



JAPAN INTERNATIONAL COOPERATION AGENCY  
TANZANIA OFFICE



LEADING THE WORLD WITH TRUST

# JICA'S MISSION, VISION & ACTIONS

## MISSION

JICA, in accordance with the Development Cooperation Charter, will work on human security and quality growth.

## VISION

*“Leading the world with trust”*

JICA, with its partners, will take the lead in forging bonds of trust across the world, aspiring for a free, peaceful and prosperous world where people can hope for a better future and explore their diverse potentials.

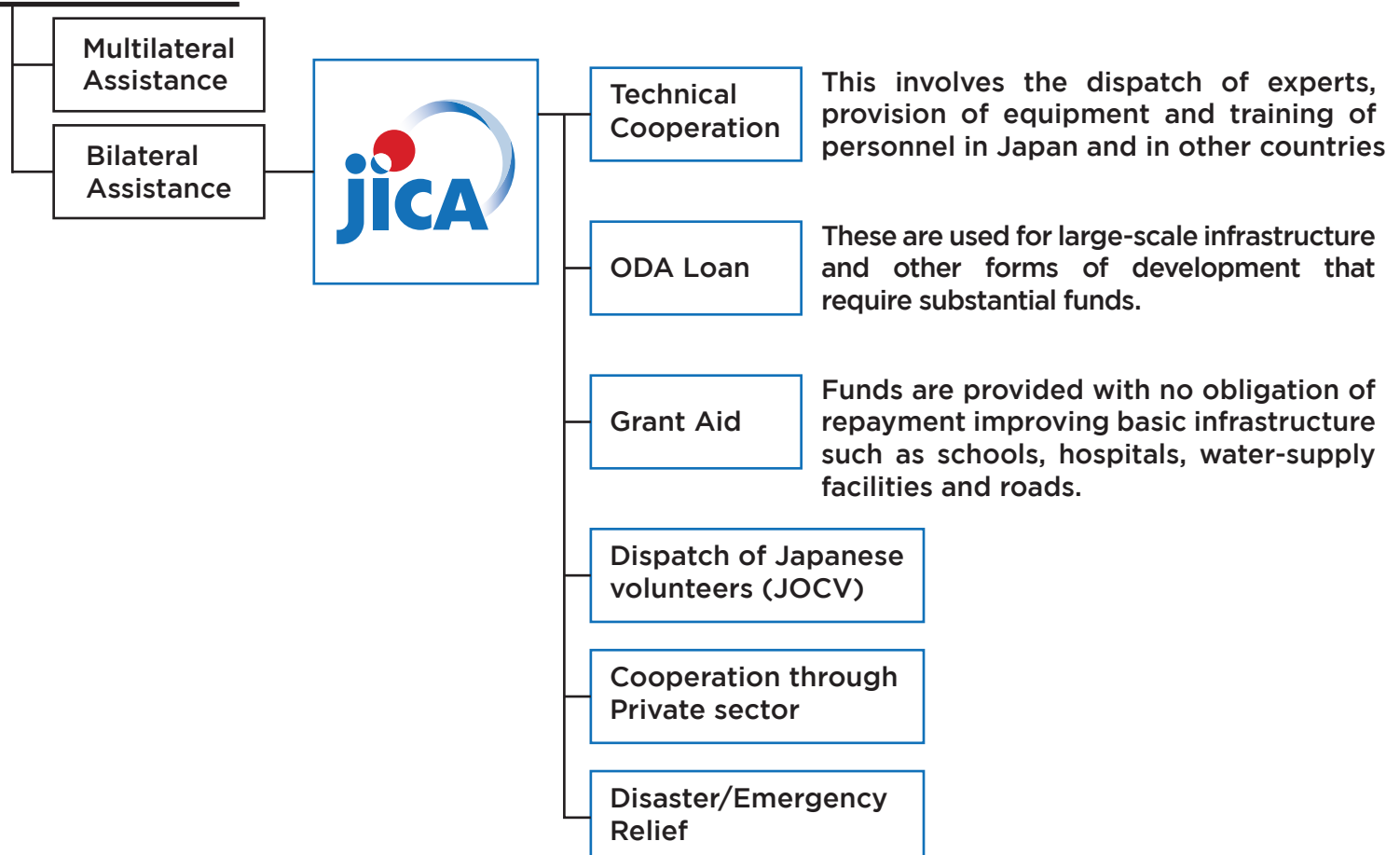
## ACTIONS

- **Commitment:** Commit ourselves with pride and passion to achieving our mission and vision.
- **Strategy:** Think and act strategically with broad and long-term perspectives.
- **Co-creation:** Bring together diverse wisdom and resources.
- **Innovation:** Innovate to bring about unprecedented impacts.

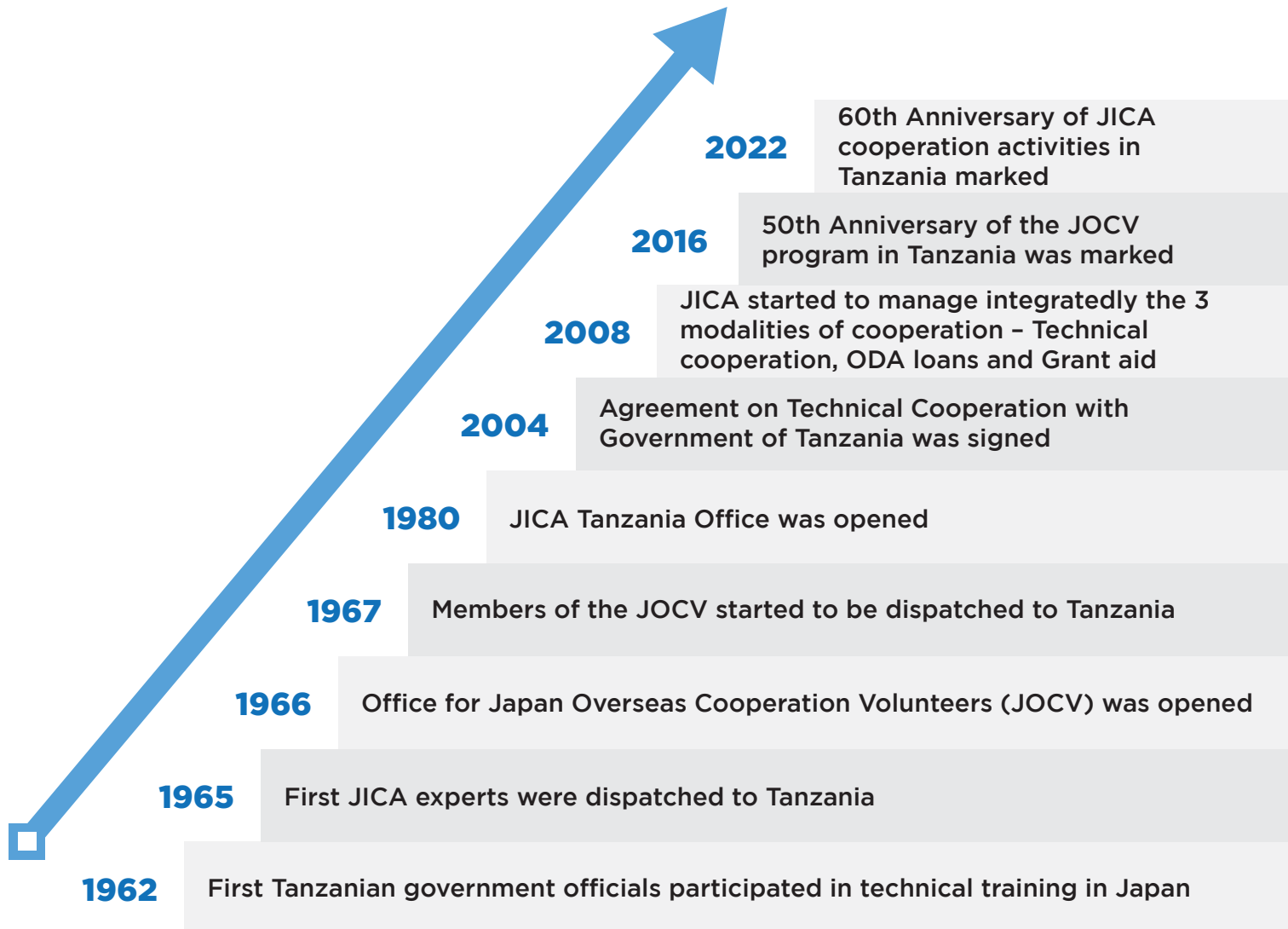
## ODA AND JICA

Japan has been providing financial and technical assistance to developing countries through Official Development Assistance (ODA) since 1954. JICA is the executing agency of Japan's ODA.

### JAPAN'S ODA



# HISTORY OF JICA TANZANIA OVER 60 YEARS



## ASSISTANCE TO TANZANIA FROM JICA

**ODA LOAN**  
**115.4**  
Billion Japanese Yen



**TECHNICAL COOPERATION**  
**97.3**  
Billion Japanese Yen



**GRANT AID**  
**131.5**  
Billion Japanese Yen



**TRAINING PROGRAM**  
**22,064**  
Participants



**JOCV**  
**1,679**  
Volunteers



*\*The number includes participants of JICA Training in Japan, Third Country Training Program, and In-country Training Program*

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# JICA'S PRIORITY AREAS TO TANZANIA AND SDGS

Our basic policy of assistance and priority areas to Tanzania are described previous and characterized by eight development issues.

In 2015, the United Nations adopted the Sustainable Development Goals (SDGs) and took the first step towards realizing a world in which no one is left out of the benefits of development. JICA's Cooperation to Tanzania is in line with those SDGs and has three priority areas.



## TICAD PROCESS

### TOKYO INTERNATIONAL CONFERENCE ON AFRICAN DEVELOPMENT

In the early 1990s, developed countries' interest in providing assistance to Africa began to wane. Under such circumstances, it was Japan that argued for the importance of Africa, and TICAD was the proof of Japan taking action.

The first TICAD was organized in 1993 by Japan with the cooperation of the United Nations and Global Coalition for Africa, and attracted participants from 48 African countries, including five heads of state. The Tokyo Declaration on African Development, adopted at TICAD I, put aid and development in Africa back on the international agenda.

Since then, over the course of more than 20 years, TICAD has a track record of improving social and economic conditions in Africa by mobilizing public and private resources, including but not limited to Japanese technical assistance, grant aids and concessional loans.

From 2016 onwards, the TICAD will be held every three years, hosted alternately in Africa and Japan.



<b>TICAD I</b>	1993	Tokyo, Japan
<b>TICAD II</b>	1998	Tokyo, Japan
<b>TICAD III</b>	2003	Tokyo, Japan
<b>TICAD IV</b>	2008	Yokohama, Japan
<b>TICAD V</b>	2013	Yokohama, Japan
<b>TICAD VI</b>	2016	Nairobi, Kenya
<b>TICAD 7</b>	2019	Yokohama, Japan
<b>TICAD 8</b>	2022	Tunis, Tunisia



*Towards a resilient, inclusive, and prosperous continent:  
Africa — JICA collaboration to build forward better*

## OVERVIEW

The agriculture sector is key to overall economic growth and development of Tanzania, contributing 27.7% of the country's Gross Domestic Product (GDP) and export earnings, 65% of raw materials for industries and employment opportunities. Considering the country's rich natural resources, the country has potential to become a "food basket" for the East African region.

The Government has led several initiatives such as the Agriculture Sector Development Program (ASDP), Kilimo Kwanza, and the Southern Agricultural Growth Corridor in Tanzania (SAGCOT), but there are still a number of challenges facing the sector so that higher productivity and commercialized agriculture for strengthening Food Value Chain (FVC) can be realized. Such challenges include the need for expansion of irrigation infrastructure, adoption of improved technology, mechanization, expansion of extension services, improvement of rural infrastructures, strengthening linkage between farmers and the market, access to financial services, etc.

(TANSHEP) for promoting market-oriented agriculture. Through TANSHEP, more farmers are now learning how to change their farming techniques from the traditional "Grow and Sell" towards "Grow to Sell" to achieve better profitability.

Moreover, JICA has also started to contribute to the development of the agricultural sector by building the capacity of the Tanzania Agricultural Development Bank (TADB) by dispatching a Japanese Expert to the bank. This is because it is indispensable to enhance the capacity in agricultural finance operations, investment, and value chain analyses for improving access to financial services in the agricultural sector overall.

## 2. PROGRAM OF STRENGTHENING RICE PRODUCTION

JICA's historical support for rice production started in 1974 with the "Kilimanjaro Region Agricultural Development Project" which was followed by the development of Lower Moshi Irrigation Scheme and Kilimanjaro Agricultural Development Center (Currently, Kilimanjaro Agricultural Training Center: KATC). Since then, JICA has been supporting rice farming in Tanzania through a series of projects, and the most recent one is the Rice Industry Development Project (TANRICE 2) which covered the whole of Tanzania. The project aimed at rice productivity improvement through farmers' training on cultivation techniques.

In addition, JICA has collaborated with the National Irrigation Commission (NIRC) and implemented an Official Development Assistance (ODA) Loan Project called "Small Scale Irrigation Development Project" (SSIDP) and technical cooperation titled "Project for Capacity Development for the Promotion of Irrigation Scheme Development under the District Agricultural Development Plans

## JICA'S SUPPORT IN THE SECTOR

JICA is supporting the agricultural sector of Tanzania through two major programs.

### 1. PROGRAM OF PROMOTING COMMERCIALIZATION / INDUSTRIALIZATION OF AGRICULTURE

JICA has implemented the "Project for Strengthening DADP Planning and Implementation capacity through Use of SHEP (Smallholder Horticulture Empowerment & Promotion) Approach"



*Paddy fields at Lower Moshi Irrigation Scheme - JICA's long support history*

(DADP) Phase 2” (TANCAID2) to contribute to the development of irrigation farming.

Furthermore, in addition to the key cooperation areas depicted above, the “Project for Development of Malindi Fish Landing and Marketing Facilities in Zanzibar” is being implemented whereby the old erosion-prone Fish Market will be rehabilitated and will contribute to the provision of safer and more hygienic working conditions for the users, and thereby promoting stable supply of quality fish to the people in Zanzibar.

## ACHIEVEMENTS

### • TANSHEP:

More than 3,000 farmers in Arusha, Kilimanjaro and Tanga regions have been supported and the income of selected farmers’ groups will be increased by more than 25%.

### • TANRICE:

A total of 5,235 farmers were trained in 44 irrigation schemes through TANRICE Phase 1 (2007-2012). In the succeeding TANRICE 2 (2012-2019), these technologies and skills resulted in an increase of 140% of rice production under rain-fed upland conditions. A total of 36,553 farmers and extension officers were trained in TANRICE 2.

### • SSIDP:

109 irrigation schemes in the whole country have been rehabilitated. Through these constructions, an increase of around 20,000 ha of irrigated area is expected to be achieved.

### • TANCAID:

Mr. Simoni Elieza Kalosa, a farmer from Ulyanyama Irrigation Scheme under the TANCAID 2 Project said: “In 2017 I achieved paddy yield of 7.5ton/ha after the training. Before the training in 2015 the paddy yield used to be 1.7ton/ha”.



Irrigation head works developed by SSIDP



Market survey by farmers



Construction of the Malindi Fish Market is in progress

[ TANSHEP Promotional Video ]



**Eat more vegetables for your health!**

<https://www.youtube.com/watch?v=gpgzoU6F9pY>

# PRIORITY AREA 1

## INDUSTRIAL DEVELOPMENT

### OVERVIEW

Tanzania was classified as a lower middle-income country by World Bank in 2020. However, according to FYDP-III, a number of challenges (e.g. improvement of productivity levels, skills development, industrialization, etc.) still remain to be overcome.

In order to award well-implemented companies and to learn good practices from them, Tanzania National KAIZEN Award and KAIZEN Day have been held annually.

In August 2021, Tanzania successfully hosted the Africa KAIZEN Annual Conference 2021 (AKAC 2021) which is the largest annual international event for KAIZEN in Africa.

### JICA'S SUPPORT IN THE SECTOR

Our aim is to take necessary measures that will help promote economic growth based on the following pillars:

- (1) PRESENTING CLEAR AND REALISTIC POLICY FOR INDUSTRIALIZATION
- (2) ENSURING BUSINESS ENVIRONMENT WITH POLICY COHERENCE
- (3) THE CREATION OF A VIBRANT PRIVATE SECTOR.

#### 1. PROJECT ON STRENGTHENING MANUFACTURING ENTERPRISES THROUGH QUALITY AND PRODUCTIVITY IMPROVEMENT- (KAIZEN PROJECT)

KAIZEN is a Japanese word of management methodology/philosophy whose meaning is "Change for the better" or "Continuous improvement". It has been applied in Tanzania for improving the quality and productivity of local industries and services as a joint project with the Ministry of Investment, Industry and Trade (MIIT) and JICA since 2013. Through the Project, Tanzanian KAIZEN trainers were trained by Japanese Experts, and they introduced and succeeded to implement KAIZEN for Tanzanian private companies. In 2020, the "Framework for Quality and Productivity Improvement (KAIZEN) in Manufacturing Sector 2020-2030 (FKM 2020-2030)" was created and published by MIIT as a policy document to disseminate KAIZEN movement nationwide.



Before 5S/KAIZEN



After 5S/KAIZEN



OJT Training from Japanese Expert to KAIZEN Trainers



## 2. NEXT INNOVATION WITH JAPAN (NINJA) PROJECT

In 2020, JICA organized the regional business plan competition in Africa, “NINJA”, to discover the innovative business models and technologies that not only provide prescriptive solutions to the global pandemic of COVID 19 but also respond to the expected radical changes in post-pandemic socio-economic reality.

In Tanzania, three startups were selected as winners of the competition. JICA supported their Proof of Concept (PoC) activities technically (i.e. providing capacity development consulting services) and financially (i.e. supporting their Proof of Concept (PoC) activities), created short documentary movies to introduce their activities, and tried to provide opportunities to connect them with Japanese companies/investors through PR events. In 2022, the second NINJA competition (NINJA2) was organized in Tanzania to support further startups who are trying to overcome Tanzanian social challenges.



*Agrinfo: One of the Winners in Tanzania*

## ACHIEVEMENTS

### • KAIZEN PROJECT

- More than 150 KAIZEN trainers were trained and certified, and more than 100 companies implemented KAIZEN activities by March 2022.
- Disseminated KAIZEN for 12 regions based on FKM 2020-2030.
- Implemented KAIZEN for industrial clusters. It is the first in Africa, and it was called “Tanzanian KAIZEN Model”.

[ [KAIZEN Online Material](#) ]



[Firm capability building by Kaizen approach: Trailer \(in Kiswahili\)](#)

[https://www.youtube.com/watch?v=\\_mtYLJKY454](https://www.youtube.com/watch?v=_mtYLJKY454)

### • NINJA PROJECT

- Three startups were selected as winners of the competition, and they planned and completed their PoC activities for 6 months.

[ [Short Documentary Movie](#) ]



<https://youtu.be/wl8Zx7MdsLQ>



*Africa KAIZEN Annual Conference 2021 in Dar es Salaam*

### OVERVIEW

Tanzania is located at an international gateway for land-locked countries such as Burundi, Rwanda, Uganda, DR Congo, Zambia and Malawi. Their transport network for access to global markets depends on transport with Indian Ocean. Transport remains crucial to Tanzania and its neighboring countries for development. In that sense, Tanzania has a huge strategic importance and a role to enhance land transport as roads, railway and ports on sea and inland for social and economic development for the region and beyond. Also in Dar es Salaam, as its population and number of vehicles grow, severe traffic congestions have become a major bottleneck for everyday life of the city. A development of reliable public transport system is an urgent task.

contribute to activate trade and economic activities around Lake Tanganyika and beyond.

### 2. ARUSHA-HOLILI ROAD IMPROVEMENT PROJECT (2022)

JICA supports Arusha-Holili road improvement project with a loan scheme. The Arusha-Holili road functions as an international route connecting to the Northern Corridor by which Tanzania connects to Kenya and such land-linked countries as Burundi, Rwanda and Uganda. It will increase capacity of road by widening at 2 sections (Tengeru – Usa River, Moshi town) and constructing a New Kikafu Bridge in Arusha and Kilimanjaro Regions. It will also address road safety by improving traffic safety of the vicinity of existing Kikafu Bridge to the road, where many people have lost lives including Japanese volunteers to African countries in the 1980s.

### 3. PROJECT FOR TRANSIT ORIENTED DEVELOPMENT (TOD) FOR DAR ES SALAAM (2022)

Transit Oriented Development (TOD) is a way of planning and organizing urban development in connection with public transport infrastructures and services. JICA will support Dar Rapid Transit Agency (DART) under President's Office – Regional Administration and Local Government (PO-RALG) for 3 years (June 2022 - May 2025). The Project will enhance the capacity of relevant institutions to use TOD method for urban planning, and improve mobility along the BRT lines and establish coordination mechanisms for planning and implementation.

### 4. PROJECT FOR IMPROVEMENT OF TRANSPORT CAPACITY IN DAR ES SALAAM (GEREZANI PROJECT) (2019)

Due to an increase of vehicles in Dar es Salaam City over the last 10 years, congestion in central business district has been worsening every year. Gerezani Area Road (Bandari Street and Gerezani

### JICA'S SUPPORT IN THE SECTOR

Transport infrastructure development is one of the priority sectors of JICA's cooperation for Tanzania. It accounts for about 27 percent of total amount of JICA's assistance in Tanzania. JICA contributes to inclusive, sustainable and resilient growth, leading to ultimate poverty eradication. The on-going and recently completed projects include;

#### 1. PROJECT FOR REHABILITATION OF KIGOMA PORT (2022)

Kigoma port is on the Lake Tanganyika, which connects Burundi, DR Congo, Zambia with Tanzania through inland sea. JICA supports the port with grant assistance through construction of a new passenger wharf and its facilities for enhanced safety and convenience for passengers, a cargo warehouse for growing handling of cargos in the port. The project, upon completion, will



Artistic Impression of Kigoma Port Passenger Terminal



Artistic Impression of New Kikafu Bridge

road) is one of the key roads for accessibility to the central business areas of the city and the Port. The Road was evaluated as a high priority project in The Dar es Salaam Urban Transport Master Plan (DUTMP) supported by JICA.

JICA supports improvement of the road in order to alleviate congestion. Alleviation of traffic jam on this road will make a major contribution to the economic, environmental and social sustainability of the city. The project will construct a steel girder bridge with four (4) lane carriageways.

### 5. PROJECT FOR WIDENING OF NEW BAGAMOYO ROAD (PHASE2) (2021)

The Project for Widening of New Bagamoyo Road was implemented through grant aid from JICA. The road is a section from Morocco Intersection to Mwenge Intersection in Dar es Salaam. New Bagamoyo Road was widened to strengthen the trunk road transportation network. The Project is one of the measures to decongest Dar es Salaam. Widened New Bagamoyo Road has shortened travelling time thus reducing transportation costs. Transport capacity on the road has increased leading to improvement of the level of convenience of transport in Dar es Salaam. The improved road has eased access to city center, port and social services.

### 6. PROJECT FOR IMPROVEMENT OF TAZARA INTERSECTION (MFUGALE FLYOVER) (2018)

The first flyover bridge in Tanzania (Mfugale Flyover) was completed in 2018 under grant aid scheme. The Flyover was constructed at the junction of Nelson Mandela Road and Julius Nyerere Road in Dar es Salaam. Travel time from Central Business District (CBD) to Julius Nyerere International Airport used to be 2 hours, it now takes 30 minutes, thanks to Mfugale Flyover. Furthermore, Mfugale Flyover led to not only dramatic decline of accidents but also congestion

has been reduced substantially. The table shows that there is an increase of traffic count by 34% after construction of Mfugale Flyover.

### 7. PROJECT FOR REVISION OF DAR ES SALAAM URBAN TRANSPORT MASTER PLAN (2018)

JICA's support also covers planning works such as Dar es Salaam Urban Transport Master Plan (DUTMP). Proposed project include TAZARA intersection (Mfugale Flyover), widening of New Bagamoyo Road and introduction of Bus Rapid Transit (BRT). Those projects are now completed or under implementation. DUTMP was revised to reflect changes in traffic demand and movement, it settled on the target year of 2040. A total of 79 projects were proposed in the revised DUTMP. All these proposals shall reduce congestion, risk of traffic accident, floods, and improve quality of life in Dar es Salaam.

## ACHIEVEMENTS

- All completed, ongoing and future JICA's projects are designed to shorten travelling time and reduce transport costs in term of fuel consumption, leading to stable prices.
- The projects also enhance transport capacity and road safety, reduce accidents and improve access to city center, port facilities and social services such as schools and hospitals.



New Bagamoyo Road (Phase II)



Improvement of Tazara Intersection

## OVERVIEW

In "vision 2025", the government of Tanzania set a target of having 10,000MW generation capacity and having 85% electrification rate in the country. Currently generation capacity is 1,565 MW (2020) and access to electricity rate is 37% (2019) respectively. There is a need of development of power infrastructure in the country. Also, the government of Tanzania promotes a diversification of power generation source. In addition to large hydro power plant, there is a potential of utilization of natural gas and renewables for increasing generation capacity.

## JICA'S SUPPORT IN THE SECTOR

Aligning with the power system master plan, JICA also supports a development of international transmission line, main transmission line in several cities as well as capacity development of operation and maintenance in transmission and distribution part.

JICA contributes to power development planning support for effective and efficient resource development. Also, in order to expand stable power supply, contributes to develop the electricity public corporation's management and engineer's capacity by technical cooperation for strengthening power lines operation and maintenance capacity as well as mainly reinforce the transmission and distribution network by financial cooperation. Furthermore, in order to supply the electricity meet rapid growing power demand, JICA considers supporting for power generation development including a thermal power plant by utilizing domestic natural resource which potential is highly expected through concessional loan.



Aerial photo of Zuzu Substation in Dodoma (Photo: TANESCO)

## 1. IRINGA - SHINYANGA BACKBONE TRANSMISSION INVESTMENT PROJECT (BTIP)

Under the project, 400KV double circuit transmission lines were built in the 667km between Iringa and Shinyanga. 400KV Substations connecting the lines were extended to increase the quantity and reliability of power supply from the Southern Regions of Tanzania to the Northern Regions, where the demand for power is rising, to improve living standards and to stimulate economic activities including mining development.

As a plan for international power line construction connecting Zambia, Tanzania and Kenya is under consideration among the three governments. Between Tanzania and Kenya, the construction has implemented.

## 2. KENYA - TANZANIA POWER INTERCONNECTION PROJECT (KTIPI)

The Project is designed to promote power interchange and increase power supply reliability in Eastern African countries as well as ensuring stable and reliable power supply in Tanzania. The 400KV transmission lines and related substations are constructed from Singida in Tanzania to Isinya in Kenya. The project will boost economic activities in while improving people's living standards and industrial development.

The project involves the construction of 510KM of High Voltage Alternating Current (HVAC) of 400KV transmission lines, of which 414KM are in Tanzania and 96KM in Kenya. The transmission line is intended to facilitate the transfer of power to a maximum capacity of 2,000MW. This interconnection will start from a proposed 400KV substation at Isinya, 40KM south of Nairobi (in Kenya) up to Arusha (in Tanzania). From Arusha, the line will continue to Singida where a 400KV substation will be built under the same project.



Iringa-Shinyanga Backbone Transmission Line Route

### 3. PROJECT FOR DOMESTIC NATURAL GAS PROMOTION AND SUPPLY SYSTEM IN TANZANIA

The project is designed to assist the government of Tanzania in formulating a Domestic Natural Gas Promotion Plan (DNGPP). DNGPP is formulated to promote the nationwide utilization of natural gas, aiming at helping the government achieve effective and thorough utilization of natural gas for socio-economic stimulation and energy supply and demand situations. It also takes into consideration the progress in various projects related to development of gas fields located in on-shore, shallow water, and deep-water tracts and of natural gas power generation and in industries.

### 4. [SATREPS] THE PROJECT FOR DEVELOPMENT AND DISSEMINATION OF INNOVATIVE OIL-EXTRACTING TECHNOLOGY FROM CROP PROCESS RESIDUE FOR RURAL ELECTRIFICATION AND VALUE ADDITION OF BY-PRODUCTS

An overall goal of the project is to assist rural electrification in Tanzania. The project's purpose is (1) developing innovative oil extraction technology from crop process residue and (2) proposing its application in micro-grid power generation and production of by-products.



Zuzu Substation in Dodoma [Photo: TANESCO]



400KV transmission lines

## ACHIEVEMENTS

- **BTIP & KTIIP:** These projects are expected to contribute to the effective use of excess hydroelectric power as well as to the stability of the power supply in Eastern and Southern Africa in the mid- to long-term. In addition to improving transmission capacity, the project will minimize transmission losses to enable more efficient power use, which also reduce greenhouse gas emissions.
- **Project for Domestic Natural Gas Promotion and Supply System in Tanzania:** The Project provides support for developing an Implementation Plan of the Domestic Natural Gas Promotion Plan (DNGPP), as well as to support the government to acquire a capability to formulate and revise those plans by itself.
- **SATREPS:** The projects will promote the use of renewable energy for rural electrification and provide a model for achieving a sustainable, low carbon society. Generation of electricity using oil extracted from oil-bearing agricultural residues will provide power to rural areas. Manufacturing products such as soap from part of the extracted oil for generation of employment and incomes in rural areas.



## OVERVIEW

The Government of Tanzania has been focusing on local governance reforms; however, the policies, institutions and systems developed under the reform program have not been sufficiently adopted by the district administrations. The improvement of administrative services, therefore, has been an issue especially those in public services including health and water sectors, mostly in rural areas.

Community Participation has been the essence of JICA's development, especially in the Local Governance Sector, for more than a decade.

“Opportunities and Obstacles to Development” (O&OD); an idea originally established by President's Office - Regional Administration and Local Government (PO-RALG) in 2001 to promote participatory local development planning.

In 2020 and 2021, the PO-RALG, in collaboration with JICA, had organized a series of “Directive Meetings”, i.e. country-wide dissemination of the “Improved O&OD Guidelines and Manuals” to all the 26 Regions and 184 Local Government Authorities; a dynamic and sustainable style of local development and service delivery through an innovative local government administration with “Government-Community Collaboration”. This methodology is called the “Improved O&OD”.

## JICA'S SUPPORT IN THE SECTOR

Government of Tanzania and Government of Japan have cooperated in projects towards effectively nurturing “Self-Help Efforts” of the communities and deepen collaborative relationship between Local Government and communities through a concept known as

## ACHIEVEMENTS

- Based on Japan's unique experience of decentralization process, JICA has supported to provide Local Government Reform with an opportunity to consider the best way forward of the reforms, inviting important stakeholders of the Government through so-called “Osaka training”.



Villagers in Mang'ula B constructing Community Road by using O&OD methodology, which is “Self-Help Efforts” of the communities to deepen collaborative relationship between Local Government and Communities.



Deliverables of the projects; O&OD Guidelines & Manuals and Best Practice Handbooks

### OVERVIEW

The Government of Tanzania has been implementing Public Finance Management Reform Programs since 1998 to improve administrative underpinnings.

However, there are still a number of challenges. The current policies and institutions have been hindered by the challenges in administrative and financial operations.

### JICA'S SUPPORT IN THE SECTOR

In order to establish the fair and efficient administrative foundation, JICA has conducted several technical cooperation projects, focusing on the development of administrative and financial management capacity for planning, personnel management, and fiscal control.

- **PROJECT FOR THE ENHANCEMENT OF TAXATION TRAINING (2012 - 2016)**
- **PROJECT ON CAPACITY BUILDING FOR TANZANIA REVENUE AUTHORITY (2017 - 2022)**
- **PROJECT FOR CAPACITY ENHANCEMENT ON RISK-BASED TAX AUDIT OPERATIONS (2022-2026)**

JICA has been supporting to the Tanzania Revenue Authority (TRA) in the area of capacity development for strengthening revenue mobilization in the country. The supports have enabled TRA to enhance the capacity of its training arm, the Institute of Tax Administration



LAST JOINT COORDINATING COMMITTEE MEETING FOR CAPACITY BUILDING PROJECT FOR TRA WAS HELD AT ITA ON FEBRUARY 25, 2022

(ITA), by refining and develop some new taxation courses. Moreover, JICA helped TRA to run the coaching and mentoring program which is aimed at transferring skills and knowledge from senior to junior staffs, and enhancing their competency in administering tax laws and appropriate revenue collection.

### • **CAPACITY DEVELOPMENT PROJECT FOR INTERNAL AUDIT (2009 - 2020)**

JICA has supported the Internal Auditor General's Office in the Ministry of Finance and Planning to improve practice of internal audit in the government machinery.

### ACHIEVEMENTS

#### • **Project for TRA:**

- Training curriculum, syllabus, and course materials for five ITA courses, i.e. Taxation on Extractive industry, Construction industry, Tax audit, Intellectual property, and Telecommunications industry, have been newly developed and revised.
- A total of 895 coaches and 1,508 coachees have been identified from TRA's 7 Departments, ITA, and 15 regions.

#### • **Project for Internal Audit:**

- 130 Risk-Based Internal Audit (RBIA) Champions, who were trained to train others, were produced in the government Ministries, Departments, and Agencies (MDAs), Local Government Authorities (LGAs) and Regional Secretariats (RSs).
- 1,500 hand book sets for RBIA were produced and disseminated to all internal auditors in MDAs, LGAs and RSs. 20 risk based internal audit tools were updated, and a concept paper on capacity development model for internal auditors was drafted.



MR. MOHAMED MTONGA (FORMER INTERNAL AUDITOR GENERAL) ANSWERING SOME QUESTIONS DURING THE CHAMPION SUMMIT HELD IN ARUSHA AT AICC FROM APRIL 18 TO 20, 2018

## OVERVIEW

Health sector is an engine of people's development. The government of Tanzania is working tirelessly to improve the health sector through various policies and strategies. However, it still facing many challenges, such as poor access to health services without financial hardships, insufficient health service coverage, shortage of human resources and inadequate quality of the service in rural area, poor management of health administration and health facilities, vulnerable referral system and inadequate infrastructures.

## JICA'S SUPPORT IN THE SECTOR

In response to Government initiatives, JICA supports the strengthening of health systems and management through various projects as follows;

### 1. THE PROJECT FOR STRENGTHENING REGIONAL REFERRAL HOSPITAL MANAGEMENT (RRHMP)

Since 2008, the Ministry of Health (MOH) in collaboration with JICA, has been working to improve health systems focusing on quality improvement, development of Human Resource Information and strengthening of Regional Health Management Teams (RHMTs). In 2015, JICA and the ministry started implementing the Project for Strengthening Regional Referral Hospital Management (RRHMP), aiming at strengthening hospital management and quality improvement in health care services at Regional Referral Hospitals.

The five-year project found that the managerial capacity of the Regional Referral Hospital Management Teams (RRHMT) were limited with majority of them having little or lacking knowledge and skills on basic hospital Management. The



Practical Illustration during the Training of Trainers on one of 5S-KAIZEN Workshop

project applied the 5S-KAIZEN (a Japanese philosophy, which means 'Change for the better or Continuous improvement) and Total Quality Management (TQM), approaches to improve resource management and quality of services. This approach has been introduced and implemented in all 28 regional referral hospitals and other health facilities.

### 2. THE PROJECT FOR STRENGTHENING QUALITY MATERNAL AND NEW-BORN CARE IN TANZANIA

The Project on maternal and child health is in the pipeline in Tanzania with a major objective of improving the quality of maternal and newborn care services at Regional Referral Hospitals (RRHs).

Since the maternal mortality ratio remains a challenge in Tanzania for 20 years now, JICA will put more attention and resources into this area, utilizing the assets of 5s-KAIZEN-TQM approach. This project will be implemented by JICA Tanzania Office and the Ministry of Health for 5 years from 2022 to 2027.

## ACHIEVEMENTS

- As a result the Regional Referral Hospitals have improved their revenue collection from health insurance funds, cost reduction of managing healthcare wastes, reduction of patients' waiting time and so on.
- Tanzania became a center for other African countries to learn about 5S-KAIZEN techniques. In 2019, 14 participants from Uganda, Sierra Leone, Liberia, Sudan, Zimbabwe, Malawi, Ghana and Benin came in the country for KAIZEN Training of Trainers.
- To improve the administrative skills at each hospital, the project developed teaching materials for Basic Hospital Management Training (BHMT) and implemented it at the Centre of Education Development in Health, Arusha (CEDHA). This training has been conducted three times as of April 2022 under the supervision of the Ministry after the completion of the project.
- In January 2022, Tanzania through the Ministry of Health was selected as a resource country among Sub-Saharan Region and has shared their experiences of implementation of 5S-KAIZEN-TQM approach to about 20 other countries at the 5S-KAIZEN Workshop organized by JICA. As a successful implementer and a hub country of 5S-KAIZEN approach, the government of Tanzania promises to continue improving service delivery of hospital as well as the hospital management ability.



## OVERVIEW

“Vision 2025” of the Government of Tanzania aims at achieving access to safe water by 90% (rural areas) and 100% (urban areas) of the population by 2025, strengthening of water resource management capability, etc. The National Strategy for Growth and Reduction of Poverty 2 (NSGRP2 /MKUKUTA2) considered the increase of water supply coverage as one of the top priority agenda items. In Tanzania, the Water Sector Development Program (WSDP) had been implemented based on the “National Water Policy” and the “National Water Sector Development Strategy”.

## ACHIEVEMENTS

- ZUWDFI: The project aims to achieve stable water supply services in the Western Zanzibar Urban District by upgrading aged water supply facilities, and to contribute to improving water tariff collection rates by installing meters and developing a customer database.
- Project for the Management of Groundwater Resources in Zanzibar: The project aims to support the establishment of institutional and technical capacity and mechanisms for the proper management of groundwater resources and to create a sound system for monitoring, evaluating and managing groundwater extraction to support a safe water use balance.

## JICA'S SUPPORT IN THE SECTOR

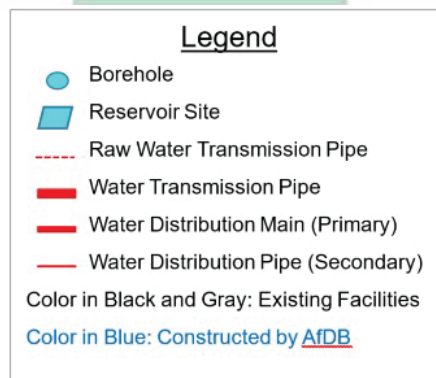
Over the past 15 years, JICA has supported the Zanzibar Water Authority (ZAWA) to improve its management capacity, invest in infrastructure and strengthen its maintenance and management capacity. JICA has also supported medium- and long-term water resource management to avoid salinity damage caused by over-dependence on groundwater.

### 1. ZANZIBAR URBAN WATER DISTRIBUTION FACILITIES IMPROVEMENT PROJECT (ZUWDFI)

The objective of the Project is to provide safe and stable water supply services in the Project area through development and renewal of water supply facilities, thereby improving the living environment of the area. In order to achieve 24-hour water supply in the area, it is necessary to develop an amount of water source that is insufficient for water demand.

### 2. PROJECT FOR THE MANAGEMENT OF GROUNDWATER RESOURCES IN ZANZIBAR

Groundwater is the primary source of water in Unguja and Pemba, Zanzibar. A fresh groundwater lens floats above the deeper saline water and sustainable development of groundwater resources must maintain the balance of fresh water flows to prevent this saline water from intruding coning into the fresh water lens or flowing inland from the sea.



# PROMOTING PARTNERSHIP WITH PRIVATE SECTOR

## OVERVIEW

Private-sector businesses play key roles in generating benefits of employment creation, human resources development and improvement of technical capabilities. Their activities are vitally important in order to achieve economic growth and sustainable social development.

## JICA'S SUPPORT IN THE SECTOR

JICA aims at supporting Tanzania's economic development by directly encouraging the partnership between the Japanese and Tanzanian private sectors in promotion, investment, and transfer of technology to the country.

### 1. SAINT PARTS CO., LTD (FOSTERING CAR MECHANIC AND CAR MAINTENANCE FACTORY NETWORK THROUGH CAR MAINTENANCE IN PROFESSIONAL PRACTICE PROJECT)

Established in 2013 in Japan, the company is a car dismantling entity playing a major role in environmental protection. The company established its first overseas branch in Tanzania in 2018, and opened a modern garage for repair and maintenance of Japanese vehicles using quality recycled spare parts imported from Japan. The Saint Parts Co., Ltd. applied for and implemented JICA's survey for fostering car mechanic and maintenance factory network in 2019.

In collaboration with JICA and Vocational Education and Training Authority (VETA), the company intends to provide vocational training on maintenance of cars including hybrid-cars.

### 2. MATOBORWA CO. LTD (MARKET-ORIENTED AGRICULTURE ENABLER OF SWEET POTATO VARIETIES, PRODUCTION AND STORAGE TECHNOLOGY DISSEMINATING PROJECT)

Terunuma Co., Ltd. in Japan and its affiliate company Matoborwa Co. Ltd. in Dodoma successfully completed JICA Survey. Their Japan-originated outstanding quality sweet potatoes, Tamayutaka (TARI SP7) and Koganesengan (TARI SP8) were registered and officially released by Variety Release Committee under Tanzania Official Seed Certification (TOSCI) in March 2022 for its multiplication and use by the

public. The companies participated in JICA Surveys since 2014 and achieved their goal after their 8 years of relentless efforts. By using the two new sweet potato varieties and adopting new cultivation methods from Japan, Tanzanian farmers will be able to produce sweet potatoes with higher market value.

In 2014, Matoborwa Co. Ltd was established in Dodoma by Mr. HASEGAWA Tatsuo, a former member of the Japan Overseas Cooperation Volunteers (JOCV). Currently the company employs over 10 staff most of whom being women. The processed sweet potatoes as well as dried fruits are available in the Tanzanian major supermarkets now.

## 3. WASSHA (OFF-GRID SOLAR POWER PROJECT)

Wassha provides Solar Lanterns to the people living in off-grid areas through Kiosk

WASSHA delivers a whole new experience for people in the off-grid areas with affordable, accessible and safe electricity. The Japanese company was established in 2013, offering electronic services using Internet of Things (IoT) technology to the people in off-grid communities and Platform business by using Kiosk (retail stores) networks built through Energy as a Service (EaaS). JICA has been supporting the project as a shareholder by providing equity since 2016 through JICA's PSIF (Private Sector Investment Finance) scheme. The company aims to solve social issues which are left in the world.

WASSHA has so far attracted 4,300 agents who supply the solar lanterns countrywide where over one (1) million people can access the electricity in the off-grid community.



Wassha provides Solar Lanterns to the people living in off-grid areas through Kiosk

## OVERVIEW

Apart from supporting sectors such as agriculture, infrastructure, local governance, health, etc., JICA is also supporting women in various activities. This has been manifested in our agriculture project (Project for supporting Rice Industry Development in Tanzania TANRICE2), and female track and field event “Ladies First”.

## JICA'S SUPPORT IN WOMEN EMPOWERMENT/ GENDER EQUALITY

In recognition of women in all socio-economic and political activities in Tanzania, JICA has been supporting females in different aspects as follows;

### 1. PROJECT FOR SUPPORTING RICE INDUSTRY DEVELOPMENT IN TANZANIA; (TANRICE2)

TANRICE 2 is the project for rice industry development in Tanzania. The project aimed at improving production through training on cultivation techniques such as irrigation scheme management, gender, marketing and post-harvest handling. The project was implemented through the Ministry of Agriculture Training Institute in Tanzania mainland and Zanzibar.

JICA supports women due to a fact that they constitute 86% of agriculture labor force in Tanzania and work an average of 10 -14 hours a day compared to 7 - 8 hours a day of men. Even the monthly income from agriculture activities for women is about half of what men earn.

Through the project JICA conducted the ‘Gender Subject Matter Training’, covering four major sub-topics; Gender sensitization, Family budget, HIV/AIDS in rice farming, and Nutrition and Sanitation.

Through the TANRICE2 initiative, 41 Gender Subject Matter Training Courses were conducted, and in total 2,035 farmers (943 males and 1092 females) participated in the training. A total of 58 agricultural extension officers (41 males and 17 females) were trained.

Gender concept helped farmers (men and women) to start engaging in untraditional roles in both farms and households, leading to task sharing between men and women for improved family relationship and welfare and increased productivity.

## 2. LADIES FIRST EVENT

JICA together with National Sports Council (NSC) and Athletics Tanzania (AT) conducted a Female Track and Field event “Ladies First” for three consecutive years (2017 to 2019) for women in Tanzania. The main objective of the event was to encourage and promote sports for women in the country as well as enlightening gender equality, women empowerment and achievement of SDGs.

Juma Ilangaa, a renowned Tanzanian marathon runner who won competitions held in Japan and in the US three times, placed in both the Los Angeles and Seoul Olympics, and now coaches young athletes, played an important role in realizing this project, because he desires to nurture female athletes.

In 2019, the Ladies First Event was extended to South Sudan whereby a delegation of four female athletes from South Sudan included came to participate on the event together with other Tanzanian athletes.

The two-day event on 7 and 8 December 2019 brought together 140 athletes and 28 coaches from Tanzania Mainland, Zanzibar and South Sudan. Several track games took place such as; 100m, 200m, 400m, 800m, 1500m, 5000m, and 10000m.

The three-year in row Ladies First Event events gave more than 500 female athletes from different regions of Tanzania opportunities to participate in the competition.

About 4,500 athletes, event officials, and audience participated in the side events promoting gender equality and women’s empowerment.



Female Athletes competing at the Ladies First in 2019 at Benjamin Mkapa Stadium in Dar es Salaam

# TRAINING PROGRAM

## OVERVIEW

Knowledge Co-Creation Program (KCCP) is an overall name of JICA's training programs implemented in Japan which came into fruition just one year after Tanganyika's independence in 1960, by accepting a single Tanzanian official for technical training in Japan. KCCP is one of JICA's major activities in Tanzania since its beginning and the concept epitomizes horizontal learning between Japan and Tanzania.

As of 2020, more than 6,500 people from Tanzania have participated in the JICA training programs. The programs have diversified over the years from sectoral related group programs, country focused specific programs, to long term training programs, in collaboration with stakeholders in Japan, i.e. Ministries, LGAs, Universities, Companies, NGOs, etc.

The significance of implementation of such training programs is to utilize Japan's development experience and expertise in the context of participants' countries, rather than only sharing Japan's advanced skills and technologies.

During COVID-19 pandemic, most of the KCCP became online programs. Online KCCP provided new opportunities for those who cannot participate program in Japan due to various reasons, and some benefits including listening to the recorded materials repeatedly for the deeper understanding of the contents. After and with COVID-19 situation from now on, KCCP will continue to modify its designs to best fit for the situations and the needs from the participants' country.

## JICA'S SUPPORT IN THE SECTOR

### 1. MASTER'S DEGREE AND INTERNSHIP PROGRAM OF AFRICA BUSINESS EDUCATION INITIATIVE FOR YOUTH (ABE INITIATIVE) AND KAKEHASHI TANZANIA

After the 5th Tokyo International Conference on African Development (TICAD V) in 2013, the Government of Japan launched the "ABE Initiative" program whereby 90 young Tanzanian trainees already dispatched to Japan to obtain Master's degree through the program. It aims to foster young personnel who can contribute to the development of industries in Africa as well as to be a "navigator" for Japanese firms' operations in Africa.

ABE Initiative ex-participants established the Alumni association named KAKEHASHI Tanzania in 2019. It is another association under JATA, and now it is under a registration process as NGO in Tanzania. KAKEHASHI could work as a platform for Japanese companies and ex-participants of JICA training programs for matching purposes, when Japanese firms look for a business partnership in Tanzania.

### JICA ALUMNI ASSOCIATION OF TANZANIA (JATA)

JATA was founded in 1984 by the ex-participants of KCCP. JATA regularly organizes activities, which bring its members of different fields from public and private sectors together, in close collaboration with JICA Tanzania Office. Some of the activities include; JICA project visit, Ex-participant's activity visit, conducting awareness seminars and workshops on various matters, publishing Newsletters, and organizing Annual General Meeting, etc.



Participants of a KCCP course on local governance visiting a women's group in Oita Prefecture, Japan, to observe their income generation activities

[ Using knowledge from Japan for people in Tanzania ]



Activities by Ex-participants of JICA Training Programs

<https://www.youtube.com/watch?v=Q6SA8ebVdl4>

## 2. NETWORKING EVENT BETWEEN JAPANESE COMPANIES AND JICA EX-PARTICIPANTS

After COVID-19 has spread to all over the world in 2020, the movement of people was strictly restricted. Many of Japanese companies which intended to fly to Tanzania for seeking business opportunities were not the exception. JICA Tanzania Office organized online networking events in 2021, particularly Agriculture, Industry, and Health sector to promote the exchange of information of their interests between Japanese firms and ex-participants of JICA training programs.

About 60 participants attended at the second event in September 2021, actively exchanged their opinions, and discussed business markets in the sectors. It will be beneficial for both sides, i.e. ex-participants can contribute for Japanese companies with their expertise and experience in working with Japanese people, while Japanese enterprises can find trustful partners who can implement their business under such a remote environment.

## 3. EX-PARTICIPANTS DEMONSTRATION PROJECTS TO TACKLE CHALLENGES ON THE GROUND (“HATUA” PROJECTS)

In 2021, JICA Tanzania Office has called proposals of “Demonstration Projects” for the ex-participants to solve problems in their communities with skills acquired through their JICA trainings. As a result, 56 proposals were submitted, and then 11 projects were competitively selected and implemented from August to December 2021.

4 of the 11 Demonstration Projects were awarded by JICA Tanzania Office. All participants were truly active in the entire process from preparation stage, implementation to the completion of the projects. This resulted in participants’ high satisfaction by achieving their goals realizing their “Action Plans”



About 60 participants joined the Networking Event between Japanese Companies and JICA Ex-Participants

after the trainings. It can be one of the effective approaches for the follow-up of the ex-participants’ activities after JICA trainings, and at the same time, revitalize the network of ex-participants. JICA will strengthen supports for ex-participants for the human resources development of Tanzania.

The first prize went to Ms. Beata Minga from SIDO Pwani who developed a ‘Value Addition on Bees Cosmetic Project’, which is designed to build the capacity of beekeepers.

Through the project, the beekeepers are now able to produce shampoo, shower gel, and body cream using the bees’ products.



1<sup>ST</sup> PRIZE

The second award went to the developer of ‘Improvement of Virgin Coconut oil Production’. The implementer Mr. Kapalata Deogratus expanded his business by increasing the productivity with newly introduced machines as well as participating several Business Exhibitions throughout Tanzania.



2<sup>ND</sup> PRIZE

The third one went to the founder of ‘Lishe Smart Project’, involved mostly on utilization of Social Media Platforms such as Instagram, Facebook, and Twitter, to disseminate the necessary knowledge for mothers to feed their babies. At the end of the project, it was observed that the number of the parents and care givers who have proper knowledge and skills of feeding and caring practices to young children increased, based on the assessment result of pre- and post-tests.



3<sup>RD</sup> PRIZE

# JAPAN OVERSEAS COOPERATION VOLUNTEERS (JOCV) - JICA VOLUNTEER PROGRAM -

## OVERVIEW

JICA's volunteer program is one of Japan's cooperation schemes operated as part of its Official Development Assistance (ODA). The program was founded in 1965 and so far, over 54,000 volunteers have worked alongside local communities in 98 countries and regions in the world. The program dispatches eager Japanese citizens who wish to participate in assisting developing countries in various fields for two years.

## OBJECTIVES

1. To cooperate in the economic and social development, as well as the reconstruction of developing countries
2. To deepen mutual understanding and coexistence in cross-cultural societies
3. To give back the volunteer experience to society



A volunteer on vegetable growing

## To give back the volunteer experience to society

**MR. TATSUO HASEGAWA**

**Vegetable Grower JOCV (1995-1998)**

**Capital Development Authority Dodoma**

He established a food processing company in Dodoma in 2014. "Agricultural development in Africa has turned out to be my lifetime work during my JOCV dispatch," he says.



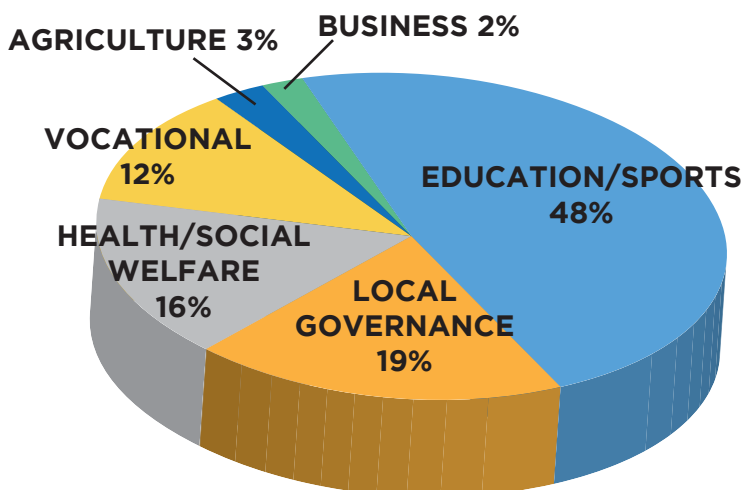
**DR. JAMES T. ZACHARIA**

**The Associate Dean  
Faculty of Science  
DSM University College of  
Education, University of DSM**

I was taught science by Japanese Volunteer at Kibaha High School in 1995-1997. My Japanese teacher was very punctual and hardworking. Despite the language barrier at the beginning, she tried hard to make her lesson understood. She inspired me a lot to the extent that I pursued my PhD studies in Organic Chemistry at Kobe University in Japan. The volunteer work in our country leaves commendable memories to the community. I would like to express my gratitude and sincere appreciations to the work done by JICA volunteers in Tanzania.



## FIELDS OF THE VOLUNTEERS (2015-2020)



### EDUCATION/SPORTS:

Science and Mathematics (Primary /Secondary)  
Physical Education, Baseball, Judo, etc.

### LOCAL GOVERNANCE:

Community Development, Youth Activity,  
Environment, etc.

### HEALTH/SOCIAL WELFARE:

Nurse and Midwifery, Physiotherapy, etc.

### VOCATIONAL:

ICT/PC instructors, Electric/ Mechanical  
Engineering, Automobile, etc.

### AGRICULTURE:

Vegetable Growing, Animal Husbandry, Fishery, etc.

### BUSINESS:

Business Administration, Tourism, etc.

# HANDWASHING CAMPAIGN

In early 2021, JICA Tanzania launched a handwashing campaign to overcome COVID-19 and other infectious diseases, using a slogan; “Let’s get rid of diseases by washing our hands regularly” which translates to “Tokomeza magonjwa kwa kunawa mikono mara kwa mara”



Commonly, germs on unwashed hands can be transferred to other objects such as tabletops, doorknobs toys, etc. and then to other children. Removing germs by handwashing is therefore an effective way to prevent diarrhea, respiratory infections and even other communicable disease.

The campaign started in office, encouraging all the staff to wash their hands properly, then introduced to JICA projects and experts’ drivers.

For this campaign, JICA created nearly 20,000 posters and 500 banners with manga cartoons to promote hygiene habits and behavior change symbolized by handwashing at the right time and the right way. Keeping all children healthy is an important goal of childcare programs, and proper and careful handwashing can help children and childcare providers prevent the spread of germs that can cause illness.

We introduced this campaign to a few selected schools in Illala and Kinondoni, then extended to all public primary schools in all five districts of Dar es Salaam covering more than 50,000 students in total. We prepared manga cartoon and a banner showing proper handwashing procedure and the importance of hand washing, which was demonstrated by five volunteer kids to the school children.

The Handwashing campaign also reached eight primary schools and four secondary schools in the Kisarawe region, covering nearly 6,000 students.

During this campaign, JICA received a lot of positive feedback from beneficiary schools, some of which are as follows;

The Head Teacher of Olympio Primary School: ***“We thank JICA for this campaign. We believe it will influence behavior change within our students. The students will be the good ambassador to their friends and relatives”***.

A student from Diamond Primary school: ***“I really like the cartoons, apart from enjoying the cartoons I am also learning the importance of washing my hands timely, thank you JICA”***.

Lastly, we would like to expand this campaign to government primary schools, government hospitals, and government secondary schools in Zanzibar. JICA hopes that this campaign will spread to a wider area of Tanzania.



HANDWASHING CAMPAIGN AT DIAMOND PRIMARY SCHOOL



HANDWASHING AWARENESS RAISING TOOL KNOWN AS “MANGA (CARTOON) POSTER BY INOUE KIMIDORI”





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