Bangsamoro areas in Mindanao.

Based on table 2, the highest rated indicator with a mean of 3.61 is “Upland Rice-based Farming Technology Project contributes to sustainable economic growth” while the second highest rated indicator is “Upland rice farming assistance contribute to peaceful community” with a mean of 3.56.

The two highest indicators were interrelated in the sense that upland rice farming is the major livelihood project delivered by the JICA CCDP which in turn provides sustainable economic growth in beneficiary areas. Undeniably, among the most important reasons of war is poverty. It is important variable in analyzing the underlying reason in engaging war. It is for this reason that foreign donors have considered assistance in conflict affected areas. Foreign aid was thought to fill this gap and deficiency and would in due course ease poverty and achieve economic development (Ali & Zeb, 2016). There are many assistance in the community like livelihood and direct subsidies such as conditional cash transfer program (Adriano & Parks, 2013). These assistance have great impacts in the people especially in their socio-economic status. The lowest rated indicator is “Upland Rice-based Farming Technology Project contributes to investment and economic growth” with a mean of 3.45. It means that economic growth is appeared to be unclear to the respondents; it is unlike with the highest rated which is clear and direct. Undeniably, it has also moderate contribution.

Generally, the respondents rated “high contribution” the extent of contribution of livelihood project in terms of upland rice-based farming technology with an overall mean of 3.52. This means that upland rice-based farming technology project has perceived effect to the people’s lives. It means that it has high contribution to community peace and development.

It is important to note according to Bebbington (1999) that rural people need to build sustainable livelihoods for their wellbeing. It is in the rural area where poverty exists, the response should be accurate and appropriate. In the case of the JICA, they trained the former combatants in upland rice farming which really help alleviate their poverty, thus contribute to peace and development. Improved livelihood support to the people and continuing education to the community contributed to peace and development (Ali, 2015)

Extent of Contribution of JICA CCDP on Human Resource Development Project in terms of trainings on governance

Table 3 presents the mean rating of the extent of contribution of JICA CCDP on Human Resource Development Project in terms of trainings on governance in Bangsamoro areas in Mindanao.

JICA CCDP has conducted plethora of trainings on capability-building to government and non-government organizations workers for them to be better equipped in their respective fields and for the good of service delivery. One interviewee said that among the best program is the human resource development on governance because it is a development of man. Thus, equipping people with knowledge is the first approach to realize development.

In table 3, respondents rated “moderate contribution” all the indicators of human resource development project in terms of trainings on governance. The highest rated indicator with a mean of 3.45 is “training course on local government effects peace and development” while the second highest rated indicator with a mean of 3.44 is “capacitating leaders through capability-building training on local governance contributes to peacebuilding.”

These second and the tenth indicators are inseparable which suggest that there is a need to train the leaders and equip them with knowledge for good governance. Biton (2007) revealed that skills training to capacity building had tremendously improved the lot of Tierra Madre and Villa Margarita, the area of his research. The lowest rated indicator with a mean of 3.38 is “research programs such as Bangsamoro Administrative Code buttress peace building initiatives and trainings on governance promote and contribute peace and development.” It implies that Bangsamoro Administrative code might not be clear to the respondents because it has been still a work in progress while the research was conducted.

In general, the respondents rated “moderate contribution” the extent of contribution of human resource development project in terms of trainings on governance with an overall mean of 3.40.

Obviously, it suggests that it has moderate contribution to peace and development in the community. Unlike the above JICA CCDP projects which are rated “high contribution”, Human Resource Development Project in terms of trainings on governance is only rated “moderate contribution” because the people need aid and assistance which they can enjoy directly according to one interviewee.

Skills training and capability building have role in peace and development. It is so significant to empower and capacitate the community people by means of conducting trainings. Mikunug (2013) skills training and other related programs are all aimed at alleviating poverty and promoting a culture of peace and sustainable community development. Consultation to people is vital to know the real scenario. Human resource development such as trainings and seminars to agricultural livelihood support programs of the Department of Agriculture (DA) contributed to food security and therefore to peace and development (Ali, 2015).

Extent of Promotion of Peace and Development in terms of Cultivating Inner Peace

Table 4 shows the mean rating of the extent of promotion of peace and development in terms of cultivating inner peace in Bangsamoro areas in Mindanao.

In table 4, the respondents rated “Highly Promoted” all the indicators of inner peace. The highest rated indicator with a mean of 3.62 is “charity and generosity promote inner peace” and the second highest rated indicator with a mean of 3.61 is “sympathy with other people promotes sense of humanity leading to peace.” This means that charity, generosity and sympathy with others which are all positive traits toward others will promote inner peace. One interviewee stated that the project of the JICA CCDP is a charity to the Bangsamoro. It is a form of generosity toward the poor. He further stated that generosity is a virtue of being unattached to material possession. It is congruent with the idea that inner peace allows students to evaluate their own physical, emotional and spiritual states as well as the interplay between and macro conflicts (Kester, 2008).

The first and the third indicators stating “respect, tolerance and acceptance with others will give peace of mind” and “people are positive thinkers” were rated “highly promoted” with the same mean of 3.55. The second and fourth indicators which state “there is a sense of satisfaction in the present situation” and “accepting the differences and diversities will promote inner peace” respectively were rated “highly promoted” with the same mean of 3.56. The fifth and sixth indicators which state “existence of cooperation and love to others promote peace” and “non-violent communication is prevalent” were rated “highly promoted” with the same mean of 3.57. Also, the tenth indicator which states that “contentment with what one’s has will give him peace of mind” was rated as “highly promoted” with a mean of 3.60. This implies that inner peace as Tendhar (2014) emphasized, is a mental temperament that is associated with positive thinking, mental toughness or strong mentality, sense of satisfaction, and spirituality. Peace of mind is generally associated with bliss, happiness and contentment (Skevington, 2012).

The lowest rated indicator with a mean of 3.52 is “caring others will give peace within”. It implies that – though it appeared to be the lowest but still it is rated “highly promoted” – they have to prioritize themselves and their respective families. The respondent shared that because of the absence of war in the recent years, they are now at peace and have inner peace for that matter.

Overall, the respondents rated “highly promoted” the extent of promotion of peace and development in terms of cultivating inner peace with a grand mean of 3.57. Inner peace is a peace of mind. It is deeply embedded in the microcosmic world within. When people are able to feel that peace in the heart, then they have that inner peace. This will gradually spread in the community. Conflict will be settled as soon as it arises because people have peace of mind. For Skevington, et al (2012), inner peace is the extent to which people are at peace with themselves. Inner peace or peace of

mind refers to a deliberate state of psychological or spiritual calmness despite the potential presence of stressors. Being at peace is considered by many to be healthy and the opposite of being stressed or anxious, and is considered to be a state where our mind performs at an optimal level with a positive outcome.

Extent of the Promotion of Peace and Development in terms of Living with Justice and Compassion

Table 5 shows the mean rating of the extent of promotion of peace and development in terms of living with justice and compassion in Bangsamoro areas in Mindanao.

The table shows that the highest rated indicator with a mean of 3.61 is “people’s desirable lifestyles are always promoting justice and compassion” and the second highest rated with a mean of 3.59 is “the rich-poor inequalities do not exist in the community.”

It implies that it is in attitude of the people that justice and compassion can be seen. Justice or Compassion is not pity or just feeling sorry for someone in pain often accompanied by an uncritical, sentimental benevolence. Compassion means to endure something with another person, to put ourselves in someone else’s shoes, to feel her pain as though it were our own and to enter generously into his point of view. The golden rule asks us to look into our own hearts, discover what gives us pain and then refuse, under any circumstance, to inflict that pain on anybody else (Armstrong, 2011).

In relation to this also is that according to the earth charter preamble (1997), at this critical moment in earth’s history, people must join together to bring forth a sustainable global society founded on respect, universal human rights, economic justice and culture of peace. This means that justice and compassion is important for sustainable peace and development.

The lowest rated indicator with a mean of 3.46 is “Discrimination has no place in a just society”. It implies that discrimination as one interviewee stated is hard to remove because self-interest will always come at first. This was the big challenge to the project coordinators.

Generally, the respondents rated highly promoted the extent of promotion of peace and development in terms of Living with Justice and Compassion with an overall mean of 3.53. It puts forward that living with justice and compassion is highly promoted in a society that promotes peace and development. It is in agreement with Kester’s (2008) study when he opined that educating for justice and compassion looks at global markets, capitalism, poverty and gross inequities. The bottom-line of living with justice and compassion is that when people can be treated equally – when discrimination in relation to difference of status in life are removed.

Extent of the Promotion of Peace and Development in terms of Promoting Human Rights and Responsibilities

Table 6 shows the mean rating of the extent of promotion of peace and development in terms of promoting human rights and responsibilities in Bangsamoro areas in Mindanao.

One respondent shared that human rights and responsibilities of people cannot be removed from their lives. Every human being has rights that are inherently inviolable. In the same way, community people should promote human rights and responsibilities.

In table 6, the highest rated indicator with a mean of 3.59 is “human rights violations are prevented by the leaders.” The second highest rated indicator with a mean of 3.56 is “people follow the rule of law.” The third and ninth indicators run in harmony and in compliance with constitution pursuant to the 1987 constitution article XV section 3, the state shall defend the right of all people including children to assistance, including proper care and nutrition and special protection for all forms of neglect, abuse, cruelty, exploitation and other condition prejudicial to their development. The leaders have the role to play in defending the rights of their constituents.

The second and eighth indicators which state “leaders and followers exercise sense of responsibilities” and “everybody is treated with equal rights without discrimination” respectively were rated highly promoted with the same mean of 3.54. In addition, the fifth and seventh indicators stating “everyone is responsible for his action” and “people are responsible citizens” respectively were both rated “highly promoted” with a mean of 3.53. The fourth indicator which states “those who violate the law must be brought to justice” was rated highly promoted with a mean of 3.51. It means that all the indicators were rated “highly promoted” which reflected the idea that the CCDP projects promote human rights and responsibilities. It helped promote peace and development. Human rights ensure that all people are aware of their civil, economic, political, cultural and religious rights, among others, and assesses that nature of violations of these inalienable rights (Kester, 2008).

The lowest rated indicators with a mean of 3.50 are “there should be no discrimination regardless of ethnic or tribal affiliations and there is a respect to human rights.” It suggests that like the previous indicator of living with justice and compassion, discrimination is a big challenge because people tend to prioritize their relatives.

Overall, the respondents rated “highly promoted” the extent of promotion of peace and development in terms of promotion of human rights and responsibilities with a grand mean of 3.53. It implies that promotion of human rights and responsibilities is highly promoted in the community. Community which promotes human rights will enjoy peace and development as supported by overall mean (3.53). According to Universal Declaration of Human Right (UDHR), 1948, Art. 26, states, “Everyone has the right to education. Education shall be directed to the full development of human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among nations, racial or religious groups and shall further the activities of the United Nations for the maintenance of peace.” The state is mandated to protect and defend human rights. In education parlance, Article XIV section 3 of the Philippine constitution further provides that all educational institutions shall inculcate patriotism and nationalism, foster love of humanity, respect for human rights, teach the rights and duties of citizenship, strengthen ethical and spiritual values, develop moral character and personal discipline (DepEd Order 40, s. 2012).

Extent of the Promotion of Peace and Development in terms of Dismantling the Culture of war

Table 7 shows the mean rating of the extent of promotion of peace and development in terms of dismantling the culture of war in Bangsamoro areas in Mindanao.

The highest rated indicator with a mean of 3.62 is the tenth indicator which states “there is a presence of peace, development and social justice” while the second highest rated indicators with a mean of 3.61 are third and ninth indicators which put forward “there is a need of abolishing arms trade in the society” and “private armies, rebels and other armed groups are dismantled.” This runs in agreement with experts’ perspective that dismantling of the culture of war is a total disarmament.

Toh and Cawagas (2002) pronounced that they have notable contributions to dismantling the culture of war which most closely corresponds to promoting international peace and security in the UNESCO model. Thus, international security would be equated with total disarmament. The flower model goes farther by explaining that real international peace and security will require dismantling the culture of war, ranging from disarmament at an international level, to non-violent conflict resolution at micro levels, such as in communities and schools as well as promoting attitudes and values of nonviolence.

The lowest rated indicator with a mean of 3.44 is “there is a moral commitment to non-violence.” Though, it appeared lowest but it is still rated “moderately promoted.” It further implies that there can be no perfect and absolute assurance that violence will not happen unless according to one interviewee that BARMM is going to be successful.

All the indicators with the exception of the first indicator were rated “highly promoted”. It means that in the community there are acknowledgment of the roots of violence so that people know how to deal with it (3.52), conflict resolution (3.57) and conflict transformation practices (3.53). Gun laws (3.57), conflict prevention (3.55) and culture of peace (3.57) are highly promoted in the community. In its totality, the respondents rated “highly promoted” the extent of promotion of peace and development in terms of dismantling the culture of war with a grand mean of 3.56. Kester (2008) further revealed that dismantling the culture of war is concerned with mitigating all support for the war system, including competitive games, gender oppression, defense spending and security systems. It will go deeper even in family structure. In feminist advocates, they revealed that there is no peace if women are oppressed in their respective houses.

4. MAJOR FINDINGS

Based on the data gathered, tabulated and analyzed, the researcher came up with the summary of findings.

First, the extent of the contribution of JICA CCDP on infrastructure project in terms of quick impact projects and livelihood project in terms of upland rice-based farming technology project were rated “high contribution” by the respondents while human resource development project in terms of trainings on governance were only rated “moderate contribution” by the respondents.

Second, the extent of promotion of peace and development in terms of cultivating inner peace; living with justice and compassion; promoting human rights and responsibilities; and dismantling the culture of war were all rated “highly promoted” by the respondents.

Third, based on the results of correlation, the JICA CCDP projects on Infrastructure Project and Livelihood Project have significant relationships with peace and development variables namely: cultivating inner peace; living with justice and compassion; promoting human rights and responsibilities; and dismantling the culture of war. JICA CCDP Human Resource Development Project has significant relationship only with the dismantling the culture of war.

Fourth, based on the regression analysis of the study, Infrastructure Project and Livelihood Project are the best predictors to promote peace and development.

5. CONCLUSION

On the basis of the findings of the study, the conclusions are drawn.

Peace and development in Mindanao is a collective effort of all the stakeholders. The government, civil society organizations, local constituents and the JICA CCDP and its local partners have an important contribution in the promotion of peace and development.

JICA CCDP plays a vital role in the promotion of peace and development by delivering and implementing projects that benefit the people in conflict affected areas in Mindanao who suffered from longstanding conflict. It collaborated and cooperated with the government partner agencies in implementing the projects in the community.

The JICA CCDP implemented infrastructure project (quick impact projects), livelihood project (upland rice-based farming technology project) and human resource development project (trainings on governance).

All the projects of the JICA CCDP had contributed to peace and development in the Bangsamoro areas. The projects were successfully done because of the best practices employed during the implementation. Although there were challenges during the implementation but these would serve as lessons for further improvement in the future.

There is a room for improvement in the delivery of the projects and programs in the conflict affected areas.

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