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ADEA	Association for the Development of Education in Africa	KIBT	Kenya Institute for Business Training
AHLMN	African Health Leadership and Management Network	KICC	Kenyatta International Conference Centre
ANC	Ante Natal Care	KIE	Kenya Industrial Estate
AMREF	African Medical and Research Foundation	KIISM	Kenya Institute for Health Systems Management
ASDS	Agriculture Security and Economic Growth	KIM	Kenya Institute of Management
ASEI	Activities Students Experiments Improvisation	KMTC	Kenya Medical Training Center
BRIGHT	Project for Capacity Development for Promoting Rural Electrification Using Renewable Energy	KSTC	Kenya Science Teachers College
CADETA	Capacity Development of Teachers in Africa	KQMH	Kenya Quality Model for Health
CARD	Coalition for African Rice Development	MCH	Mother and Child Health
CAADP	Comprehensive Africa Agriculture Development Program	MDGs	Millennium Development Goals
CBO	Community-based Organization	MoPHS	Ministry of Public Health and Sanitation
CBD	Central Business District	MoE	Ministry of Education
CCN	City Council of Nairobi	MoEn	Ministry of Energy
CCT	Conditional Cash Transfer	MoHs	Kenya Ministries of Health
CCPO	Child Care and Protection Officer	MoLG	Ministry of Local Government
CDF	Constituencies Development Fund	MoHEST	Ministry of Higher Education, Science and Technology
CDPIS	Community Development Programme Information System	MHAETE	Ministry of Home Affairs, Environment, Transport and Energy
CEMASTEAM	Centre for Mathematics, Science and Technology Education in Africa	MSH	Management Sciences for Health
CERDS	Consortium For Economic Research and Development Services	MTCT	Mother to Child Transmission
CHS	Community Health Strategy	NASCOP	National AIDS and STI Control Program
CHEW	Community Health Extension Workers	NBHE	Eritrean National Board for Higher Education
CHW	Community Health Worker	NCPB	National Cereals and Produce Board
CQI	Continues Quality Improvement	NEPAD	New Partnership for Africa's Development
CU	Community Unit	NGO	Non-Governmental Organization
DGSDO	District Gender and Social Development Office	NHIF	National Hospital Insurance fund
DHMT	District Health Management Team	NRDS	National Rice Development Strategy
DIDO	District Industrial Development Officer	NRW	Non-Revenue Water
DSF	Demand-side Financing	ODA	Official Development Assistance
EAC	East African Community	ODC	OVOP District Committees
ECORAD	Enhancing Community Resilience Against Drought	OR	Operations Research
EIA	Environmental Impact Assessment	OSBP	One Stop Border Post
E/N	Exchange of Notes	OVOP	One Village One Product
ERC	Energy Regular Commission	PAPA	Pan African Productivity Association
EPC	Export Promotion Council	PBF	Performance Based Financing
EWASCO	Embu Water and Sanitation Company	PCK	Productivity Centre of Kenya
FABLIST	Farm Business Linkage Stakeholder	PDSI	Plan - Do- See and Improve
FKE	Federation of Kenya Employers	POC	Point-of-Care
FLSTAP	Financial and Legal Sector Technical Assistance Grant Agreement	R/D	Record of Discussions
G/A	Government of Kenya	REA	Rural Electrification Authority
GOK	Government of Kenya	SAGA	Semi -Autonomous Government Agency
HSS	Health Systems Strengthening	SATREPS	Science and Technology Research Partnership for Sustainable Development
HSSF	Health Sector Service Fund	SEMAH	Strengthening Management for Health in Nyanza
HTC	HIV Testing & Counselling	SHEP	Smallholder Horticulture Empowerment Project
ICT	Information and Communication Technology	SHEP UP	Smallholder Horticulture Empowerment and Promotion Unit Project
IFMIS	Integrated Financial Management Information System	RTMS/CCS	Real Time Monitoring System and Cargo Control System
IGAD	Intergovernmental Authority on Development	QA	Quality Assurance
INSET	In-Service Education and Training	QC	Quality Control
IPPD	Integrated Personnel Payroll Data	QIT	Quality Improvement Team
LCPDP	Least Cost Power Development Plan	RICEMAPP	Rice-based and Market-oriented Agriculture Promotion Project
JCC	Joint Coordination Committee	SIDEMAN	Smallholder Irrigation Development and Management
JEPAK	Japan Ex-participants Association of Kenya	SMASE	Strengthening Mathematics and Science Education
JFY	Japanese Financial Year	SMASE- WECSA	Strengthening Mathematics and Science Education- Western Eastern Central and Southern Africa
JICA	Japan International Cooperation Agency	SME	Small and Medium Enterprises
JKUAT	Jomo Kenyatta University of Agriculture and Technology	SPEAK	Project for Strengthening People Empowerment Against HIV/AIDS in Kenya
JOCV	Japan Overseas Cooperation Volunteers	TCTP	Third Country Training Program
JPP	JICA Partnership Program	TEU	Twenty-foot Equivalent Unit
KAIZEN	Japanese Philosophy focusing on continuous improvement through all aspects of life	TICAD	Tokyo International Conference on African Development
KEBS	Kenya Bureau of Statistics	TOT	Training of Trainers
KEFRI	Kenya Forestry Research Institute	TSC	Teachers Services Commission
KEMRI	Kenya Medical Research Institute	TQM	Total Quality management
KENAO	Kenya National Audit Office	UHC	Universal Health Coverage
KENGEN	Kenya Electricity Generating Company	USAID	United States Agency for International
KERRA	Kenya Rural Roads Authority	VCT	Voluntary Counselling and Testing
KEREA	Kenya Renewable Energy Association	WASREB	Water Services Regulatory Board
KETRACO	Kenya Transmission Company	WEF	Women Enterprise Fund
KEWI	Kenya Water Institute	WSBs	Water Services Boards
		WRMA	Water Resources Management Authority
		5S	Sort, Set, Shine, Standardize and Sustain

Towards A New Kenya

JICA Kenya Office also supports Burundi, Eritrea, Somalia and Seychelles.

JICA's support in Kenya started in 1963, soon after independence. The year 2013 will be the 50th anniversary of Kenya's independence and the inception of partnership between Kenya and JICA. This year will mark the start of a new administration. Since the new Constitution was adopted in 2010, Kenya has made efforts towards a new governmental system. JICA will continue to play a role in the development of Kenya in 2013 and beyond and also help in the foundation of the new Kenya.

JICA stresses upon five priority areas for its programs in Kenya. These are:

1. Economic Infrastructure and Private Sector Development
2. Agriculture
3. Water and Sanitation / Environment
4. Human Resource Development
5. Health

Our support in these areas is expected to play an important role in the Kenyan society. Examples of JICA's projects launched in 2012 that will support an effective and efficient transport system for Kenya are the Nairobi Western Ring Roads and construction of the Mombasa Port Cargo Container Terminal. JICA also supports the new Olkaria Geothermal power plant, which is necessary for accelerating economic activities by providing electricity without environmental pollution. In



*Mr. Hideo Eguchi,
Chief Representative,
JICA Kenya.*

'We hope that Kenya will make further inroads towards the realization of the goal of economic and social development and also solve various issues including increase of urban and rural poverty, youth unemployment and environmental conditions in cooperation with Japan'

addition, other JICA projects such as the improvement of health system, Strengthening of Mathematics and Science Education (SMASE), the Rural Water Supply and Market-oriented Agriculture etc. are consistent with our concept of inclusiveness in development, and they may benefit a variety of Kenyan people including the marginalized.

In 2013, Japan will host the Tokyo International Conference for African Development (TICAD) in collaboration with other development partners. TICAD is an international platform for discussing the direction of African development. TICAD V's theme is "Hand in hand with a more Dynamic Africa". It is a good opportunity for African countries, including Kenya, as well as Japan and other development partners, to discuss future development.

We hope that Kenya will make further inroads towards the realization of the goal of economic and social development and also solve various issues including increase of urban and rural poverty, youth unemployment and environmental degradation in cooperation with Japan and other partners, after the 50th anniversary.

**Hideo EGUCHI
Chief Representative,
JICA Kenya Office**

Economic Infrastructure and Private Sector Development

- H.E. Hon. Mwai Kibaki, President of the Republic of Kenya presided over the Groundbreaking Ceremony for the 280MW Olkaria IV and Olkaria I Unit 4 & 5 Geothermal Power Project in Olkaria, Naivasha on 23 July 2012.
- In September 2012, BRIGHT project hosted a workshop at the Silver Springs Hotel on 'Promoting Renewable Energy' Training in Kenya.
- In December 2012, BRIGHT Project in collaboration with Kenya Renewable Energy Association (KEREAA) conducted its 1st Training of Trainers (TOT) for Technicians on Solar PV under the newly established Energy Regulatory Commission (ERC) strict standards governing Solar-PV training.
- The Project on Productivity Improvement in Kenya was started.
- The Project for Improving of OVOP Services was expanded to additional districts.
- The Second Phase of Trade Training for SMEs came to an end.
- Loan Agreement Signing for the Mombasa Port Area Road Development Project in June, 2012.
- G/A Signing for the Project for Expansion of Ngong Road in June 2012 by JICA's President.
- Groundbreaking of the construction of the 2nd Container Terminal at the Mombasa Port in December 2012 by H.E. Hon. Mwai Kibaki.
- Launch of the Arusha-Namanga-Athi River Road in November 2012 by the Kenyan and Tanzanian Presidents.

Agriculture

- The visit by JICA's President to farmers' groups in Nakuru.
- Launch of Enhancing Community Resilience Against Drought (ECORAD) project in Marsabit in October 2012- February, 2015.
- Intergovernmental Authority on Development (IGAD), Horn of Africa Conference held in April 2012.
- Comprehensive Africa Agriculture Development Program (CAADP)/ New Partnership for Africa's Development (NEPAD) Conference held in May 2012.
- The Global Action Plan for Drought Resilience launched in Nairobi.
- ASDS (Agriculture Sector Development Strategy) Consultative Forum/Conference held in November 2012.

Human Resource Development

- 12th SMASE-WECOA Conference was held.
- Groundbreaking and construction of CEMASTEVA facilities, held in July 2012.
- Primary and Secondary school SMASE Insets continued countrywide.
- In-country Training for Women Empowerment was cascaded across Kenya.

Health

- KAIZEN (CQI) TOT in Mbeya, Tanzania (7-11 May 2012).
- Launch of Science and Technology Research Partnership for Sustainable Development (SATREPS) Project, in 2012 -January, 2017.
- Launch of Workshop for National HIV Testing & Counselling (HTC) Model Sites, (18 July 2012).
- Health System Management Training for Somali Health Leaders, Kisumu (19-22 September 2012).
- Study Tour for 5S – KAIZEN for Better Health Services, Tanzania (20-30 September 2012).
- Laying of Foundation Stone for the Project for Reinforcement of Vaccine Storage, Kitengela (16 October 2012).
- 8th International Conference on Mother and Child Health (MCH) Handbook, Multi-media University, Nairobi (22-25 October 2012).
- Study Tour to Bangladesh on Progress of MDG 4 & 5 and Community Health Services (28 October -2 November 2012).

Environment and Water

- Project for Capacity Development of Solid Waste Management of Nairobi City launched in April 2012 - March 2016.
- Project for Development of Drought Tolerant Trees for Adaptation to Climate Change in Dry Lands of Kenya commenced in May 2012 - June 2017.
- Mid-Term Evaluation of the Project for Management of Non-Revenue Water carried out in late August/early September 2012.
- Project for Rural Water Supply Phase II (Machakos, Makueni) launched in September 2012.



President Mwai Kibaki launches construction of the Nairobi Western Ring Roads.



Facts and Figures in 2012

In 2012, Kenya progressed towards the next political administration and it also prepared for the 2013 General Election. The year 2013 is a Jubilee Year for Kenya, marking its 50th year since Independence. The people of Kenya also expect that a new political administration will be established. On the other hand, the conflicts in the territory of Somalia and terrorism continued.

The Kenyan economy continued to improve in 2012 and the inflation rate went down. This followed the decline in 2011 caused by drought and the high prices of oil and food. Kenyans were delighted to see that their athletes got 11 medals including two golden medals at the London Olympics in 2012.

JICA in 2012

In April 2012, JICA's new President, Dr. Akihiko Tanaka, was inaugurated. The former President of JICA, Dr. Sadako Ogata, who was previously the UN High Commissioner for Refugees, retired. Dr. Ogata, as JICA's President, had implemented many organizational reforms. Dr. Tanaka visited Kenya and Tanzania soon after his inauguration, and interacted with the local people and JICA professionals.

The Activities of JICA Kenya

The following were some of the new projects started in 2012:

- Development of drought tolerant trees for adaptation to climate change in drylands of Kenya.
- Enhancing community resilience against drought in northern Kenya.
- Capacity development of solid waste management in Nairobi city.

Figures on JICA's Operations in Kenya

Type of Aid	Japanese Fiscal Year (April - March)		
	2009/10	2010/11	2011/12
Technical Cooperation (Unit: Million Japanese Yen)	1,655	2,970	4,866
JICA's ODA Loan (Unit: Million Japanese Yen)	1,492	1,257	6,438
JICA's Grant Aid (Unit: Million Japanese Yen)	2,078	2,809	5,611
Training Participants (New) (Unit: Persons)	401	513	234
Experts (New) (Unit: Persons)	100	121	143
JICA's Volunteers (New) (Unit: Persons)	71	34	40

(Note): JICA's ODA Loan is based on the amount of disbursement.
 JICA's Grant Aid is based on the amount of signed Grant Agreement.
 JICA's Volunteers include Senior Volunteers in addition to JOCV.

History of TICAD and JICA Activities in 20 years (TICAD I-V)

WHAT IS TICAD?

Japan co-hosted the Tokyo International Conference on African Development (TICAD) in 1993 (TICAD I), 1998 (TICAD II) and 2003 (TICAD III) in Tokyo, Japan, and TICAD IV in Yokohama, Japan. TICAD was launched to promote high-level policy dialogue between African leaders and development partners such as UN. Since its inception, TICAD has provided fundamental and comprehensive policy and guidelines on African development.

Japan has stressed the importance of 'Africa's ownership' of its development as well as of the 'partnership' between Africa and the international community. A central feature of TICAD is the cooperation between Asia and Africa.



TICAD PROCESS

1993 TICAD I: African countries and their development partners (TICAD members) determined to do their utmost for African stability and prosperity.

1998 TICAD II : TICAD members agreed on the **Tokyo Agenda for Action (TAA)**, the strategic and action oriented guideline, with poverty reduction in Africa and its integration into the global economy as two fundamental goals.

2003 TICAD III: 1,000 delegates took part, including 23 heads of state and the Chairperson of the AU Commission. TICAD members reviewed the achievements of the ten year TICAD process, discussed the future direction and announced the '**TICAD Tenth Anniversary Declaration**'.

2008 TICAD IV: Under the theme of '**Towards a Vibrant Africa: A Continent of Hope and Opportunity**,' TICAD IV mobilized knowledge and resources of the international community in the core areas of: (a) **Boosting Economic Growth**, (b) **Ensuring Human Security including achieving MDGs and consolidation of peace**, and (c) **Addressing environment/climate change issues**.

2013: TICAD V will be held in Yokoyama, Japan from 1 to 3 June. As a build-up towards TICAD V, the following meetings were held:

- Senior Officials Meeting (Burkina Faso, November 2012)
- Ministerial Preparatory Meeting (Ethiopia, March, 2013)

Theme of TICAD V: Economic Growth / Achieving MDGs Consolidation of Peace/ Good Governance / Climate Change.

- **Data and Information from the Ministry of Foreign Affairs Homepage and documents.**

1997-2009 Sondu Miriu Hydro Power Station



Sondur Miriu Hydropower Project was started in 1997 based on the Masterplan created in the JICA Project. This project was one of the leading projects to support Africa's economic infrastructure development in the TICAD IV deliberations.

1998 - Health Projects with KEMRI



JICA has a long history of supporting the Kenya Medical Research Institute (KEMRI). This series of JICA's activities was started in 1998 under TICAD II. KEMRI is one of major examples of established centers for parasitic disease control. It functions as a focal point for cooperative networks to develop human resources and improve research activities in Africa.

2001-SMASE WECSA



SMASE-WECSA stands for 'Strengthening of Mathematics and Science Education in Western, Eastern, Central and Southern Africa'. Through TICAD III and TICAD IV, SMASE WECSA is still one of the major movements in the African Education Development.

2008 - CARD



JICA, in partnership with AGRA, launched an initiative now known as the 'Coalition for African Rice Development' (CARD) on the occasion of TICAD IV. CARD is an initiative to support the efforts of African countries to increase rice production. It also forms a consultative group of donors, research institutions and other relevant organizations to work with rice producing African countries.



JICA President's Visit to the SHEP UP Model Farmer Group

As Kenyans celebrated Madaraka Day on the 1st of June 2012, it was more exciting for farmers of Bidii Kilimo Self-Help Group in Nakuru North District in Kenya when they were visited by JICA's President, Dr. Akihiko Tanaka, during his visit to Kenya. The group comprising of 11 male and 12 female farmers has been trained by the Smallholder Horticulture Empowerment and Promotion Unit Project (SHEP UP) on the entire series of sessions of the SHEP Approach for one year as follows:

- Sensitization Workshop on the concept of SHEP UP, the SHEP approach & activities.
- Farm Business Linkage Stakeholder (FABLST) Forum where the groups were linked to stakeholders.
- Joint Extension Staff and Farmers Dual (2) Gender (JEF2G) Training where the group representatives were trained on gender awareness, market survey, crop selection and ranking, action plan making as well as record management, rural road maintenance using the "Do-nou" technology and Agro-processing. Do-nou technology uses geo textile materials readily available in rural areas, and is applied in maintenance of rural access roads.
- Group exercise where all the group members had an opportunity to undertake practical sessions on what they learnt led by their group

facilitator and some farmer representatives.

- Facilitators' Training for Farmers' Demand Driven Extension (FT-FaDDE) where the group facilitators were trained on general and specific horticultural crop production techniques through practical training sessions for one week.
- In-field Training where the group facilitators conducted a series of on-site training (9 sessions) with all members of the group.

Making Rural Roads Accessible

At the time of the visit by the JICA President, the group had implemented activities after the SHEP Approach training sessions. Firstly, rural road maintenance was carried out and 450 meters of road was repaired using "Do-nou" technology. Other stakeholders i.e. Kenya Rural Roads Authority (KERRA), Nakuru County Council and Constituency Development Fund (CDF) collaborated with the group later and repaired 120 meters of road. This opened up 4.6 km of road that was completely impassable during the rainy season, which is also the peak of horticultural production. Horticultural produce can now easily reach the market.

Secondly, three members of the group produced "BOKASHI" (fermented organic matter) and used it in their farms after the demonstration was carried out during the In-field training. Thirdly,



A group member explaining to JICA's President, Dr. Akihiko Tanaka, how he runs his farm.

value addition training on drying of chillies, sorting and grading of tomatoes had also been done after a request made by the group. Group members are now using the appropriate technique of drying chillies and will be able to target an export market.

Although most members have small land sizes which affects the volume of the produce, the chairperson of the group presented the groups' achievements /milestones as follows:

- Higher returns from their produce due to market survey 'grow to sell' and not 'grow and sell' concept.
- Practising recommended husbandry practices taught during the In-field Training.
- Selling different grades of produce at different prices.
- Good roads since sections of the road opened up after repair using 'Do-nou' technology.
- High level of cooperation among the group members as well as between male and female participants as a result of gender awareness training.
- Opening of a bank account with Equity Bank as a result of the accumulated sales made from the 1st and 2nd crop selected.
- More stakeholders have developed interest to work with the group.
- Collective purchase of farm inputs by the group.

Linking SHEP Approach to OVOP

In addition, the group has been introduced to the

One Village One Product (OVOP) Project which will take it to another level in agro-processing. OVOP Programme is a community-centered and demand-driven local economic development approach initiated by Oita Prefecture in Japan in the 1970s. The approach aims to achieve regional economic development through adding value to selected products using locally available resources through processing, quality control and marketing.

The JICA President visited a group member's farm and was able to see a crop of chillies. He also witnessed a practical session on 'Do-nou' technology.

Dr. Tanaka said he was impressed by the innovative achievements of the group and the joint efforts by the Government of Kenya and JICA in implementing the market-oriented multi-disciplinary approach of 'grow to sell'. In his speech, he also talked about the major earthquake that took place in Japan and noted that the Japanese were still recovering and must work.

The smiles and cheerful attitude of the people of Bidii Kilimo Self-Help Group were very encouraging to the President, which is something the Japanese people needed in order to recover completely.

The SHEP Unit leader, Ms. Francisca said it was an honor for the President to visit SHEP UP and that she was grateful for the support by JICA both in the short and long term. The project had been implemented as planned, therefore witnessed positive returns in two years in the 40 districts it was being implemented.

She observed that both the staff and farmers



Farmers at Bahati, Nakuru repair the road to their farms using 'Do nou' technology.

were motivated and that the farmers were able to meet the international standards for export of their crops e.g. the dried chillies processed for export. She also thanked farmers of Bidii Kilimo Self Help Group for working with the project, implementing the SHEP Approach and hosting the JICA President and his team. She concluded by saying that there was renewed effort after the JICA President's visit to the group.

The closing remarks were made by the Deputy Provincial Director of Agriculture of Rift Valley Province, Ms. Grace Kirui, who said that the project was timely. She welcomed the JICA President and his team to Rift Valley Province. She appreciated the trainings and the materials provided by the SHEP UP and promised to extend the same knowledge to other farmers not involved in SHEP UP.

Helping Farmers Understand Markets

The excitement on her face tells it all. Ms. Janet Ndiritu, 35, is a tomato farmer and represents Kwieria Self-Help Group in Laikipia West District. This morning, she is visiting Nyahururu Wholesale Market to familiarize herself with marketing of tomatoes.

It is her first time to visit such a big fresh farm produce market and she finds the amount of commodities around her overwhelming. "I didn't know urban people consume so much food," she says with obvious amazement. But it is her discussion with the food traders, most of them fellow women, which fires her imagination.

Ms. Janet is in the company of 60 farmers from the Rift Valley province who have been attending a

training program at Oljoro Orok Agricultural Training Centre near Nyahururu town which had been organized by SHEP UP. The project is implemented by the JICA, the Ministry of Agriculture and the Horticultural Crops Development Authority (HCDA).

One of the project's main focus is the training of farmers on how to grow crops which they are sure to sell and make profits instead of growing crops whose markets they are not sure of and are likely to incur losses during the marketing process. The training eventually turns the farmers around so they can see "farming as a business" just like running a shop or any other business.

That is why Ms. Janet and her group are in the market today as part of their market survey exercise whose aim is to talk to the traders and understand their needs so that when they return to their farms, they can grow crops which shall attract better prices. It shall also encourage and enable her and the other farmers to carry out such surveys on their own in the future.

Mr. Peter Kibinge, an agricultural extension officer from Magadi Division, Kajiado North District who is also attending the training program accompanied by farmers (1 male & 1 female) representing the Namunyak Women Group, says lack of market information is what makes many farmers incur heavy losses. "We have learned the need to understand the expectations of the market before growing any crop so that the risk of poor prices is reduced," he adds.

His sentiments are supported by Mr. Wanderi Kamau, also an agricultural extension officer from Laikipia West District, who says that when farmers make profits, extension work becomes much easier. This is because the farmers become motivated as they look at agriculture as a business which needs to be planned to succeed.

Ms. Janet, for example, has been growing her crops without any idea of how much profit she expects to make or even being able to anticipate the risks involved. After the SHEP UP training, she shall be able to do all that and look ahead to a profitable farming business.

SHEP UP shall run for five years from 2010 – 2015 and shall be targeted all over Kenya. It is based on the lessons learned and the achievements of a previous pilot project called SHEP whose main aim was to develop capacity of the smallholder horticulture farmer groups.

Because of the success of the pilot project, its approach was recognized as an efficient and effective way to support small-scale farmers in Kenya. In 2009, the Smallholder Horticulture Empowerment & Promotion Unit was established



Farmers attending a SHEP UP training seminar participate in a market survey session at Nyahururu.

under the Horticulture Division in the Ministry of Agriculture to promote the SHEP Approach nationwide. To achieve this, the SHEP UP project was started.

JICA Expert, Ms. Harue Kitajima, says a survey done after the completion of SHEP indicated that the target farmer groups were applying knowledge, skills and techniques which they learned during the series of training. As a result, they were continuously increasing their income by gaining their bargaining power in the market, producing better quality crops and improving conditions of their farm access roads by using the 'Do-nou' technology.

In fact, one of the SHEP farmer groups, Mwendi Kurima in Nyandarua South District increased its income by selling at better prices and selling more products. Its turnover rose from KSh. 3,620 at beginning of the project to KSh. 170,204 by the end of the project period. Similar increases were recorded in many other groups which were supported by the project. The farmers had changed their traditional way of production of 'grow and sell' to 'grow to sell' which meant that they had conducted market surveys before planting.

SHEP UP, just like its predecessor, has its overall goal to improve the livelihood of horticulture smallholders in all the provinces by creating a strong support system for them. It covers the entire value chain - from crop selection to marketing and value addition.

It is being introduced to different parts of the country in phases of two provinces per year. Already, implementation in Central and Rift Valley provinces is underway and farmers are slowly starting to feel its impact.

Indeed, Ms. Jane Ndiritu's excitement being at Nyahururu Market where most of her tomato crop is likely to end up is one good example of the impact of the project on the farmers.

RICEMAPP (Rice-based and Market-oriented Agriculture Promotion Project)

In Kenya, agriculture plays an important role towards achieving the national goals of food Security and Economic Growth. The Agriculture Sector Development Strategy (ASDS), sets out to achieve the country's vision 2030 aspirations of economic growth, employment, poverty reduction and food security. The implementation of the strategy is arranged around six critical and priority areas;

- Increasing productivity and Food security
- Promoting private sector participation
- Promoting sustainable land and natural resources management
- Reforming delivery of agricultural services
- Increasing market access and trade and
- Ensuring effective coordination and implementation.

Towards achieving the strategic objectives of the sector strategy, especially on increasing productivity and food security, a national strategy to double the production of rice was developed i.e. the National Rice Development Strategy, NRDS 2008-2018. The strategy aims to double rice production by year 2018.

The RICEMAPP project is one of the key interventions supported by JICA that contributes to the achievement of the objectives of the NRDS. It specifically uses the approach to increase

productivity at the farm level and most importantly to increase market access and trade. It borrows immensely from the lessons learned in a past project on SHEP, whose market-oriented approach proved to be successful between 2006 and 2009 in the implementing districts.

The project's purpose is to develop a profitable rice-based system in the Mwea Irrigation Scheme that can be effectively replicated and adopted in other rice schemes around the country. To realize this purpose, a number of activities are being implemented and others lined up. They include activities to enhance the water management system in the scheme, improvement of rice cultivation by mechanization and sequential crop cultivation, improvement of post-harvest techniques, strengthening of farmers' organization and gender mainstreaming.

The project, which begun in early 2012, will run for five years in the Mwea Irrigation Scheme before adopting the approach in other schemes. Selected extension staff in the agriculture sector have received training, the outcome of which is being passed on to farmers.

Northern Kenya Drought Project Launched

In recent years, the horn of Africa has suffered increasing periods of severe drought. In Kenya, pastoralist communities in the arid and semi-arid areas of Northern Kenya have been the most heavily impacted.

The Summit on the Horn of Africa Crisis, held in September 2011, resulted in the 'Nairobi Declaration' that resolved to address a mid and long term strategy for enhancing drought resilience. This was on the realization that the pastoralist communities in this region have for a long time been targets of social protection. It is therefore imperative to improve the people's resilience to drought as a long-term measure.

In this regard, the Government of Kenya

requested the Government of Japan to support the Project for Enhancing Community Resilience against Drought in Northern Kenya, covering the counties of Turkana and Marsabit as a pilot. The project is being implemented by JICA and the Ministry of State for Development of Northern Kenya and Other Arid Lands.

Objectives of the project will be achieved through a six-pronged approach:

- Improving the capacity of community based drought management;
- Realizing sustainable natural resource management;
- Improving livestock value chain;
- Promoting diversification of livelihoods;
- Improving the capacity of government officers to enhance the pastoralists' resilience to drought; and
- Establishing the guideline for enhancing the communities' resilience to drought.

The concept of "Community-based Disaster Risk Reduction" employed in this project will ensure that at all stages, the community will be heavily involved, hence ensuring ownership and sustainability of the project. The community members themselves will formulate and implement their own action plans with the technical and financial support from the project, while at the same time reducing their vulnerability through income generating activities.

During the launch of the project in Marsabit, the Assistant Minister for Development of Northern Kenya and Other Arid Lands, Hon. Hussein Tarry Sasura urged the community to fully support the project and to maintain peace. "If we don't maintain peace, the project will not be of benefit to us. Communities have to stop fighting over water, pasture and other resources", he said. This will help to achieve the overall goal of mitigating poverty and food security induced by drought in northern Kenya.



Hon. Hussein Tarry Sasura, officially launching the project. In attendance was JICA's Chief Representative, Mr. Hideo Eguchi.



A community member fetches water in the dry lands of the northern part of Kenya.



JICA's Role in Kenya's Economic Development

Japan Assists Kenya to Meet its Energy Needs

The Vision 2030, which is a long-term development plan announced in 2008 as a National Development Plan for Kenya set the overall goals of achieving high living standards, international competitiveness and economic prosperity by 2030.

Power shortages have worsened since 2007 due to the impact of major droughts which occur in Kenya frequently. Therefore, the development of new power sources has become an urgent issue in order to promote a stable power supply in the country.

Based on the Least Cost Power Development Plan (LCPDP 2009-2029), the Olkaria geothermal development is defined as a top priority project in the plan. With the good economic growth of recent years, demand for electricity in the country has increased by around 5% annually and demand at peak times reached 1,200 MW.

KenGen's present assessment of the possible generating capacity of their 204km² total concession area in Olkaria indicates that it may sustain as much as an additional 840 MW.

Of the 280 MW to be generated from Olkaria I and Olkaria IV, JICA is financing KenGen to

generate 140 MW at Olkaria I Units 4 & 5 through Soft Loan Agreement signed on March 31, 2010.

The remaining 140 MW is being done through support from other donors in Olkaria IV.

The Project also aims to contribute to reducing the impact on the global environment as it promotes the utilization of renewable energy.

H.E. Hon. Mwai Kibaki, the President of Kenya presided over the Groundbreaking Ceremony for



Inside one of the the power generation plants at Olkaria.



A sectional view of the Olkaria power station.

the Olkaria IV and Olkaria I Unit 4 & 5 Geothermal Power Project in Olkaria, Naivasha on July 23, 2012.

JICA's Assistance in the Efficient & Effective Supply of Power from Olkaria

In Kenya, where power shortages have become aggravated, a stable power supply that is indispensable for economic activities to attain Vision 2030 is an urgent issue.

JICA is assisting the Government of Kenya through the Kenya Transmission Company (KETRACO) in the construction of the Olkaria-Lessos Kisumu Transmission Line which traverses two provinces - Olkaria and Lessos (Rift Valley Province), and Kisumu (Nyanza Province).

The objective of the Project is to enhance efficiency, reliability and security of electric power supply in Kenya by constructing higher voltage transmission line systems, thereby creating a conducive investment climate and enabling economic growth in Kenya.

The High Voltage 400KV transmission lines Olkaria-Lessos (approx. 213km), Lessos-Kisumu (approx. 77km) and expansion of sub-stations in three places that will be constructed by the project will supply stable electric power to the western region of Kenya. Demand for power will increase, centring on Kisumu, and will connect to a 400KV transmission line between Kenya and Uganda, which will be constructed under the Nile Equatorial Lakes Subsidiary Action Program. The transmission lines will contribute to stabilizing the power system for the whole of Kenya and the East African region through the contribution to international power exchanges with Uganda.

In addition, the use of a higher voltage transmission line will improve efficiency of power transmission compared to the existing line (132 KV)

and transmit the renewable energy. It shall therefore contribute to mitigating the negative impact on the global environment.

JICA Empowers Rural Communities Through Renewable Energy Technologies

After the sun sets in Kenya, over 70% of homes go dark due to lack of electricity. This is not just an inconvenience; it takes a severe toll on economic life, security, education and health.

Worldwide, it is estimated that two million people die prematurely each year as a result of pulmonary diseases caused by the indoor burning of fuels for cooking and lighting. Close to half

these are children who die of pneumonia. Access to electricity is one area where innovation is desperately needed.

The Government of Kenya through the Ministry of Energy (MoEn) and the Rural Electrification Authority (REA) is implementing the 'Project for Establishment of Rural Electrification Model Using Renewable Energy' with technical assistance from JICA. The overall goal of the project focuses on dissemination of rural electrification models using renewable energy to improve the quality of life for Rural Communities in Kenya. The Project Purpose is to establish rural electrification models using renewable energy.

During the 1st phase, the project is being piloted within dispensaries and schools in off-grid Masai communities in the areas of Kajiado Central, Kajiado South, Narok North and Narok South, with the following aims:-

- Firstly, the project aims to establish a practical model for electrification of health service and schools in non-electrified areas using Solar Photovoltaic (PV).
- Secondly, it aims to enhance the capacity of REA and MoEn personnel to undertake projects using Mini-hydro, Biogas and Wind technologies through pilot projects.
- Thirdly, the project aims to make recommendations to MoEn and REA on policy and institutional framework for spreading the models for rural electrification through renewable energy.

The project held its first Joint Coordination Committee (JCC) on December 30, 2012 chaired by the Permanent Secretary in the Ministry of Energy. In his keynote address, Mr. Hiroshi Sumiyoshi, the Director, Energy and Mining Division in JICA HQs, informed the meeting that JICA was now approaching the



Firewood is widely used as fuel in Kenya's rural areas.

Energy Sector with the 3L approach i.e. Low Cost, Low Carbon, and Low Risk. Based on this approach, JICA's assistance in the Energy Sector has made good progress despite various challenges.

The project for Capacity Development for Promoting Rural Electrification Using Renewable Energy, also known as the "BRIGHT PROJECT"

The Project Research and Development component is characterized by joint research activities in Renewable Energy between Japanese researchers from Ashikaga Institute of Technology, Japan, and JKUAT researchers. In December 2012, 'BRIGHT' Project in collaboration with the Kenya Renewable Energy Association (KEREAA) conducted the First Training of Trainers (TOT) for Technicians on Solar PV under the newly established Energy Regulatory Commission (ERC)'s strict standards governing Solar-PV training.

In September 2012, BRIGHT project hosted a workshop on 'Promoting Renewable Energy Training in Kenya'. The purpose of the workshop was to share and discuss the needs and priorities of renewable energy training in Kenya, based on Consultant Reports on:

- Capacity Assessment of Renewable Energy Training.
- Needs Assessment of Renewable Energy Training.



A carpenter using a solar lantern to extend his production time.

In addition, BRIGHT has developed a Public Relations Strategy covering:

- Online Presence (Website, Facebook, Twitter and You-tube).
- Project Pamphlet/Brochure for the general public.
- Print Media (Newspapers, Journals and magazines).
- Workshops and Trade fairs.
- Award for Hands-on Technology.
- Young Renewable Energy (RE) Researchers' study group.
- Renewable Energy Library.
- Project Archives.

BRIGHT has initiated discussions with Safaricom to establish ways of collaborating with newly established Safaricom M-KOPA, which helps to acquire solar power lighting and mobile charging.



Practical technicians' training sessions at JKUAT.

Investment in Infrastructure has been championed as a poverty alleviation instrument. For example, construction of rural roads is key to raising living standards in poor rural areas.

By reducing transport costs, roads are expected to generate market activity, affect input and output prices, and foster economic inter-linkages. Improved transportation therefore enhances social outcomes by facilitating access to social services.

JICA's intervention in infrastructure development emphasizes targeted projects with highest rates of returns. Prioritization and placement of infrastructural projects are therefore key criteria for Japanese ODA financing.

PRIVATE SECTOR DEVELOPMENT

Second Phase of Trade Training for Small and Medium Enterprises (SMEs)

During the year 2012, the Second Phase of Trade Training for Small and Medium Enterprises was implemented in various parts of the country by two institutions i.e. Kenya Institute of Business Training (KIBT) and the Export Promotion Council (EPC). Under the Business Management Training, various small businesses were trained both in Kariobangi and Thika with the support and facilitation of the field trade officers. During this period, a consulting house was established in Kariobangi in order to offer advisory services to the businesses. Setting up of this house was facilitated by the project team with the technical inputs from the Consortium for Economic Research Development Services (CERDS).

During the project period, there were two trade missions to India which comprised of officials from the KIBT, EPC, JICA and the businesses representing various sectors. The purpose of the mission was to learn and enhance business management skills with the Indian entrepreneurs. Similarly, both the KIBT and the EPC developed areas of cooperation with various counterpart organizations in India. During the training, various levels of the businesses were identified and the training covered additional towns as compared to the first phase. The training was carried out mostly by local consultants. There was improved facilitation of the training which also incorporated business coaching for selected firms. One marked improvement from previous years was the incorporation of development of business plans by the selected firms for presentation and modification during the training.

In December 2012, there was a terminal evaluation that was carried out to assess the achievements made during the project period.



Mr. Joseph Nduhiu of Watuka Dairy Cooperative Society in Nyeri shows a yoghurt making machine that was purchased with assistance of the OVOP Program.

One Village One Product (OVOP)

In February 2012, JICA Kenya and the Ministry of Industrialization hosted the first African Packaging Seminar that brought together participants from over 10 countries in Africa that were at various stages of implementing the One Village One Product (OVOP) "See pg. 9". During the seminar, packaging was identified as one of the major challenges inhibiting the marketing of products from the various business groups. A number of local packaging firms were invited to exhibit their products. Packaging consultants from both the public and private sector institutions made presentations on the concept of packaging.

In December 2012, JICA Kenya hosted a team of public officials from the Ministry of Regional and Local Government, Housing and Rural Development, Namibia, who were preparing to implement OVOP in their country under the name of One Region One Initiative (OROI). The participants who were drawn from the government were able to get exposure on the Kenyan OVOP system in order to acquire lessons learned during the implementation. This could assist them to have a smooth take off of the program in their country. Namibia is currently rolling out the actual implementation of the pilot activities and this requires extensive sensitization and awareness among role players at both national and regional levels.

During the year 2012, with support from the project team, the Ministry of Industrialization carried out a re-launch of OVOP District Committees (ODCs) in 12 new Districts (Kiambu, Murang'a South, Kirinyaga West, Makeni, Mbeere South, Meru South, Nakuru North, Loitokitok, Migori, Rarieda, Kimilili and Teso North. Further re-launch was done in the pilot Districts (Nyeri North, Yatta, Nandi East, Bomet, Laikipia West, Kisii South and Vihiga). The monitoring and evaluation aspect was given additional prominence as demonstrated during the

first OVOP baseline survey which was carried out in the selected pilot districts. Baseline survey results which will be subject to periodical update by the DIDO will form the basis for the monitoring and evaluation exercise.

Once the OVOP Groups were selected, a number of OVOP Business Management Seminars were held in various parts of the country. During the seminar, service providers were invited to explain some of their services to the participants. Service providers that were invited included; Kenya Industrial Estates (KIE), Kenya Bureau of Standards (KEBS), Kenya Institute of Business Training (KIBT), Kenya Institute of Management (KIM), Equity Bank and Uchumi Supermarket.

Project on Productivity Improvement in Kenya

In March 2012, the project on productivity improvement in Kenya was kick-started and would be implemented for a two year period. Competitiveness in both the private and public sectors is key in achieving the aspirations of the country's Vision 2030. The Productivity Centre of Kenya (PCK) under the Ministry of Labour is charged with the responsibility of driving the productivity agenda which is done by providing consultancy services to various organizations.

The first Joint Coordination Committee (JCC) for the project took place in April 2012 and was attended by various invited stakeholders from both the public and private sector institutions. During the meeting, JICA's Chief Representative emphasized the need for PCK to carry out benchmarking with successful examples in other countries. The Ministry of Labour noted that the PCK would be strengthened further in order for them to effectively deliver on their mandate. During the year, various activities were carried out: Training of Trainers was conducted for technical service providers on productivity issues. Six companies were selected as model companies to receive consultancy services on productivity improvement. Assistance was also provided to productivity indices.

It is hoped that the improved capacity of the PCK would ultimately result to provision of better services, especially to those sectors that are currently lagging behind in matters of productivity. Finalization and implementation of the National Productivity Policy was identified as one of the key priorities that would get precedence during the project period.

Public Financial Management Reforms (PFMR)

JICA, together with other Development Partners such as the World Bank, CIDA, DANIDA, DFID, Annual Report 2012

European Union, GIZ, IMF, Norway, SIDA and USAID have been working closely with the government of the Republic of Kenya to implement various Public Financial Management Reforms. The comprehensive program to strengthen public financial management (PFM) systems was launched by the government in 2006. This was based on realization that lack of transparency and accountability in the management of public finances negatively impacts economic growth and development, increases the cost of doing business and ultimately undermines the broader poverty alleviation agenda.

Evaluation of the first strategy of the PFMR reforms was carried out as a result of which specific recommendations were made for the second strategy whose point of departure is re-organizing the components approach into the following thematic groups:

- 1) Resource mobilization
- 2) Resource allocation
- 3) Budget execution, accounting, reporting and review
- 4) Independent audit and oversight
- 5) Fiscal decentralization and intergovernmental fiscal relations
- 6) PFM Legal Framework and
- 7) Automation and integration IFMIS (Integrated Financial Management Information System).

The restructuring of the proposed second phase was done in order to align the PFMR systems to the new constitution and more specifically the Public Finance Management Act. The new PFMR strategy is to strengthen public financial management systems so as to address the identified critical weaknesses in public policy management, expenditure management, budget preparation and execution and service delivery.

Some of the notable successes that can be directly attributed to the implementation of the PFMR reforms include successful implementation of the value for money audit system that is being carried out in various areas by the Kenya National Audit Office (KENAO). Within the Teachers Service Commission (TSC), a fully Integrated Financial Management Information System (IFMIS) to manage the accounting and finance function is in place. Consequently, the payroll has been cleaned and teachers' records migrated to the Integrated Personnel Payroll Data (IPPD) system.

With the support of the PFMR system and the Financial and Legal Sector Technical Assistance Project (FLSTAP), the debt management department and management of the public debt in general has been strengthened. The Civil Service Pensions

Department has also undertaken major reforms such as re-engineering, records management, carrying out payroll cleansing and staff capacity building.

TRANSPORT INFRASTRUCTURE

Reducing Cargo Congestion at the Port of Mombasa

The port of Mombasa has over the years seen increasing traffic but has had little upgrade of its infrastructure. The recent trend of containerization has led to the congestion of its container yard, which has a capacity of 250,000 twenty-foot equivalent units (TEUs) against the 800,000 TEUs that it is currently handling. Costly delays in clearing of goods for Kenya and other landlocked African countries such as Uganda, Rwanda, Burundi, South Sudan and parts of the Democratic Republic of Congo which use the port have become the norm.

Globally, containerization of cargo has increased rapidly. There is therefore an urgent need to construct a second container terminal at the port to overcome these challenges. It was in this regard that the Government of Kenya approached the Government of Japan to support its construction. The Government of Japan, through JICA, signed an agreement to finance the construction under Japan's ODA Loan program to the tune of JPY 26.711 billion (approx. Ksh. 27 billion). The project began in March 2012 and is scheduled to end in March 2016.

During the ground-breaking ceremony in December 2012 for the container terminal at Kilindini Port, Mombasa, H.E. President Mwai Kibaki noted: "With an additional space for 1.2 million containers, the second container terminal will accommodate the current volumes and be well positioned to cater for the projected container increase in excess of 960,000 TEUs by 2015."

He further said that alongside the development of a second container terminal was the planned construction of Dongo Kundu bypass to connect Mombasa-Nairobi road with Mombasa-Lunga Lungu road. This project, also financed by Japan



H.E. President Mwai Kibaki unveils a plaque marking the ground-breaking ceremony of the new container terminal at Kilindini Port, Mombasa. Japan's Ambassador to Kenya, H.E. Toshihisa Takata and JICA's Chief Representative, Mr. Hideo Eguchi were also present.

through a JPY 27.691 billion (approx. Ksh. 28 billion) loan, will offload some traffic from the Likoni Ferry crossing, especially vehicles ferrying tourists from South Coast to the Moi International Airport and those evacuating cargo from Mombasa port.

"The Mombasa Port Development Project is one of the biggest single ODA projects in Japan's history of economic cooperation to Kenya," observed the Ambassador of Japan to Kenya, H.E. Toshihisa Takata. The project is expected to have a great positive impact not only for Kenya but will also boost trade in the larger Eastern African region and beyond, and contribute to the achievement of Kenya's Vision 2030.

President Kibaki Launches Link Roads Project

Kenya's President, H.E. Mwai Kibaki, launched the construction of the Nairobi western ring roads which shall be funded through a Sh.2.5 billion grant from the Government of Japan.

Speaking during the ceremony, President Kibaki emphasized the need for better roads if Kenya was to achieve its development goals. He commended the Japanese government for taking the initiative to build the link roads. When completed in 2013, the roads shall decongest the traffic in the city of Nairobi.

The ceremony was attended by the Ambassador of Japan to Kenya, H.E. Toshihisa Takata, the Prime Minister, Hon. Raila Odinga, Minister for Roads, Hon. Franklin Bett, the former Chief Representative of JICA, Mr. Masaaki Kato, and other senior government officials.

H.E. Takata assured the Government of Kenya that the roads shall be constructed to the highest standards possible and emphasized that "products and services by Japanese companies were always about quality because quality work was the cheapest in the long run."

When completed, the road project shall create the missing links that connect Kileleshwa police station to Westlands Roundabout, Ole Odume road to Kileleshwa police station, and James Gichuru road through Yaya Centre to Ngong Road. The roads contractor is the NIPPO Corporation of Japan.

The construction of the ring roads was planned to take measures against increased congestion of roads in Nairobi which has resulted to time and fuel wastage as well as accidents. This has increased transport costs drastically which is not conducive to economic development of the country and affected the livelihoods of the city's four million residents.



JICA Health Sector Works Towards Universal Health Coverage in Kenya

Strengthening Human Resources for Health at Tier One (Community Level); Perspective of JICA CHS Project in Kenya.

Human resources for health remains one of the most critical factors of production in the health sector as the organizers of all the resources that are required to make the sector functional and deliver services in the different contexts. Competence, efficiency, effectiveness and among many other factors that are inherently innate in human resources for health are critical for the health sector to respond to the needs of the community members in different parts of Kenya.

The Project for Strengthening Community Health Strategy in Kenya started in October 2011 to support the Ministry in strengthening policy management for Community Health Strategy (CHS) at the national level. The Project focuses on establishing/strengthening evidence-based policy cycle by linking the national level with the implementation (community) level. Thus, conducting Operations Research (OR) in the community to address the national CHS research agenda is one of the important outputs.

The Project completed data collection (baseline

survey) in 4 OR sites to study the ideal skill mix for human resources at the community level (Level 1) in order to execute preventive and promotive services in the community.

The work of Community Health Extension Workers (CHEW) and that of Community Health Workers (CHW) had been assessed. Results from focus group discussions revealed that CHEWs play an important role in linking CHWs with the Community Health Committee as well as the Health Facility. Furthermore, CHWs seem to have a lot of potential to serve their own community better. Some CHWs already play a leading role in coordinating other CHWs in report writing and providing further health related advice where possible. Household survey data is currently being entered on the impact of CHEW on Household, CHEW performance and Health facility assessment, and the results will be presented after analysis.

The Project intends to produce evidence for policy change so that health services can be available in the community. In addition, it is the Project's intention that the Project Counterpart (the Division of Community Health Services) is fully involved in conducting OR as a part of their capacity building.

SPEAK Project

The Technical Cooperation Project for Strengthening of People against HIV/AIDS in Kenya Phase II, called SPEAK2, is a 4-year bilateral project between the Government of Kenya (National Aids & STI Control Programme - NASCOP) and Japan (JICA). It aims at strengthening national capacities to scale up quality HIV Testing & Counselling (HTC) services through:

1. Strengthening management and coordination capacity of NASCOP.
2. Building capacity of HTC service providers.
3. Enhancing quality control (QC) and quality assurance (QA) of HIV testing.
4. Improving data quality for effective HIV programming.
5. Examining national standards to scale up quality HTC service in selected sites.
6. Informing the result to the national policy and strategy.

The rapid scale-up of HIV testing and monitoring treatment has resulted in high demand for safe phlebotomy services. However, as most of health care workers in Kenya doing blood collection have not had formal phlebotomy training, they not only put themselves at risk of infection but may also not be collecting viable blood samples. SPEAK2, in conjunction with other partners and using a facility based approach, initially trained 150 master trainers who then rolled out the facility based training. As of the end of 2012, 4,300 health care workers were trained. These trained 'phlebotomists' are expected to form a critical mass for sustaining safe phlebotomy practices.

Also in 2012, SPEAK 2 was able to identify 16 sites to be used as demonstration sites. Demonstration sites are defined as a show case of all best practices as stipulated in National HTC Guidelines. The sites identified are 5 from Mombasa, 5 from Nakuru, and 5 from Dagoretti districts and the Kenyatta National Hospital - KNH. These sites were supported to meet national standards through training, mentorship, provision of essential materials and job aids. Demonstration sites operation is quite a novel idea that will ensure sustainability of quality HTC services especially as services are devolved to the regions.

Kenya Aids Indicators Survey (KAIS2)

Kenya Aids Indicators Survey 2011/12 (KAIS2) is a population survey conducted once every 5 years. It provides primary information on 'know your epidemic' in this country, the outcomes of various interventions, and assesses the general service needs in relation to HIV, for example self-testing. This information is significantly important for decision

making in planning the next steps towards universal coverage of HIV related services. JICA has been a member of the Steering Committee of the survey and provided technical and financial support throughout the various levels of implementation.

JICA SEMAH Project: Kenya Institute for Health Systems Management's (KIHS) Role Towards Universal Health Coverage in Kenya

Since Prof. Margaret Chan, Secretary General of World Health Organization, said that "Universal Health Coverage (UHC) is the single most powerful concept that public health has to offer", UHC became one of the key global health initiatives as post-MDGs agenda. UHC is a broad concept that has been implemented in several ways, in which the government action is aiming at extending access to health care as widely as possible and setting minimum standards.

According to the Kenyan context, UHC has been exercised and strived for by the government since the National Hospital Insurance Fund (NHIF) was launched in 1968. However, it has only attracted the coverage of 12,300,000 people (29% of the total population) through the efforts of more than 40 years.

While other innovative health financing programmes including Health Sector Services Fund (HSSF), Performance-Based Financing (PBF), Conditional Cash Transfer (CCT), Demand-side Financing (DSF), Output-Based Approach (OBA, such as Voucher scheme) and Community Insurance Scheme are piloted and scaled up to some extent, there is no single pooled fund mechanism, established as Social Insurance towards achieving UHC in Kenya.

What becomes clear in this issue is that although UHC is not a guarantee for progress, attention should focus now on how to make the most of the transition. The roadmap for achieving UHC in Kenya is still unclear although the Healthcare Financing Strategy was articulated and drafted recently. Here, joint efforts by the people and the nation are more and more needed.

For the time being, JICA SEMAH Project (July 2009 – June 2013) strives to accelerate service delivery in Nyanza province through leadership and managerial capacity development of provincial and district health management teams. The Project capacitated more than 400 health managers at provincial and district levels through Health Systems Management (HSM) Training Programme uniquely developed by the Project



Health workers in Kenya who participated in a community health extension training seminar.

and Community of Practice including universities and training institutions.

The leadership and management skills were also cascaded down to the level of health facilities, CHEWs and CHWs. The Terminal Evaluation Mission articulated that the Project significantly fostered organizational capacity and management functions. More than that, the Project impact reflected that major service deliveries in Nyanza province increased by 28% on average while pilot districts improved health services dramatically by 51% in Siaya and 58% in Kisumu West.

In line with these remarkable results, the Ministries of Health decided to institutionalize health systems management into the establishment of 'Kenya Institute for Health Systems Management (KIHSM)' as a Semi-Autonomous Government Agency (SAGA). The concept of KIHSM was developed jointly by the Management Sciences for Health (MSH) and JICA SEMAH Project in August, 2012. The Institute is hosted by the Kenya Medical Training Centre (KMTC) and is expected to improve health leadership and management for County Health Management Teams and relevant health providers and stakeholders.

This is also apart of progress towards UHC in Kenya. In fact, managerial capacity is the foundation for UHC in the devolved health systems. Servant leadership, interactive communication and political commitment in the health sector facing the transitional period of decentralization by devolution should be ensured. In the JICA New Health Sector Support Programme, health systems management

training through KIHSM is an essential project to support devolved health systems towards UHC in Kenya.

Improving Work Environment and Problem Solving Through 5S-KAIZEN Approach at Kenya's Health Facilities

Since the introduction of 5S – KAIZEN – TQM concept to Coast Provincial General Hospital (CPGH) Mombasa, the Project has uniquely assisted the hospital to improve on areas such as organization of the workplace, otherwise known as the 'Gemba', 'team building', 'communication and dialogue', and 'problem identification and solving'. Since the project commenced in mid-2009, the hospital has established a 'Quality Improvement Team (QIT)', buttressed by about 40 Work Improvement Teams (WITs). 5S-KAIZEN has been spearheaded by 5 pilot departments in Human Resources, Medical Records, Procurement and Supplies (Stores), Medical Engineering (HMU) and Ward 7 (Female Surgical).

With support from the Ministry of Medical Services and JICA, the hospital has continuously expanded on-the-job training (OJT) for health workers in the pilot departments. Significant progress was recorded last year where the Medical Engineering Department was then moving from 5S to the KAIZEN phase. The Procurement and Supplies Department has also recorded significant progress and achievements. Besides attaining a



A disorganized drug store before 5S.



A drug store after being arranged and labelled using 5S.



A tool box before 5S KAIZEN .



Well organized tools through 5S KAIZEN.

better organized work environment, the drug store has significantly reduced the proportion of drug expiries.

Other departments such as human resources and medical records have substantially reduced the time it takes to retrieve staff and patient files respectively, thereby improving services delivered. There has also been reduction in the number of files reported as 'lost' or 'missing' through introduction of a file tracking system at these departments.

Based on the achievements realized from the pilot hospital at Mathari in Nairobi, and later from the expansion to CPGH Mombasa, the Kenya Ministries of Health adopted 5S-KAIZEN-TQM approach as the entry point to implementation of the Kenya Quality Model for Health (KQMH), as articulated in the KQMH Implementation Guidelines,

November 2011. The Ministry of Medical Services in collaboration with JICA continued to expand this approach to other hospitals in the country.

To date, a number of hospitals in the Coast (Malindi, Kilifi, Voi), Central (Thika Level 5, Gatundu), South Rift (Kericho), Western (Kakamega PGH) and Nyanza (Jaramogi Oginga Odinga Teaching & Referral Hospital and Kisii Level 5) have been sensitized and trained on KQMH and 5S – KAIZEN – TQM approach.

Similarly, the Ministry of Public Health & Sanitation through the JICA Project on Strengthening Management for Health (SEMAH Project) has introduced 5S – KAIZEN – TQM approach to lower level facilities in its pilot districts in Nyanza province.



Developing Human Resources For Africa's Sustainable Development

Strengthening Mathematics and Science Education (SMASE)

The education and training role in national development needs no emphasis since education is key and a bedrock of national development. It also enables individuals to develop their own talents, capabilities and live with dignity besides fostering understanding and peace among peoples of different cultures. In support of basic education in Africa, Japan through JICA has continued to support development of education and training in Africa so as to fulfill its commitment made to African countries through the TICAD process.

For a country to be globally competitive in the 21st century, it has to have a well-educated and innovative manpower especially in scientific and technological fields. To this end, the JICA-MoE (Ministry of Education) project on the Strengthening of Mathematics and Science Education (SMASE) was launched in Kenya in 1998 as a pilot project in 9 districts. Due to the project's success and impact, it was expanded across the country and to other African countries with effect from 2004.

SMASE Project has continued to lay the foundation for development of human resource

necessary for the technological and industrial development stipulated in Kenya's Vision 2030. SMASE has to date in-serviced at the Centre for Mathematics, Science and Technology Education in Africa (CEMASTE) secondary and primary training of trainers (TOTs) for Kenyan needs and over 1500 TOTs from Sub-Sahara Africa under auspices of JICA's Third Country Training Programme (TCTP).

The overall project goal has been to upgrade African youth capabilities in mathematics and science education through In-Service Training (INSET) of mathematics and science teachers in African countries. Targeting of mathematics and science was due to the fact that these subjects form the foundation for development of human resource required for technological and industrial development and sustainable development.

Since 2001, a SMASE-WECSA (Western Eastern Central & Southern Africa) network and association for the strengthening of mathematics and science education in Africa was established, which is capable of creating human resources necessary for Africa's sustainable development during the 21st century and beyond. The network was formed after studies initiated by SMASE personnel which found out that many African countries were facing

similar problems in the teaching and learning of these subjects at both primary and secondary levels. Since the launch of SMASE-WECSA association and SMASE TCTP in 2004, there has been increased interest and appreciation by the African governments of the role the SMASE-Kenya type of INSET approach can play in improving the quality of mathematics and science education through professional development of teachers. The role of SMASE-WECSA activities in the implementation of the Second Decade of Education for Africa has been acknowledged by African Ministers of Education during their various forums.

The general themes and objectives of the training programs and annual meetings have been to enhance the quality of teaching and learning of mathematics and science in Africa through application of student-centred teaching and learning as conceptualized in activity-student-experiment and improvisation (ASEI) and plan-do-see and improve (PDSI), simply referred to as ASEI-PDSI.

After studies on application of ASEI-PDSI by the ex-participants of TCTP in the classroom, it was found necessary to concentrate more on classroom activities. To do so, annual Technical Workshops (TWs) for teachers on actual classroom/laboratory practices were initiated and launched in 2008. The TW's main objectives are to give teachers opportunities to share their diverse experiences and ideas on challenges that hinder application and entrenchment of ASEI-PDSI practice in the classroom. The first SMASE-WECSA TW was held in Swaziland in 2008. Through bilateral arrangements, other TWs have been held in Rwanda, Uganda and Zambia. During the TW, teachers discuss and formulate possible strategies for addressing identified challenges.

The second SMASE-WECSA TW, whose theme was entrenching ASEI-PDSI practice in the classroom, was held in Nairobi in July 2012. The TW was attended by 39 participants from 18 SMASE WECSA member countries besides JICA experts from 4 countries. In addition to sharing experiences on application of ASEI-PDSI, participants made recommendations on strategies to address the challenges faced by teachers in the application of ASEI-PDSI in the classrooms.

The Nairobi TW was officially opened by the Education Secretary, MoE, Kenya. The closing ceremony was presided over by Mr. Hideo Eguchi, the Chief Representative, JICA Kenya Office.

To ensure that effort on SMASE is sustained in Africa through institutionalized INSET for continuous professional development (CPD) of teachers, the association's Annual Delegate Meeting (ADM)

held in Nairobi in November 2012 approved its revised constitution and launched the 2014-2018 Strategic Plan. The ADM resolved to embark on establishing a Country Chapter in each of the member countries in view of getting countries to institutionalize and regularize the Kenya SMASE type of INSET. This will be done with assistance of Kenya and ADEA and through AU as outlined in the association's constitution and Strategic Plan 2014-2018. Member countries were urged to endeavor and establish national chapters for strengthening their INSET systems for CPD. JICA and SMASE-WECSA secretariat (CEMASTE) urged TCTP ex-participants and African ministries of education to support and strengthen SMASE-WECSA Association in its endeavour to sustain activities initiated and nurtured by JICA since 2001 towards improving mathematics and science education. The ADM requested JICA to continue supporting SMASE-WECSA activities/programme in Africa through bilateral arrangements as appropriate and in line with Japan's commitment on Africa's development.

As has been the case since 2001, the 2012 SMASE-WECSA ADM was held under the auspices of JICA and was attended by participants from 27 member countries, JICA headquarters, ADEA and Malaysia. The meeting's official opening address was delivered by Kenya's Assistant Minister for Basic Education while the closing ceremony speech was given by Mr. Tambara, Director of Basic Education from JICA Headquarters, Tokyo.

Education Minister Commissions CEMASTE Project in Nairobi

The Minister for Education, Hon. Mutula Kilonzo, in 2012 commissioned construction of the upgrading and refurbishment project of the Centre for Mathematics, Science and Technology Education in Africa (CEMASTE) at Karen, Nairobi.

The project has received a Sh. 481 Million Grant Aid from the government of Japan, through JICA,



Hon. Mutula Kilonzo, Minister for Education, delivers a speech while commissioning the upgrading and refurbishment of CEMASTE.



Hon. Mutula Kilonzo and Japan's Ambassador to Kenya, H.E. Toshihisa Takata, visiting a lab at CEMASTE during the commissioning.

to enhance training and teaching of mathematics and science in Africa.

Speaking during the ceremony, the Minister said the place of mathematics and technology in the future of Africa is important as no country develops without them. "That is why the government places much importance to CEMASTE and it shall play a big role in enhancing technology based education," he said.

He said he would facilitate the centre to become semi-autonomous in order to fast track its expansion activities and be able to attract additional funding. When the centre achieves semi-autonomy status, it shall consider changing its name to the Institute for Capacity Development of Teachers in Africa (ICADETA) in line with its vision for the future which is to promote science, technology and innovations in Africa.

Japan's Ambassador to Kenya, H.E. Toshihisa Takata said Africa was ready for economic and industrial take-off and that CEMASTE has a role to prepare the continent for this. He added that the place of science and mathematics in this process was crucial and encouraged more children to study the subjects. He noted that children were a country's most important resource and was encouraged that most African children are now attracted to science-based careers such as medicine and engineering. "This places CEMASTE in a pivotal place to make these dreams of the African children come true," he said.

Grassroots Women Empowered to Transform their Communities

The women assembled inside the Jomo Kenyatta University of Agriculture and Technology (JKUAT) conference hall were doing what African women are well known for during joyous occasions – singing and dancing. The 56 grassroots women had been selected from different districts across the country to attend a 3-week entrepreneurship course at the

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university. Similar courses, sponsored by JICA, have been held annually at the institution since 1994. This year's course was titled 'Incubating Grassroots Women Capacity for Sustainable Socio-Economic Empowerment and Livelihoods Transformation.'

The Chief Guest was Hon. Wavinya Ndeti, Assistant Minister for Youth Affairs and Sports. "I am happy to note that women are no longer relegated to domestic chores but are playing key roles in economic development," she said. She had observed first-hand the benefits of the JICA-JKUAT training from one of her constituents, Ms. Sabina Mwikali, an ex-participant of the course and now one of the facilitators.

The CEO of the Women Enterprises Fund (WEF), Mr. S.T. Wainaina was also present and noted that WEF had signed an MoU with JKUAT to support the incubation of the women enterprises after their training. This would ensure that they received necessary assistance to implement what they had learnt during the course.

Prof. Mabel Imbuga, the Vice Chancellor of JKUAT, encouraged the women to share the skills they had learnt with other women, in order to spread the benefits and develop their rural areas.



Participants from various districts in Kenya who attended the entrepreneurship course at JKUAT.

2012 Robot Contest Exposes Students to New Technology

The 4th Robot Contest in Kenya was held on 10 May 2012 at the K.I.C.C, in Nairobi. It brought together technical institutions and national polytechnics from all over the country. Kisumu Polytechnic College emerged the winner with their robot managing to perform some of the assigned tasks.

The robot contest was first introduced in the country by the late Dr. Osamu Makino in 2007. In 2012, Dr. Makino's wife and son came all the way from Japan to witness the legacy which he left behind. Mrs. Makino was the chief guest during the contest day and was impressed by what she observed. In her remarks she appreciated the efforts

of the students and urged them to work harder for greater success.

The robot contest was part of the 1st National Science, Technology and Innovation Week organized by the Ministry of Higher Education, Science and Technology (MoHEST) from May 7-11 2012.

The Science Week was officially opened by the Prime Minister, Hon. Raila Odinga. "The government is supporting science, technology and innovation and it is in the final stages of preparing a policy that will integrate all available science, technology and innovation capacities into one national development agenda," he said. The Minister for Higher Education, Science & Technology, Prof. Margaret Kamar, also urged the government to invest more resources in the science, technology and innovation sector.

Unfortunately, none of the robots completed the tasks. Only two robots managed the first task of picking up one feeder from the storage point, but could not manage to place it on the bull (pestle).

The competition attracted 17 teams comprising of technical institutions, institutes of science and technology, national polytechnics and universities. The 17 teams were a combination of 39 institutions from all over the country that had merged and built robots jointly to reduce the production costs. The first three winners were awarded various prizes donated by sponsors.



Hon. Asman Kamama, Assistant Minister for Higher Education presents a trophy to the winning team during the contest.

Assisting a Child in Serious Conflict

Kambo was abandoned when he was a little baby in Molo town. He was rescued by police and later fostered by a lady who took him to Kabazi, a small town near Subukia, 60 kms away.

Despite his failing health, Kambo's foster mother often forced him to work long hours under the

scorching tropical sun near the Menengai Crater. One day, Kambo overheard her telling someone over the phone that she no longer wanted to keep him. He was of no use to her now that he was sickly and could not work.

All day, Kambo reflected on what he had heard, and decided that he must leave and find a safer place to live in. During the middle of the night when everybody was asleep, he left and walked for 10 kms towards Makutano town where he reached the next morning, tired, thirsty, hungry and sick.

On reaching Makutano, he headed straight to a local eatery and ordered a soda and quarter loaf of bread. Save for a few coins in his pocket, Kambo did not have enough money to pay for what he had eaten. The kiosk owner frog-marched the boy to the police station where he was booked. He slept on the cold corridor floors of the police station for two weeks, with no blanket or pillow.

The police took him to court for committal as required by law and the Resident Magistrate committed him to the Othaya Rehabilitation School in Nyeri, Central Province, which was quite a distance away.

By coincidence, Kambo reached his "new home" on the day when the centre was having an Open Day, courtesy of a project for skills development supported by JICA.

Ms. Sato, JICA's long term expert for the Life-skills Development Project, noticed the timid young boy and invited him to sit and eat something. It was like a party to him. All types of cakes, big and small, had been baked by the boys at the Othaya Rehabilitation School.

Just like most children, his eyes were 'much bigger' than his stomach and he felt rather sick after eating far too much sugar! The teacher noticed his bulging stomach and gave him ENO for relief. A few minutes later, he did a big burp and then asked to go back to the party for some more fruit cake!

As days and months progressed, the manager, instructor and caretakers trained through the JICA-assisted Project for Capacity Building for Child Care and Protection Officers (CCPO) in Othaya realized that Kambo was a very bright child and learned life skills in art and drawing, soap making and baking faster than most of the other boys. He came up tops in the examination after just three months of rehabilitation.

Today, Kambo has warmed the hearts of so many people through his enthusiasm to try new things and his utter determination to better his life and make the best of every situation.



Capacity Development for Water, Environment and Waste Management

Solid Waste Management

Nairobi has experienced rapid population growth largely due to rural-urban migration and increased economic activity. According to the 2009 census, its population stood at 3.1 million inhabitants, comprising of 985,000 households.

The Preparatory Survey on Integrated Solid Waste Management in Nairobi City (Master Plan) carried out in 2010 by the City Council of Nairobi (CCN) and JICA revealed that the rate of solid waste generation in the city was approximately 2,400 tons/day. However, about a half of the waste generated is left uncollected or illegally dumped within the city and the rest transported to the only legal final disposal site situated in Dandora.

The Project for Capacity Development of Solid Waste Management of Nairobi City kicked off in mid-April with a seminar attended by over 100 participants including the Secretary, Local Authorities Administration, Amb. Philip Owade, Nairobi's Mayor and Town Clerk, representatives from academic institutions, NGOs/CBOs and private service providers (PSP). This was followed by a colourful session to hand over two double-cabin pick-up vehicles and 10 motorcycles to CCN by JICA.



JICA's Chief Representative, Mr. Hideo Eguchi, presenting a vehicle for the project to officials of the City Council of Nairobi.

This Project, which is being implemented for a period of 4 years from March 2012 seeks to address solid waste management from the organisational, local community and individual levels and adopt a participatory approach to include all relevant bodies and stakeholders. In order to do this effectively, the capacity of CCN first needs to be strengthened. JICA will therefore continuously assign experts to CCN in the fields of waste collection and transportation, CBOs coordination and public participation to enhance the capacity of staff. At the same time, CCN staff will also undergo training in Japan. Already, two

officers from the Department of Environment were intensively trained in Kitakyushu City, Japan from 21 October 2012 to 3 November 2012 and aquired first-hand experience of solid waste management in a Japanese local government.

Under the Project, two pilot projects will be implemented; one for introduction of the waste collection and transportation franchise system, and the other for CBOs' involvement in waste collection from slum areas.

Non-Revenue Water Project

Some workshop participants seemed stunned and others somewhat confused or excited by Eng. Walter Mosefi's pronouncement that there were 'ten commandments for water meter installation'. "Having leak detection equipment and installing new meters is not enough to reduce non-revenue water (NRW). There are techniques and procedures to ensure that meters are correctly installed to give accurate readings," he said. Pressed by eager participants to clarify his statement, Eng. Mosefi, a lecturer at the Kenya Water Institute (KEWI), explained that one 'commandment' was to avoid coupling a meter directly to a sluice valve and ensure that there is a straight pipe length equivalent to 10 times the diameter of the meter up and down stream to the meter. This later turned out to be the tenth 'commandment' when he eventually forwarded the General Water Meter Installation Conditions (which are actually 14) to the JICA Experts' team assigned to the Project for Management of Non-Revenue Water.

This exchange was part of the plenary session during the 3rd Stakeholders Consultative Workshop organized by the Project whose theme was 'Enhancing Gains in Non-Revenue Water Management in Kenya' that was held on November 29, 2012 in Nakuru. The workshop attracted

participants from Water Services Boards (WSBs) and Water Service Providers (WSPs) who shared their experiences and discussed their challenges frankly. During the workshop, participants were introduced to version 3 of the manual and guidelines for reduction of NRW prepared through the Project.

This four-year Project, whose objective is to consolidate and strengthen Kenya's systems, mechanisms and capacity for supervision, implementation and dissemination of non-revenue water reduction commenced in September 2010. The Project is being piloted in Embu, Kapsabet and Narok WSPs. The mid-term review of the Project was carried out in September 2012. Once successfully implemented, it is expected that the Project will greatly contribute towards reduction of NRW to between 20-25% by the year 2020. The implementing Agency is the Water Services Regulatory Board (WASREB).

Kenya Hosts 4th Regional Social Forestry Course

The Kenya Forestry Research Institute (KEFRI) once again hosted the JICA-sponsored Third Country Training Program (TCTP) Regional Training Course on Mitigating Climate Change in Africa through Social Forestry. Participants from 14 out of the 18 target African countries attended this year.

This being a practical course, participants visited various areas across the country, with different climatic conditions, and observed practical social forestry initiatives. One such visit was to the Ngomongo Villages in Mombasa. Ngomongo Village, meaning "big rock" in the Kikuyu language, is an eco-cultural tourist cultural village. It is situated at a coral limestone quarry previously earmarked as a dumping site but reclaimed through planting of different species of indigenous trees through the initiative of one Dr. Gikandi.

The community was involved in tree planting and this raised public awareness hence promoting environmental conservation. The infusion of cultural tourism through showcasing the traditional lifestyles and cultures of different Kenyan ethnic groups enhances sustainability. The village has grown into a popular tourist site with attractions such as various kinds of wildlife, snakes and several species of birds – ostriches, weaver birds among others.

One of the participants of the course was Mohapi Malefane, from the Lesotho Council of NGOs. "I am very happy to attend this training, as it gives us practical examples of how we can utilize social forestry. I am most impressed by the involvement of the community at the grassroots,"



Clean water supply in Kenya's rural and urban centres is important for the country's development.



Participants learn about social forestry income generating activities.



A Third Country Training Program session at KEFRI.

he said. "We see how the communities have created a good relationship with nature – forestry and wildlife. If this harmony is maintained we can all come to appreciate the coexistence of man and nature," he added.

Participants also visited Haller Park, a popular site in Mombasa. The park was started in 1971 by Dr. Haller of the Bamburi Cement Company as part of the company's social responsibility. Haller Park, also previously a coral limestone quarry, was rehabilitated into a rich forest with 420 tree species. It also hosts many animal species, including endangered wildlife.

Graco Tartisio from the South Sudan Ministry of Agriculture & Forestry noted the importance of the course: "We now know how to come up with action plans. I have observed first-hand the relationship between agroforestry and climate change as well as the relationship between industry, forestry and climate change. I can now help to conserve the environment in my country." She observed that in all places visited, community participation was key for the success of the initiatives.

The purpose of the course, which was the 4th in this phase hosted by KEFRI, was to enhance the capacities of participating countries to practically

mitigate climate change through implementation of participatory social forestry extension methodologies. The lessons learnt from the course, and site visits are expected to have far-reaching effects of integrating social forestry practices at the community level across Africa, leading to sustainable environmental conservation.

Improving Water Supply in Embu Town

JICA, in collaboration with the Embu Water & Sanitation Company (EWASCO) has been implementing a Project to improve the water supply system in Embu and the surrounding areas. The project, under Japan's Grant Aid Scheme, was launched in 2009 following a request by the Ministry of Water & Irrigation.

Eng. Hamilton Karugendo, engaged as the first Managing Director of EWASCO, notes that in 2005, Embu was facing severe challenges in water supply, with only 2,000 cubic metres (2,000m³) supplied against the required 7,000m³ per day. Despite the rapid urbanization and population growth in the town, the water supply system had not been improved since 1970! As a result, water rationing had become the norm in the town. After supplying water to hospitals, prisons, etc., the amount of water left was only enough to supply households for 3 hours every 2 days, and under very low pressure. Sewerage was and still is a major issue, serving only 16% of the eligible population.

When EWASCO was formed, the community had great expectations of an immediate end to their water supply problems. The company recognized this and initiated some activities using the limited income from water supply revenue. They prepared project plans and designs, costed them and worked with the private sector to obtain credit

in the form of materials. The improved water supply facilities increased volumes of water supplied per day from 2,000m³ to 13,000m³, hence enabling them to meet the existing water demand in the area. This meant that water could be supplied for 24 hours and coverage was also extended to those not previously supplied.

Due to the growing population, however, there was need to increase water production. Higher revenues from the water supply enabled the company to buy a piece of land for this project. EWASCO applied for assistance from the Government of Japan, through the Government of Kenya to finance The Project for Improvement of Water Supply in Embu and the Surrounding Areas. The new project commenced in 2009 and is planned to serve a population of about 170,000 in the town and surrounding areas. "We now have enough water for all these people – 28,000m³, compared to the 12,000m³ at the beginning of the project", notes Eng. Karugendo. "EWASCO has also expanded tremendously and currently employs over 90 permanent staff," he says.

Benefits of the Project to the Community

The project has had many benefits to the community, Eng. Karugendo further observes. "The water has improved the health of community members and saved man hours previously spent in search of water, bringing numerous economic benefits. Gender issues have also improved as a result of the project – girls can go to school and since there is water at home, they can do their homework in the evenings without having to go out in search of the precious commodity," he adds.

The community has contributed a great deal to the project – Community members accepted to sell and even be relocated from the land where the new water treatment works is located, and have also allowed the project to pass pipelines through their land. In addition, they provided labour to dig trenches for the pipelines and security to the project sites to ensure safety of the facilities and equipment.

In addition to their part of the construction component, EWASCO is also managing the funds and facilities of the project at no extra cost to the project, and provides the necessary materials and personnel. The improved coverage once the project is fully implemented will lead to demand for additional personnel hence providing employment for even more people. Another benefit is that higher revenues resulting from the project will enable EWASCO to access credit for the construction of a much needed sewerage treatment plant.

Businesses in the community have flourished – people previously spent a lot of time in search of water e.g. for hotels and other business. Now more businesses are operating optimally, and the value of land has improved due to availability of water. The project has also constructed all-weather roads, hence opening up the area and easing transportation of farm produce and other goods.

Eng. Karugendo is proud of the trophies that EWASCO has won – one for being the most innovative company. He stresses that good management will lead to sustainability of the project, and that the most satisfying thing for him is to improve the lives of the community: "My dream is that even the poor lady in the village will be able to access clean and sufficient water," he says.



One of the site meetings held to monitor progress of the project. INSET: Mr. Yoshida from JICA inspects the project.

Training and Dialogue Programs



First-hand Experience and Learning in Japan

JICA's Training and Dialogue Programs are a form of technical cooperation that it carries out in Japan. Some of the knowledge that Japan as a society has accumulated, including its background in areas such as organizational know-how and social system, can only be understood through first-hand experience. The programs are an important means of technical cooperation which supports human resource development and resolves issues in developing countries.

In 2012, 234 Kenyan training participants visited Japan. The target areas of the training cover various fields, such as agriculture and rural development, human resource development (including mathematics and science education), economic and infrastructure development (including OVOP), environmental management and health sector, including health management promotion.

What the participants learnt in Japan is not only for their benefit but also for the benefit of all the Kenyan people. It should therefore be applied to make a positive impact in all relevant Kenyan organizations and institutions.

Japan Ex-participants Association of Kenya

Japan Ex-participants Association of Kenya (JEPAK) is an association made up of diverse professionals who are beneficiaries of training in Japan through JICA. Upon their return from Japan, they not only communicate with each other but also engage in community activities and academic events. One of the community activities, held every year, is a medical camp in the slums of Nairobi.



Kenyan participants visiting facilities as part of their training in Japan.

What I Learned in Japan

What strikes people visiting Kenya for the first time, especially from the developed countries, is the general disorder in the transport system and the lack of planning in large sectors of Nairobi.

"True, mistakes have been made in the past in the planning, or lack of it, of this city," says thirty-one-year-old City Planner, Mr. Antony Waweru Gathumbi. "But this is changing as the management of Nairobi falls into the hands of younger professionals who are more exposed to modern city planning techniques and with a passion to have a better, functional and efficiently run city."

Mr. Gathumbi has just completed a three-month course in Comprehensive Urban Transportation Planning, planned and implemented by JICA, and is hoping to come home bubbling with new ideas.

"My stay in Tokyo has opened up new dimensions in my thinking to a level I had not expected when I took the flight here (Japan)," he says over dinner at the training center. He says he was impressed by the efficiency under which Tokyo, a city of 13 million people, runs. Traffic moves, the streets are clean, electric power never fails and there is always running water in the taps. "It is like the complete opposite of what happens in Nairobi and this is why this particular course has prepared me for the changes that we expect to execute in Nairobi," he notes.

Giving the example of road transportation, Mr. Gathumbi says having roads that have no potholes is a priority for Nairobi if the traffic is expected to flow. "You cannot expect to eliminate traffic jams if vehicles are moving at a snail's pace and piling up after slowing down at sections where the roads have potholes," he says.

Once this is sorted out, Kenyans shall have to change their behaviour while on the roads. People, for example, should be encouraged to plan their trips to the city's business district recommending that they should leave their cars on the outskirts of the city and take mass transport system into the Central Business District (CBD).

Mr. Gathumbi is excited that the new Syokimau railway station is functioning and that indeed there are many motorists who leave their cars there and take the train to the city. This railway service, he says, shall be introduced to other parts of the city, eventually reducing the number of vehicles getting into the CBD. "Of course, this shall not be an easy shift," he admits, "especially because Kenyans find it demeaning to use the public transport system."

With time, however, this change shall come because history has shown that such initial resistance



A section of one of the highways in Japan. Inset: Mr. Antony Waweru Gathumbi (right) during an interview in Japan with a Kenyan journalist, Mr. Patrick Mungai.

to change was common when first introduced even to developed economies. "Slowly, people will start seeing the advantages outweighing disadvantages and shift to the new mode of transportation," argues Mr. Gathumbi.

The success of such systems, according to Mr. Gathumbi, shall depend much on the management of traffic, planning of the bus routes and the general logistics necessary on a daily basis. Mr. Gathumbi suggests that more use of IT in the formulation of transport systems should be encouraged in what he calls Smart Transport Systems.

IT systems which monitor traffic flow, coupled with tools such as cameras to monitor traffic congestion, allow buses to have longer spans at signal stops. These have enabled faster transportation within the city using designated bus routes, and are just some of the ways to ease traffic congestion.

Mr. Gathumbi says the course in Japan has helped him become a "smarter" team player and given him the abilities to lead in creating strategies for changing transportation and general planning of Nairobi. "Now I'm able to analyse issues in a more realistic manner. Above all, I have admired the Japanese sense of responsibility, cleanliness, hard work and respect to others," he says. "Although these, strictly speaking are not technical, they are attributes without which one cannot be successful at work."

Regional Strategy



JICA's Support Interventions in Regional Integration

REGIONAL STRATEGY FOR DEVELOPMENT

Regional integration has gained a lot of attention in recent years in Africa. For Sub-Saharan Africa, the integration process is imperative. It has been necessitated by the changes that have been occurring in the global landscape and more particularly globalization, which has put to doubt sustainability of the small countries and economies in this part of the world.

In a region where intra-regional trade is estimated to be 10 per cent, which is far less than the other parts of the world, it has become necessary that countries and for that matter the small economies integrate in order to reap from the economies of scale and removal of barriers to trade. In this regard, the individual member countries, regional economic communities (RECs) in Sub-Saharan Africa together with development partners have been implementing various programs and projects geared towards achieving this objective.

Regional Transport Infrastructure Development

JICA has been playing a pivotal role particularly in the Eastern and Southern African region in supporting these efforts through implementation of projects and programs aimed at furthering regional integration. These interventions have been in the form of infrastructure development as well as trade



H.E. Mwai Kibaki and H.E. Jakaya Kikwete, Presidents of Kenya and Tanzania respectively launch the Arusha-Namanga-Athi River Road, one of the Regional Infrastructure projects funded by JICA and AfDB.



A section of the newly constructed Arusha-Namanga-Athi River Road.

facilitation projects. In particular, the completion and commissioning of the Arusha-Namanga-Athi River Road which is one of the regional infrastructure projects jointly funded by JICA and the African Development Bank (AfDB) is significant, as it will facilitate movement of goods between the member countries.

New Custom Clearance System

Truck drivers snake their way through borders in East Africa, awaiting clearance from one country to another. This process could take up to 3 days, and is very costly both in time and money. This arduous process will now be a thing of the past, following the launching and equipment hand-over of a new Customs System, the Real Time Monitoring System/ Cargo Control System (RTMS/CCS) supported by the Government of Japan, through JICA.

JICA has implemented Capacity Development



Congestion at the busy border between Kenya and Uganda.

for Customs Development with the support of proper operation of OSBP (One Stop Border Post) in order to realize smooth and efficient customs clearance. RTMS/CCS, the ICT System for the OSBPs, aims to facilitate more efficient clearance of cargo at the border posts, hence facilitating trade by reducing clearance time and cost of business. The system will be installed at Namanga, on the busy Tanzania/Kenya border in 2013 and will also be installed at other busy borders in Eastern Africa.

Partnership for Health Systems Strengthening in Africa

In 2012, JICA continued collaboration with the Ministry of Public Health and Sanitation and AMREF towards enhancing regional capacity through the 'Partnership for Health Systems Strengthening in Africa' Training of Trainers (TOT) programme. This programme was developed as a follow-up to the 4th Tokyo International Conference on African Development (TICAD IV) held in Yokohama, Japan in 2008 which spelt out priority health needs for Africa.

The programme aims to develop a critical mass of professionals in Africa who will contribute to the promotion of sustainable Health Systems Strengthening (HSS). The Kenyan experience, especially gained through the JICA project in Nyanza, has been reflected in this programme. By mobilising partnerships, JICA hopes that this holistic approach will serve as a platform for building national as well as regional capacity for sustainable health systems strengthening. It will start from Kenya and extend to the



The ICT system for the OSBP.



Trainees from different countries visiting Kenyatta National Hospital, Nairobi.

Africa Health Leadership Management Network (AHLMN) member institutions and countries, and gradually cover most of Sub-Saharan Africa.

Since its inception in September, 2011, the programme offered the HSS training four times in different language groups such as Anglophone, Francophone and Lusophone countries in Sub-Saharan Africa. In one year alone, over 90 senior-level professionals in governments and academia from 21 countries went through this training. So far, the TOT has covered 57 participants from 10 Anglophone countries, 19 from 7 Francophone countries and 14 from 4 Lusophone countries.

JICA will continue to collaborate and coordinate with the Government of Kenya and other partners in building capacity for leadership and management in support of national health systems in Kenya and Sub-Saharan Africa as a whole.



SMASE TCTP practical training session for African teachers.

The Network of SMASE-WECSA

The Network of the SMASE-WECSA (Strengthening of Mathematics and Science Education in Western, Eastern, Central and Southern Africa) is a network and association for the strengthening of mathematics and science education in Africa. The network was formed in 2001. It is an African regional program that began with support of JICA's Project in Kenya, SMASE (Strengthening of Mathematics and Science Education). *(For more information on SMASE-WECSA, please see Pg. 23-24.)*



SMASE-WECSA Conference held in 2012.



Encouraging Overseas Activities at Grassroots Level

Japan Overseas Cooperation Volunteers (JOCVs) assist and encourage overseas activities on the part of young people who wish to cooperate in the economic and social development of developing countries.

It is one of JICA's programs that are aimed at providing technical assistance in developing countries at the grassroots level. In principle, JOCVs spend two years living and working with people in the community.

JOCVs in Kenya work together with counterparts to help build the capacity of the host organization. They plan, strategize, work and carry out evaluation with the local staff. Through interaction with the counterparts and the community, fresh and unique ideas stemming from their youthfulness provide opportunities to experience and discover the joy of creating and striving to achieve economic and social development.

Since 1966, almost 1,500 volunteers have been dispatched to Kenya. As at 2012, there were 83 JOCVs attached to various government ministries. Their assignments are based strictly on the specific requests forwarded by the Government of Kenya. The program of Senior Volunteers (SVs) enlists middle-aged and older people who have a wealth of experience and the volunteer spirit. 5 SVs were sent to Kenya in 2012 in order to assist in development.

Helping Drug Users Overcome Addiction

It is a small office tucked in a crowded part of Mombasa's Old Town. It is this little old office that houses Reachout Centre Trust, an NGO which is doing a lot of work to assist drug addicts in the town to recover from addiction and also realise the dangers of drug use. Among the staff working here is a young Japanese Volunteer, Mr. Tomoaki Fujishiro. "My work for the past six months has involved going to the field - in the estates and villages - with the rest of the team and helping in the collection of data which is necessary in planning the outreach programs," he says. "Some of the data includes trends in drug use in the Coast region and also around the world and relate it to what is happening in Mombasa."

The data is necessary for planning and through it, the organization can know the effectiveness of its activities at any given time and also determine whether it is making any difference to the community. It also helps the organization to determine priority areas of concentration so that its campaigns can be effective.

Mr. Fujishiro was dispatched to the centre through the Japan Overseas Cooperation Volunteers (JOCV) program.

Mombasa is one of the towns in Kenya that have been badly affected by drug abuse and has the



Volunteer Tomoaki Fujishiro with staff of Reachout Centre Trust during a planning session.

biggest share of the more than 26,000 drug users in the Coast region. This has left many young people addicted to the drugs and unable to work for a living. Many others have also contracted HIV/AIDS.

The Team Leader, Mr. Mohamed Swaleh, says the centre was started in 2003 and has been very active since then because of the increasing drug abuse problem in the region and an increasing HIV prevalence.

Today, the centre offers various services such as Voluntary Counselling and Testing (VCT), an in-patient rehabilitation program, a re-integration program for those who are affected, outpatient services and advocacy. The outreach program was started in 2005. It covers a vast area in and around Mombasa town which includes Kwale, Kilifi and Ukunda.

Among its activities, outreach is the most complicated because it involves going to the dens where the addicts hide to inject themselves with drugs. Some of the dens can be quite dangerous to the outreach staff. "When we reach the drug users, we try to convince them about the dangers caused by the drugs, particularly heroine, which they seem to have easy access to despite it being a very dangerous substance," says Swaleh.

Those who have been on drugs for a long time or are sick are taken to the hospitals for treatment and those who need condoms are given freely to stop the spread of HIV. Sometimes, the centre uses those who have recovered from drugs to convince the victims about the dangers of drug use. "There are times when we use village elders to identify the drug users and their dens so that we can reach them," says Swaleh.

The most important aspect of the centre is that those who recover from addiction, which may take a long time, are assisted to find gainful employment. There are many who have benefited from this arrangement and left drugs for good. Now they are living normal lives and according to

Program Officer, Mr. George Mlanda, some have been re-integrated with their families.

When someone is referred to the Centre, the team charts out a plan for rehabilitation depending on the level and nature of his addiction. Mr. Fujishiro says he participates in planning of such rehabilitation and it is always his joy to see those who are cured return to normal lives.

"At first, it was difficult to work with the addicts because I had not experienced anything like that in Japan. With time, however, I got used to it and now I work without any problems," he says. "I enjoy my work very much because I help in changing for the better the lives of drug users."

Special School Giving Hope to Handicapped Children

The young Japanese girl leads some children across the road to the local kiosk, some coins in her hands. Going shopping is a normal activity for many children, but not so for these mentally handicapped children from St. Peter's the Rock Special School in Mombasa. Like other children their age, they are excited to learn simple arithmetic especially because they are buying things that children love – candy, biscuits and nuts.

Ali Gawawa, 15, asks for a candy from the shop attendant. To Ali, who is severely autistic, this normally ordinary task is very challenging. Some children admitted to the institution cannot speak well and it is very difficult for them to communicate. The shopkeeper is patient and listens carefully as Ali tries to verbalize his request, holding coins in his outstretched hand. The smile on Ali's face, when he gets the candy is very rewarding to the shopkeeper.

Ms. Gladys Deche, the headmistress, started the school in Mombasa in 2005. It had 25 children then but the number has since grown to the current 67. Deche is no stranger to taking care of handicapped children. She started the school after retirement, having previously worked at Tudor Special School for the Mentally Handicapped for 26 years. It was there that she developed a passion for helping handicapped children. "For me, this is a calling," she says, and adds: "I love helping these children and seeing them develop into responsible young men and women."

Ms. Taeko Nishigaki, the Japanese Volunteer posted to the school, previously taught handicapped children in Osaka, Japan for seven years before joining the JOCV program under JICA. "These children are the same as those in Japan, and face similar challenges. I like to help them learn basic skills and acquire a good education. It is very satisfying to observe their progress," she says.



Ms. Taeko Nishigaki teaching mentally handicapped children at St. Peter's the Rock Special School in Mombasa.

Japanese volunteers have been posted to the school since 2005. Ms. Deche is thankful for the great contribution they make and for continued support from JICA. Many of these children are autistic, have downs syndrome or cerebral palsy.

Ms. Deche, Ms. Taeko and other teachers are helping to nurture them to become useful members of the society. This is exemplified by one student, Diana, 15, who suffers from cerebral palsy. She has a great love for mathematics and says, "I want to go to Alliance Girls' High School, and my dream is to become an Accountant in future."

Learning from Japanese 'Shiatsu' Experience

A blind Japanese therapist, Mr. Sakamoto Yosiaki laughs easily and cracks witty jokes as he talks passionately about his work in Japan. Despite being blind, he is a skilled teacher of Shiatsu, an ancient Japanese relaxation therapy, which is slowly permeating to the rest of the world including Kenya.

It is practised by visually impaired persons because of their advanced sense of touch and the ability to identify tired and tense body muscles requiring relaxation to maintain better health.

Explaining the benefits of the therapy, he is fascinated that those in Kenya who have been trained in Shiatsu, like their counterparts in Japan,

are already earning a living from it and supporting their families.

In Kenya, those who practise the therapy are trained by Japanese volunteers at the Machakos Technical Institute for the Blind and all are visually impaired. The volunteers are dispatched through the JICA, Kenya Office.

The visually impaired use fingers and the palms of their hands to apply pressure to particular sections of the body in order to promote good health and relaxation. It also improves blood circulation and reduces high blood pressure.

"Shiatsu is also effective for backaches, muscle pulls, stiff shoulders, fatigue, headaches, constipation, insomnia and other ailments," says volunteer Ms. Tomoe Shimizu, an instructor at the institute. "It does not need any ointments, water or medicine to practise."

Therapists use only a piece of cloth and their hands and one need not remove clothes during the treatment. It does not have side effects and does not need expensive equipment to practice.

The institute has over the years trained visually impaired persons in various skills. Shiatsu was introduced in 2006 by a JOCV from JICA posted to the school. The program is still running and benefiting many young blind people.

In Kenya, Shiatsu has provided employment to visually handicapped persons and given them a chance to earn a living and dignity in life. They are now working in clinics and sports clubs in Nairobi, Nakuru and other towns.

Mr. Paul Mwaura, who graduated a few years ago from the institute is today practising in Nairobi. At 31, he would have been wasting away somewhere in Kiambu because being blind, he had nothing else to do.

Ms. Leah Achiyo, 29, another graduate and a mother of two, supports herself and operates from a salon on Ngong Road. She too would want to open her own clinic as she is now accommodated by a 'good Samaritan'.

Mr. Joseph Njuguna, 28, says the training in Shiatsu has given him hope to live. Talking to him reveals a strong-willed personality who has accepted his blindness and now practises in Nakuru.

Examinations for Shiatsu practitioners in Japan are set by the Ministry of Health together with the association for



Left: Ms. Shimizu teaching Shiatsu Therapy. Right: Holding a public demonstration of the trainees' skills at a mall in Nairobi.

the blind so that standards are maintained. Training in Japan takes three years while in Kenya it takes one year.

Majority of the Japanese graduates open up their own clinics in areas where they live. Others are employed in hospitals and clinics or in private industries to attend to the workers.

In Kenya, the government has yet to introduce any regulation regarding Shiatsu practice. For example, the number of years for training may need to go up from one to three years so that the Kenyan trainees acquire full competence.

The government could also set up a curriculum and set examinations which should be approved by the Ministry of Health because Shiatsu is a medical practice. Thereafter they can be issued with practising certificates.

That way, Mr. Njuguna and other visually impaired Shiatsu practitioners in the profession can enjoy full professional status just like the blind Japanese therapist and enjoy full confidence of their clients.

Local Network Database Systems

Mr. Tanaka is one of the volunteers who work at the department of Social Development, the Ministry of Gender, Children and Social Development as an ICT adviser to support the data base management system. As his assignment period is shorter than two years, he tried to concentrate and put all possible effort to this activity. Finally, on 15 November 2012, the system called CDPIIS (Community Development Programme Information System) was launched after 11 months' contribution. CDPIIS is a local network database system, which can collect data such as group registration, grants disbursement returns, etc. from each District Gender and Social Development Office (DGSDO) and to be effectively used and analyzed by the headquarters in Nairobi.

To develop this system, Mr. Tanaka, first visited many District offices including the other volunteers'



Mr. Tanaka during a seminar for the Ministry of Gender, Children and Social Development.

assignment places to conduct a survey and have a good grasp of the current situation hence come up with a way forward. After analysis of the survey together with all demands from the HQ, CDPIIS was created. However, the system has to be updated and improved continuously until the launching. Mr. Tanaka's contribution is not only to develop the system, but also to provide the training for administrators and users in HQ. The effect of the system has extended to the local community level.

Easy Access to Information

Another volunteer, Ms. Mabuchi, is working at Meru DGSDO, and she is one of the staff who gave some ideas from the local office to Mr. Tanaka. When she arrived at her assignment place in July 2011, she did not have any idea of how to work in the office. The service provided to the community by the office was not very clear to her at the time. She tried to learn all the services through the office routine work, and realized the necessity of data management in the office. She tried to organize the data by herself. After Mr. Tanaka was posted to the HQ in January 2012, Ms. Mabuchi and Mr. Tanaka shared their ideas from different points of view. She also tried to develop the Manual of the office work provided by the DGSDO to spread the information to the community. It helps the community to access the information easily and as a result we expect more registration of the community groups and to obtain other forms of support.

In the community development area, there are many ways to support and cooperate with the community. As the volunteers' backgrounds vary and the assignment places are also spread across Kenya, the volunteers are expected to cooperate through their assignment places and also with the offices, ministries, etc. The Volunteers will therefore be a bridge between community and their future development.



Ms. Mabuchi at a workshop for the community.



Supporting Activities of Japanese NGOs in Kenya

The JICA Partnership Program (JPP) was introduced in 2002 to support and cooperate with the implementation of projects formulated by Japanese NGOs, Japanese local governments, and Japanese universities to utilize their accumulated knowledge and experience in assistance activities for developing countries.

JPP is a technical cooperation program implemented by JICA to contribute to the social and economic development of developing countries at the grass-roots level in collaboration with 'Partners in Japan,' such as NGOs, universities, local governments, and public corporations.

The main objectives of JPP are as follows:

- Meeting the diverse needs of developing countries by utilizing the knowledge and experience of Partners in Japan for international cooperation activities.
- Strengthening collaboration between communities in both developing countries and Japan by promoting the participation of Japanese citizens in international cooperation activities.
- Encouraging local citizens in Japan to employ their knowledge, experience, and technologies for international cooperation activities, which in turn revitalize Japanese communities.



Above: Meeting with 'mobilizers' and the PLAS expert.

Below: Meeting with villagers and 'mobilizers' in Ugenya.

The target countries are those that have approved the acceptance of JPP and where JICA overseas offices or JICA/JOCV offices are in place, and Kenya is one of them.

The program is implemented by JICA in collaboration with Partners in Japan based on proposals submitted by the Partners. The recipient government's approval is necessary prior to implementation of the program or individual projects, in accordance with the procedures agreed upon between the two governments.

Because JPP is not based on official requests from the recipient government, there is no requirement for an international agreement between the governments of the recipient country and Japan.

The recipient government is not required to grant any special privileges, such as tax exemptions, to Partners in Japan. However, the



Community Health Workers (CHW) in Kericho.

recipient government is expected to accord the same privileges, exemptions, and benefits as those accorded to any third-country organization or international organization performing similar missions in the recipient country.

	Title of the Project	Project Term	Target Area	Name of the Organisation	Objective of the Project
1	Community Participatory HIV Prevention of Mother to Child Transmission Project in Ukwala Division, Ugenya District	Sep.2011-Aug.2014	Ukwala, North Ugenya, Northwest Ugenya and West Ugenya Locations	Positive Living AIDS orphan Support organization (PLAS)	To promote awareness among community members about the risks of Mother to Child Transmission (MTCT) and importance of prevention of MTCT in the target areas, and increase numbers of Antenatal Care (ANC) visits of health facilities.
2	The Improvement of Maternal and Child Health (MCH) Service in Remote Locations in Kericho District	Feb.2012-Jan.2014	Kericho District, Rift Valley Province	Health and Development Service (HANDS)	To establish Community Strategy focusing on the improvement of maternal and child health in the pilot area through outreach activities by Community Health Workers of newly established Community Unit system.
3	Supporting Health from School to Community in Mbita District	Feb.2013-Jan.2018	Rusinga West, Rusinga East, Gembe West and Gembe East Locations, Mbita District, Nyanza Province	Nagasaki University	To improve health and sanitation of the community through a school health program in primary schools of the target areas.

Neighbouring Countries



JICA Kenya's Support For Neighbouring Countries

Health Support in Burundi

Ms. Akiko Miyashita walks briskly along the crowded corridors of the 500-bed Prince Regent Charles Hospital in Bujumbura, Burundi. It is a huge facility which unfortunately had deteriorated during the country's turbulent past, but is now undergoing rigorous refurbishment.

Ms. Miyashita is familiar with the hospital and the staff know her well. She stops almost after a few steps to answer greetings and exchange niceties with colleagues she has worked with for the past two years. As a staff of JICA Burundi Office, she has been the Coordinator of a JICA-supported program designed to improve health administration and maternal/child health care at the hospital.

"We value the support from the government of Japan to make this hospital a better place for the over 200 children who are born here every month and the hundreds of patients treated," says Deputy Director, Dr. Chloe Ndayikunda. "This is a referral hospital catering for patients from all over the country and we are happy it's getting better by the day."

Ms. Miyashita says the project which she has been working with was started in 2009 and has just ended. It was designed to emphasize patient-centred and neonatal care practise through improved management of the hospital. This ensures

relaxation of the patient which eventually reduces mental as well as physical suffering and leads to eventual quick recovery.

During the implementation of the project, leadership skills of the heads of departments and other relevant departments were reinforced. This was vital because most of the decisions that have to be made for smooth running of the departments rests on these individuals and it eventually translates into smooth running of the hospital.

It also involved improving the working areas of the maternal and neonatal care through practising the 5S concept activities and ensuring that those in leadership at the hospital understood their advantages. The 5S is a management tool for improving the environment of hospitals working



Babies in new incubators which were donated by JICA to the Prince Regent Charles Hospital in Bujumbura.



Some of the beds which were donated by JICA to Prince Regent Charles Hospital in Bujumbura.

areas described as **Sort, Set, Shine, Standardize** and **Sustain**.

Sorting involves removing of all unnecessary stuff from the working area which eliminates clutter. **Setting** involves organizing everything that is needed in proper order for easy operation. **Shine** means maintenance of a high standard of cleanliness. **Standardize** means setting up the three already mentioned 3S as norms in every working area. Sustain involves maintaining discipline and continuity in the everyday implementation of the 5S. This has proved to be very useful especially in hospitals and other work places.

Some staff of the hospital were also trained in Japan and elsewhere on the 5S, KAIZEN and Total Quality Management (TQM). They were also trained in preventive maintenance of equipment, mother and child health care and general hospital management.

KAIZEN is a process of continuous quality improvement by means of a continuous process to uplift the standard of work, environment and services to the best conditions possible, making it as user friendly and convenient as possible.

TQM is described as the management approach of an organization centred on quality. It is based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organisation and to society.

Now that these have been implemented at the hospital, the operations are improving gradually and the results visible even to anyone visiting the hospital for the first time.

The other component of the assistance included supply of medical equipment and beds to the hospital in grant aid amounting to 250 million yen. Most of these were installed in the maternity and child care sections of the hospital.

System Improves Health Service Delivery in Eritrea

There is something unique about Eritrea's Orotta Hospital when one visits there for the first time. It is Annual Report 2012

clean, organized and the handling of patients runs smoothly. But this was not so until a few years ago when the 5S – Kaizen – TQM system was introduced to the hospital and completely changed the way things were done.

The system is based on the fact that when any task is done in an organized system, then it shall efficiently and effectively achieve its intended results. The 5S are initials for Sort (remove unnecessary items at the work station), Set (organize in proper order), Shine (maintain cleanliness), Standardize (set up the 3S as the norm), and Sustain (maintain the discipline).

Eritrea's Ministry of Health selected Orotta and Halibet hospitals to pilot the project and later introduced it to 17 referral community hospitals countrywide. All have embraced the system and have recorded notable improvement in quality delivery. It was introduced by JICA as part of health improvement assistance to Eritrea and is a Japan style quality management method.

Sereke Tesfatsion, who is the head of laboratory services at Orotta hospital, says two people were trained in Japan in the 5S system and later visited Sri Lanka where the system has been a success. "When they returned, they conducted a workshop for the rest of the staff and it was very effective," he says. "We prepared an action plan and identified people to carry it forward. We also held sensitization workshops and expounded on the philosophy of the 5S system. Then we started to identify entry points into the hospitals."

Tesfatsion says they first introduced the system at the Emergency section of the hospital, then to the records, pharmacy and x-ray sections. In the records section, everything is in order and any time the doctor wants the records of a patient, they are easily retrieved. Before the system was introduced, the section was disorderly and old patients could not get their records easily.



Orotta Hospital where KAIZEN is being applied to improve service delivery.



A clean, orderly Orotta Hospital in Asmara shows the success of Kaizen- TQM system which was introduced with assistance from JICA.

Management of Coastal Erosion in Seychelles

Beaches on the Seychelles islands are adversely affected by coastal erosion arising from sand abstraction, destruction of the coral reef, and natural transportation of sand along or away from the beaches. At the same time, flooding occurs in the central part of Victoria City which is the capital of Seychelles and home to a third of the island's population.

JICA's cooperation in Seychelles therefore reached a pivotal point this year as implementation of the Study on Coastal Erosion and Flood Control Management approached mid-term. Technical and Steering Committee meetings and a workshop were held in early July 2012 to review progress made in formulation of the Coastal Conservation and Flood Control Management Plans and also reach consensus on the pilot project sites and activities. At the end of it all, two pilot project sites were selected at North East Point and La Passe in line with the Coastal Conservation Plan, and two at Pointe Larue and Aux Cap under the Flood Control Management Plan.



A JICA Expert at a site in Seychelles.

The Study under implementation from February 2011 to March 2014 by the Ministry of Transport and Energy with support from JICA also includes technical transfer activities such as;

- Improvement of technical guidelines for Environmental Impact Assessment (EIA), storm water drainage design and new guidelines for aerial and bathymetric surveys
- Acquisition of engineering knowledge
- Seminars, workshops and training (both OJT and counterpart training in Japan)

Somalia

Since resumption of assistance for Somalia in 2011, JICA has supported reconstruction and capacity building, and responded to urgent needs of Somalia.

One major type of assistance for reconstruction of Somalia is Labor-based technology (LBT) training for Somali engineers (eight-week training between February and March 2012) in Tanzania. One of the features of the training was utilizing assets of JICA's assistance. The training institute was the Appropriate Technology Training Institute (ATTI), whose training capacity was strengthened by JICA until February 2011. In this training, nine (9) participants acquired knowledge and skills on LBT through classroom and practical training.

In addition, JICA also conducted health leadership training for Somali health officials in September 2012, with support from JICA's Project for Strengthening Management for Health in Nyanza Province (JICA-SEMAH Project). Besides Somali Government officials, one officer of the Somali Red Crescent Society (SRCS) joined the training to acquire knowledge on health system, team building, strategic thinking, and so on.

In addition, JICA responded to urgent needs in Somalia. More people affected by drought fled to Mogadishu as internally displaced persons (IDPs), when the worst drought in the past sixty (60) years hit the Horn of Africa in 2011. In the meantime, water-borne diseases threatened especially children, due to lack of access to clean and safe water. In order to change this situation, JICA worked with the International Organization for Migration (IOM). JICA requested IOM to conduct a study on water, sanitation and environmental health in the IDP camp of Mogadishu. As a pilot project, JICA also supported water provision to around 1,100 households of IDPs, using an innovative flocculant technology of Japanese company, Nippon Poly-Glu Co.Ltd.

In spite of constraints of JICA's assistance for Somalia, drawing its experience in Kenya, Tanzania and other countries, JICA will continuously seek further possibilities to support to people of Somalia.