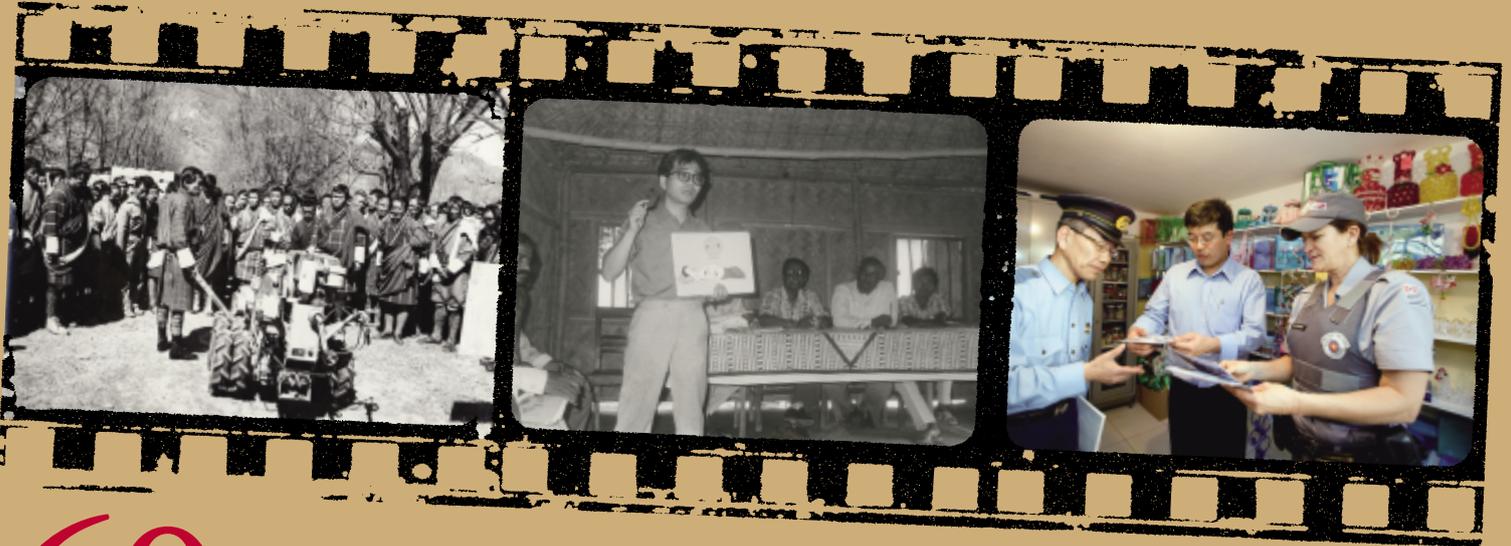


JICA's WORLD

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60 years of Japanese ODA



ODA at 60

Japanese

1950s

1954

Japan joins the **Colombo Plan**; begins paying war reparations to Asian countries.

1958

Japan launches its **yen loans**, with India as the first recipient.

1960s

1964

Japan formally joins the **OECD** (the Organisation for Economic Co-operation and Development).

1970s

1978

Japan's first medium-term **ODA target** issued, aiming to double the total amount of ODA within three years.

1980s

1989

Japan becomes the world's **top donor** of ODA.

Japanese Official Development Assistance began 60 years ago in 1954, when Japan became a participant in the Colombo Plan for Cooperative Economic and Social Development in Asia and the Pacific. Originally positioned as part of the country's war reparations, ODA came to function as a foreign policy instrument in the 1960s, especially in Asia. Japan's economic boom brought major

increases in ODA expenditures. In 1989 the total assistance provided by Japan was the highest in the world.

Japanese ODA has taken different forms over the years—technical cooperation, yen loans, grant aid, and volunteer assistance. In all its forms, it has contributed considerably to progress in developing countries.

1990s

1991–2000

Japan retains its position as the world's **top provider** of ODA.

1992

Formal approval of Japan's **ODA Charter**.

1993

TICAD (the Tokyo International Conference on African Development) launched.

2000s

2003

Japan announces up to \$5 billion in loans and grant aid for the reconstruction of Iraq.

2010s

2012

Japan co-hosts the **Tokyo Conference on Afghanistan**, pledging up to \$3 billion in new assistance.



Lam Chun See, president of a Singaporean consulting firm (right), lectures on the Japanese 5S system for *kaizen*.



The *Kaizen* Project

Laying the Groundwork for Singapore's Growth

Singapore today is a key hub of an increasingly globalized Asia. In the early 1980s, it was clear that the young economy was one to watch, having enjoyed steady economic growth since its founding in 1965. But it was JICA's Productivity Development Project, launched in June 1983, that decisively contributed to upgrading the country's industrial structure. Singapore would not be what it is today without the success of this project.

EMULATING JAPAN'S PRODUCTIVITY DEVELOPMENT MOVEMENT

Nation building begins with people building. The



Singaporean business leaders and representatives from the Japan Productivity Center applaud one another's hard work on a project.

first seeds were sown in January 1981, when then Prime Minister Zenko Suzuki visited five ASEAN members and announced the ASEAN Human Resources Development Project, with a total budget of \$100 million. This project set up development centers in the member countries to serve as strongholds for interpersonal exchanges and talent training.

It was Singapore that requested productivity development assistance. In June 1981, then Prime Minister Lee Kuan Yew of Singapore visited Japan and met with Kohei Goshi, then chairman of the Japan Productivity Center. Lee noted to Goshi that Japan had achieved remarkable economic growth after World War II despite being a resource-poor country, just like Singapore, and that Singapore would like to emulate Japan's productivity development movement that laid the foundation for that growth.

Singapore had promoted labor-intensive industries up to that point. But to attain further growth,

33 to uncover secrets of Japanese management



A 1984 Singaporean newspaper article covered the National Productivity Board staff visit to Japan.

Project Primary Results in 7 Years

Development of Training Materials and Literature



Kaizen Introduction and Implementation



Singaporeans Participating in JICA Training in Japan



JICA Experts Leading Training in Singapore



Singaporeans Receiving Training from JICA Experts



it was imperative for it to shift to a knowledge- and capital-intensive industrial structure and bolster its global competitiveness. To this end, Lee mandated the establishment of the National Productivity Board (now the Standards, Productivity, and Innovation Board).

A BUMPY ROAD TO SUCCESS

When JICA launched the Singapore Productivity Development Project, the aim was to pass on Japanese productivity development techniques to the NPB, thereby laying the groundwork for a productivity-boosting movement in Singapore. Cooperation lasted for seven years through June 1990, including a two-year follow-up period.

Transferring productivity development know-how was a bumpy road at first. The first Japanese approach of "Just give it a try, and then you'll see" did not go down well in Singapore, where value was placed on practicality and theory. In fact, about a year into the project, the Singaporean side voiced frustration about the lack of visible results, and the project reached a standstill.

To alleviate the situation, Kiyohiko Sakurai was brought in as the second team leader and adviser. A former shipbuilding engineer, Sakurai was a private citizen who had worked in Singapore for 18 years. He scrapped the initial approach, in which Japanese specialists coached counterparts who then instructed locals, and instead had the specialists go out to factories with NPB staff to transfer know-how step by step to the managers and workers. In short, the role of the specialist shifted from adviser to hands-on assistant.

TRANSFERRING JAPANESE CORPORATE CULTURE

What proved effective in the transfer of know-how was *kaizen*, a Japanese method involving constant, incremental improvements to quality and productivity. *Kaizen* involves the so-called 5S system of



Mr. Lam, standing, (third from right), trained with Japan's auto component company Aisin Seiki for two weeks in 1985.

seiri (sorting), *seiton* (setting in order), *seiso* (systematic cleaning), *seiketsu* (standardizing), and *shitsuke* (sustaining adherence to rules) to improve the efficiency and overall quality of the work environment.

Yasushi Fukuda, who succeeded Sakurai as team leader, explains how the partners made the program a success: "Once a month, we provided the opportunity for members of top management from Japan and Singapore to meet and share their comments and complaints with one another. That worked out very well." Engaging in human interactions helped them overcome differences over time, and out of this grew the awareness that they were all one big "productivity family."

In previous decades, technical assistance by Japan had often focused on providing hardware, with skills and know-how transferred secondarily. The Singapore Productivity Development Project was noteworthy as a more holistic approach, integrating the transfer of productivity technology with business management techniques and corporate culture in a truly comprehensive management system.

This holistic approach today informs JICA's activities around the world, thanks in part to the clear success of its application in Singapore. Today the tiny island state is an economic powerhouse that outranks Japan in GDP per capita. And JICA is proud that its project played a significant role in Singapore's emergence as a center of Asian growth.

A research team investigates river-borne parasites in rural areas with high infection rates.



A Top-Flight Center for Tropical Medicine

KEMRI, established with grant aid support from Japan, is a focal point for tropical medicine in Africa, where researchers from around the world collaborate on cutting-edge research.

Kenya occupies a key geographical position as the gateway for marine and air transport in East Africa, a region with a population of roughly 140 million. With the highest per-capita income in East Africa, it is the powerhouse of the regional economy.

The country still faces challenges, though: one of the most serious has been its battle with arbovirus infections, such as yellow fever and Rift Valley fever. At the core of that battle is KEMRI, the Kenya



Medical Research Institute, which was established with JICA's technical assistance.

INFECTIOUS DISEASE RESEARCH: A VITAL NEED

In the 1960s, Kenya became one of the first countries in Africa to focus on improving its healthcare services. With the cooperation of Nagasaki University, home to the only institute for tropical medicine in Japan, JICA reached out to the Rift Valley Provincial General Hospital in 1966 as a means of backing these improvements.

Initial efforts consisted of examining malaria and tuberculosis patients. But participants soon noted that just treating patients was not enough—that research had to be bolstered as well to ascertain the causes of the diseases and develop effective diagnostic techniques and cures. There were no research institutions in Kenya at the time, although the need for one had been recognized.

When the Kenyan government decided to establish KEMRI to oversee research on infectious diseases, JICA stepped up to provide assistance. Technical cooperation began in 1979. The headquarters building was completed in 1985 with grant aid from Japan, and KEMRI launched its operations as a hub for tropical medicine in Africa.



Kenyan and Japanese researchers who drove viral and bacterial research forward at the beginning of the 1980s.



Laying pipe for a spring-water based water-collection point (above) and installing public water facilities (below) with support from JICA. JICA collaborates with Kenyan researchers to build ideas and lead research to improve local lives.

Researchers perform urinalysis to test for schistosomiasis in local residents.

ZEROING IN ON COMMUNITY HYGIENE EDUCATION

Nagasaki University, which was already working with JICA in Kenya, was among the Japanese research and development institutions that led the provision of assistance to KEMRI. And the assistance was most welcome. Blackouts were common in Kenya at the time, and securing needed equipment and medical supplies was not easy. Nonetheless, Japanese and Kenyan researchers devoted themselves to their research. Professor Yoshiaki Aoki, who heads the Nagasaki University Graduate School of International Health Development, was one of the researchers involved in assistance to KEMRI beginning in the early 1980s. "Our mission at Nagasaki University is to eradicate disease worldwide," he says. "Cooperating with KEMRI was very meaningful in terms of our promotion of tropical medicine research."

During surveys of Kenyan villages, Professor Aoki and other members of the research team noticed the poor sanitation in rural areas, a major contributing factor to infectious diseases. "The villagers had no notion of hygiene control. For them, disease was simply a part of life. We realized that no amount of research would produce a fundamental solution unless we changed their way of thinking." This led the team to a new focus on hygiene education as part of a broad-based battle against disease. Field-oriented research extending beyond the laboratory had given them valuable insight into ways to get a leg up in the fight.

TOWARD A FLEXIBLE, FOCUS-SHIFTING APPROACH

Cooperation with KEMRI lasted for 27 years until 2005. Over that time, JICA shifted the focus of research a number of times in response to local needs, developing diagnostic kits for HIV/AIDS and hepatitis, for example. It also offered assistance in other



KEMRI is collaborating with Nagasaki University to develop a rapid testing kit for arboviruses.

ways, such as by training Kenyan researchers in Japan.

Meanwhile, Nagasaki University established its African headquarters within KEMRI in 2005. Since fiscal 2011, it has been taking advantage of SATREPS, the Science and Technology Research Partnership for Sustainable Development, to conduct its own joint research.

The research aims to build an early warning system for alerting the Kenyan government of disease outbreaks, putting diagnostic kits to practical use in the field to obtain the needed data at an early stage. Today health workers in remote rural areas can use mobile phones and other means to relay the information to the authorities in time to head off widespread outbreaks before they start. Nagasaki University and KEMRI eventually hope to share the technology and system with neighboring countries to create an international network for early containment.

Dr. Miriam K. Were, who won the first Hideyo Noguchi Africa Prize in 2008 for her devotion to the development of community healthcare services in Africa, has this to say: "JICA was the only organization that supported the Kenyan government's grand vision of creating a medical research institute from scratch. Today, KEMRI has grown to become Africa's leading research institute."

This is Japanese cooperation at its best.

Chilean salmon is a common sight on the supermarket shelves of Japan.



Chile's Road to Becoming a Top Salmon Exporter

Until a few decades ago, not a single salmon could be found in the South American country of Chile. Salmon originally lived only in the northern hemisphere. Today, though, Chile has become one of the world's top exporters of the fish—thanks in part to years of hard work by JICA specialists dispatched to the country.

STARTING FROM SCRATCH

In southern Chile, with its extensive coastline and lack of arable land, a large part of the population consisted of poor fisherfolk. To improve their living conditions, the government of Chile aspired to harness the local geography and climate to develop a salmon farming industry. But every attempt to transplant salmon since the beginning of the twentieth century had ended in failure.

A turning point came in 1969, when technicians from the Chilean Fisheries Service underwent training in Hokkaido. This led to the start of field studies in two southern Chilean states in 1971. The following year JICA dispatched specialists to Chile and delivered masou salmon eggs from Hokkaido by air. The first fry were released in Chilean rivers in 1973, but none came back to spawn as adult fish.

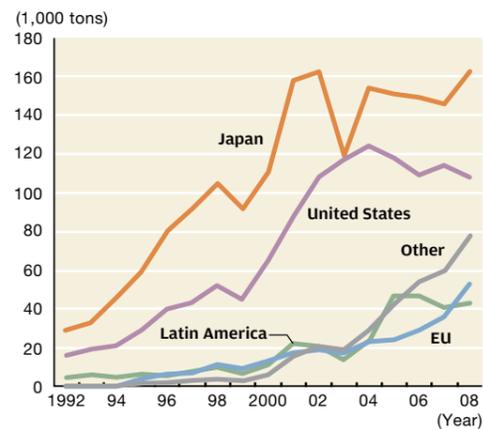
CHILEAN-JAPANESE TEAMWORK SPAWNS SUCCESS

The Japanese specialists did not give up easily. They introduced chum salmon and pink salmon and switched from stocking to marine aquaculture. They also decided to cultivate salmon eggs locally instead of importing them from Japan.

Mitsuo Sakai of the National Research Institute of Far Seas Fisheries, Fisheries Research Agency, stayed in Chile as a JICA specialist for three years from 1986. "We were working our heads off with Chilean technicians at the time," he recalls. At last, in 1986, seven chum salmon swam upstream from Ultima Esperanza Bay. The efforts of the local staff and JICA specialists had finally paid off.

From 1987 onward, the focus of assistance

Chilean Salmon Exports by Country



The first release of masou salmon fry in 1973.



A masou salmon that returned to spawn in 1989.

shifted from transplantation of salmon to full-fledged aquaculture. As Chilean salmon farming moved from the experimental phase to a viable industry, Japan moved to transfer the technologies needed for aquaculture, including systems for fish disease control and the development of high-quality formula feed.

Masou salmon, too, made a mass return in 1989. Local private enterprises joined the bandwagon one after another, and, by the conclusion of JICA's assistance, Chile boasted a robust salmon industry—and Japan had become the largest importer of Chilean salmon. The JICA assistance program ran its full course and produced a successful outcome. And to this day, the Chilean technicians who had engaged in the project continue to contribute their skills to the further development of aquaculture technology in their country.

An Expanded Canal for a More Connected World

The Suez Canal, linking the Mediterranean and Red Seas, is a major commercial artery of global maritime transport, with annual passage of 15,000 ships. However, half a century ago, it was a shallow channel not capable of handling this vital flow of trade. A project to deepen and widen the canal for modern shipping was technically challenging and interrupted by war. But it did get done, thanks in part to Japan's technological prowess and Official Development Assistance.

THE NEED FOR A DEEPER WATERWAY

The Suez Canal was opened in 1869. When the Egyptian government nationalized the canal in 1956, it was facing the problem of increasing vessel size. The canal was less than 10 meters deep at the time, which was not deep enough for large ships; therefore, it seriously needed an expansion.

Egypt thus launched the Suez Canal Expansion Project as a state undertaking. The plan was to dredge the canal floor to a depth of 15 meters and widen the channel to allow larger cargo ships and tankers to pass through. Out of many construction companies from across the world, Japan's Penta-Ocean Construction Co., Ltd. won the contract.

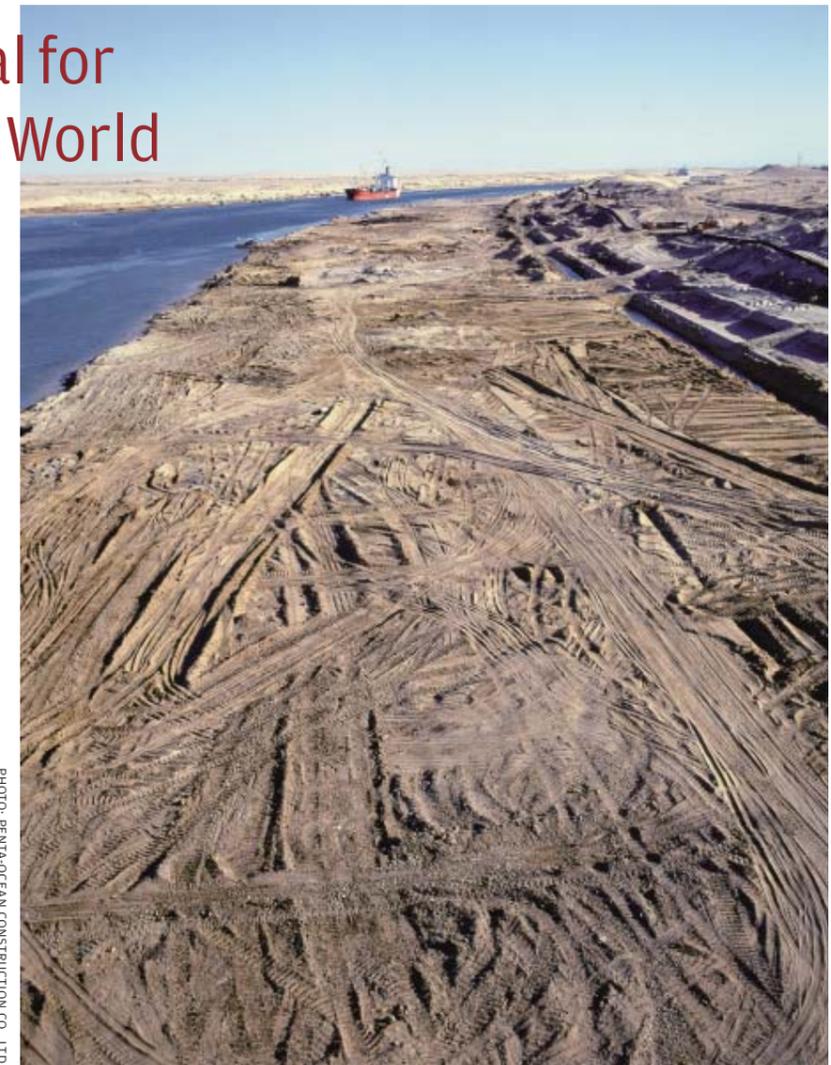
NATURAL AND INTERNATIONAL CHALLENGES TO OVERCOME

In 1960, soon after construction began, the workers hit upon "diabolical" bedrock five times as hard as concrete. The rock was so hard that it broke the cutter blades attached to the pump dredging vessel, which was newly built to dredge the sediment lining the canal floor.

The Japanese engineers made every effort to overcome this obstacle. After rigorous analyses to find the perfect blade size and angle to withstand



Workers replacing a 3 m diameter cutter blade, which attaches to the end of the ship's rudder.



the rock's hardness, they finally completed a modified cutter tip. The uncompromising technological excellence of the team won worldwide respect for Penta-Ocean and for Japanese engineering as a whole.

Work proceeded after that until 1967, when the Six-Day War put a halt to the project. The Egyptian government closed down the canal to prevent invasion by the Israeli army. It was not until seven years after the war that construction finally resumed.

Over the course of the project Japan provided yen loans of ¥61 billion to begin with, and an additional ¥12 billion to purchase a new dredging vessel. Thanks to the hard work of local crews and Japanese engineers and effective use of JICA's financial assistance, the expansion of the Suez Canal was completed in February 1980, two decades after the start of construction. The Penta-Ocean employees who took part in the project say unanimously that although the project was long, it was worth every bit of the time that they gave to it.

PHOTO: PENTA-OCEAN CONSTRUCTION CO., LTD.

PHOTO: PENTA-OCEAN CONSTRUCTION CO., LTD.

Keeping Business Moving in the ASEAN Region

Southeast Asia has become a key growth center of the global economy today. But its position as a vital hub makes it vitally important to protect the region from the impact of major natural disasters. A typhoon, flood, earthquake, tsunami, or other large-scale disaster that strikes the region could cause the shutdown of critical infrastructure, such as electricity, water supply, roads, and ports, impacting economic activities far beyond the ASEAN region.

FINDING WAYS TO SHARE JAPAN'S EXPERIENCES

The 2011 flooding along the Chao Phraya River in Thailand wreaked direct damage on a number of major industrial estates representing considerable foreign investment as well as domestic production capacity. As a consequence, the country's economic growth rate that year slowed to just 0.1%. Of the roughly 3,100 Japanese-affiliated companies with presences in Thailand, 460 suffered significant damage.

After the Great East Japan Earthquake, the standstill in production and distribution by companies in Japan's Tohoku region seriously affected the global supply chain. JICA responded to this with a new undertaking targeting the 10 ASEAN member states in the hopes of drawing on Japan's experiences with natural disasters including earthquakes to the benefit of developing countries. Along the lines of the business continuity plans (BCPs) created by individual firms to keep themselves in action following a disruptive event, this activity aims to share knowledge and develop an area BCP to minimize damage to an industrial agglomerated area in the event of a natural disaster, allowing the swift resumption of operations.

STUDIES AND WORKSHOPS LAY THE FOUNDATION

The ASEAN Coordination Centre for Humanitarian Assistance on Disaster Management (AHA Centre) and JICA launched a study in February 2013 to assess the natural disaster risks of the 10 ASEAN member states and to form area BCPs for pilot industrial agglomerated areas in Indonesia, the Philippines, and Viet Nam. These survey and study activities will result in a guidebook describing the concept and methodology of forming an area BCP, which can be shared throughout the ASEAN region.

The first workshops took place in the three pilot countries in December 2013, starting with the Philippines, with the participation of members of national and local government agencies overseeing the industrial agglomerated areas, infrastructure



The 2011 floods impacted industrial facilities across Thailand.

and utility service providers, industrial parks, and private companies. The discussions at these workshops will form the area BCP that is one of the planned outcomes.

THE MUTUAL BENEFITS OF PROTECTING SOUTHEAST ASIA

The area BCP that JICA is currently working on differs in key ways from typical BCPs prepared by individual companies and disaster prevention plans drawn up by national and local governments. Given its history, Japan has a keen awareness of disaster prevention, and even when formulating individual BCPs, Japanese actors tend to take wider geographical areas and wider sectors into view. Conditions may be somewhat different in developing countries, but the JICA approach is to adopt this wide perspective from the beginning when the time comes to craft BCPs, rather than to build them up individually from the local level.

Area BCPs are a new initiative and have no established structure as of yet. Hiromi Kaji of OYO International Corp., which is implementing the studies in ASEAN countries, explains: "As the idea itself is new, it can be a challenging task to gain the understanding of people in the public and private sectors and get them to voluntarily sign up for workshops."

But the works remains no less important, both for the region's nations and for Japan, whose industries and businesses increasingly make them an integral part of the value chain. The words of Masakazu Takahashi, adviser at OYO International and leader of the JICA research team, ring true: "By protecting the ASEAN region from disasters through the use of the area BCP, we can contribute to the development of ASEAN and benefit Japan as well."



Participants in the December 3 workshop in Manila tackle the task of creating an area BCP.

Developing Food for the Future

Development assistance was once mainly monetary and material—financial resources to get a developing economy up and running, or the physical infrastructure nations needed to modernize society. Today, though, the focus is increasingly on the equally vital resource of knowledge. Through the Science and Technology Research Partnership for Sustainable Development (SATREPS), JICA supports collaborative research involving institutes in Japan and developing countries. The aim of SATREPS is to leverage Japan's science and technology prowess to tackle global issues and give back the tangible fruits of research to societies around the world.

CONTRIBUTIONS TO FOOD SECURITY

One promising SATREPS collaboration is the Project for the Development of Wheat Breeding Materials for Sustainable Food Production in Afghanistan. Launched in fiscal 2010, this project brings researchers from Yokohama City University, RIKEN, and Tottori University in Japan together with counterparts from the Ministry of Agriculture, Irrigation, and Livestock. The goal is to refine the germplasm of wheat to enhance its genetic tolerance for drought, unfavorable soil, and disease for production in Afghanistan. By crossbreeding local wheat with high-quality external strains, the project is working to develop new varieties that can be grown at low cost, even in harsh conditions. It also trains young researchers, a vital step to ensure sustainable production into the future.

The principal investigator in Japan is Professor Tomohiro Ban of Yokohama City University's Kihara Institute for Biological Research. In his work he coordinates closely with the research institute RIKEN, which possesses top-flight gene-analysis technology, and Tottori University, with its solid track record in research on arid climates.

Afghanistan was once a lush agricultural country boasting 100% self-sufficiency in wheat. Decades of conflict have devastated the land and the agricultural industry, though. Valuable genetic resources have not been preserved, and systems for breed improvement have fallen apart. Varieties brought in from abroad have not helped increase the low yields in regions lacking proper irrigation. By developing new or improved breeds utilizing natural biodiversity, the project aims to rebuild the foundation for grain production in these harsh conditions. The achievement of wheat that can grow in such an environment will help avert food crisis in the short term and contribute to the nation's long-range food security.



A HOMECOMING FOR TRADITIONAL GRAINS

Key to realizing the project were the genetic resources of local Afghan breeds that had been preserved at the Kihara Institute. In 1955, Kyoto University sent research expedition teams to the Karakoram and Hindu Kush regions of Afghanistan. These researchers collected some 500 local wheat varieties and their ancestral breeds, which they took back to Japan for preservation and study. They represent a rare set of genetic resources.

"These are plants that once grew in Afghanistan," says Professor Ban. "They have the strength to survive there. With breeds of Afghan origin, we have a good chance of developing new varieties that are suited to the local climate."

In the SATREPS project's first year, the preserved breeds were taken back to Afghanistan for cultivation. The team confirmed that these grains are still able to thrive in the Afghan soil and climate.

While increasing breeding fields in the country, the project is currently working to develop breeds that are resistant to drought and disease. Here the Japanese participants are putting advanced science and technology to work in analyzing the genomic information of the resources and crossbreeding traditional local varieties with modern ones from around the world.

SATREPS does not stop with technical work, though. The Kihara Institute accepts exchange students from Afghanistan as part of a long-term approach to improving the nation's self-sufficiency. "Developing human resources leads to country building," Professor Ban says. "I hope the students will not only learn the technologies but also study our ways of thinking."

Professor Ban (center) working with researchers at a test farm in Herat, western Afghanistan.



Professor Ban hopes Japan's assistance will bring stability and productivity back to the Afghan farming sector.

JICA's Dedication to

JICA President Akihiko Tanaka

In 1954 Japan took important steps back into the international community following its defeat in World War II. The first of these was Japan's participation in the Colombo Plan, through which it began to provide technical cooperation. The second was its first financial cooperation, which came in the form of reparations it agreed to pay to Burma (today Myanmar).

Our country moved swiftly and surely to follow up on these steps. In this milestone year of 2014, we can proudly look back on six successful decades of Japanese Official Development Assistance (ODA). The Japan International Cooperation Agency (JICA), too, celebrates its fortieth anniversary this year, providing the opportunity to revisit our accomplishments in pursuit of our vision of "Inclusive and Dynamic Development."

Just as importantly, we can use this year to look forward to the tasks that lie ahead. What philosophy must guide our ODA efforts in the years to come? In a rapidly shifting global landscape, how must we adjust our activities, and what must we strive to maintain?

Looking Back at Six Decades of Partnership

It is instructive to consider Japan's ODA history in three distinct phases. The first 20 years, from 1954 to the mid-1970s, corresponds with Japan's postwar reintegration into the international community. During this period the nation settled peace treaties with various countries, paid reparations, and made efforts to be recognized as a responsible partner to the rest of the world. Our implementation of ODA, starting with technical cooperation, symbolized this responsible approach and substantiated our intent to reenter the international community.

By the middle of the 1970s, Japan had become the second-largest economy in the so-called free world, next only to the United States. As an emerging economic power, we took on an important and responsible role in the maintenance of the international system. Japan's invitation to join the first G6 Summit in 1975 represented global expectations that it would serve as a responsible actor. And again, ODA was the symbol of Japan's willingness to play that role.

Prime Minister Takeo Fukuda announced in 1977 that Japan would enhance its support for Southeast Asia, conducting its efforts in the spirit of a "heart-to-heart relationship" with the region's people. Late in that decade Japan set the goal of doubling its ODA spending; that figure again doubled in the 1980s. All of this marked the second 20-year phase of Japanese ODA as one in which the nation responsibly played its growing role as an economic power.

Finally, the phase from the 1990s onward was a period when Japan had already achieved the status of a responsible, mature economic power. Our efforts extended to many areas in which we hadn't played a role in the previous two phases, with the scope of our cooperation expanded to include more attention to peace-building and to the necessity for inclusiveness. We also began to pay more attention to global issues, such as climate change.

Japan as a Consistently Responsible Actor

A key theme running through all three phases of our ODA history has been responsibility. During the first phase, Japan was saddled with its previous image as an aggressor. We had to establish ourselves as a partner to work with the rest of the world in a peaceful, productive manner, and showing this intention in our actual behavior was the way to fulfill our responsibility then. In the second

Our vision at JICA is "Inclusive and Dynamic Development." In 2014, and in the new phase of our history to come, we must rededicate ourselves to dynamism as a central theme for our activities.

phase, having become the world's second-largest economy, Japan could no longer simply display peaceful intentions but had to contribute meaningfully to the international economic system. And in the third phase of maturity, we fulfilled our responsibility not only by providing financial support and infrastructure but also by contributing to the advancement of science, technology, and know-how.

Most recently, JICA has started concentrating on ways to share Japan's experience in dealing with the issues peculiar to a mature economy and society, as well as on increased partnership with private-sector actors. We are also enhancing cooperative ties with academia—notably via the SATREPS (Science and Technology Research Partnership for Sustainable Development) program, which encourages scientists to innovate through international joint endeavors. While the form of responsibility may change, our dedication to fulfilling that responsibility remains unwavering.

Change and Continuity in Years to Come

The world today is naturally very different from what it was in each of these historical phases. History is not a mechanical process, of course, so we cannot say for sure that we are entering into a fourth clearly defined phase now—or that it will last for two decades. But there are certain new characteristics emerging. JICA's emphasis on new approaches based on scientific innovation, and its inclusion of an increasing number of stakeholders, including many from the private sector, might create the basis for a new phase in Japan's development assistance.

I believe that Japan's basic philosophies of international co-

Dynamism

operation will not change much. We will still emphasize recipients' ownership of the international cooperation process; we will continue placing importance on development of human capacity and on economic growth based on the provision of necessary infrastructure. But together with all our partners—in the developing world, in emerging countries, and advanced industrial nations—we might increase our focus on science-based, innovative approaches that lay the foundation for achieving the actual goals of development.

Japan is working to broaden the basis of its international contributions in the area of development assistance. Over the last two years, JICA has solicited many proposals from small and medium-sized enterprises for potential projects in such areas as infrastructure, health, and education in the developing world. One gets the sense that there is much useful technology and know-how that have not been tapped well by traditional ODA methods. We will be encouraging the participation of these smaller Japanese businesses as we explore ways to help develop the various areas of the world.

This ODA approach will help our partners around the world. And it will also serve to invigorate the Japanese actors that take part, creating a win-win situation. We will pursue this in the coming year as well.

Our Goals for 2014

In 2013 JICA set its sights on ODA approaches that would revitalize, or reenergize, all the partners involved—not only the recipients of ODA but also the Japanese participants. Japanese development assistance remains committed to this goal of invigoration for all. Last year I noted repeatedly the need for JICA to become a more robust organization in order to effectively and efficiently pursue this outcome. And I believe that JICA has grown stronger over the past year.

Now, at the beginning of 2014, I have a new resolution to make for JICA: to continue strengthening itself in order to dynamically implement its activities. The issues facing the world today cannot be sufficiently addressed by passive approaches, or through projects that adhere closely to the blueprints of the past. The dynamic implementation of JICA's activities in innovative ways will be a key to invigorating Japan and stakeholders all around the world.

In closing, I would note that dynamism is not a brand-new concept for the New Year. As I noted at the outset, our vision at JICA is "Inclusive and Dynamic Development." In 2014, and in the new phase of our history to come, we must rededicate ourselves to dynamism as a central theme for our activities.



PHOTO: SHINICHI KUNO

The Power of Japanese ODA

Matthew P. Goodman

A Quiet World Power in Assistance

People are often surprised to learn the year in which Japan received its last multilateral development loan: 1966. Two years after joining the club of advanced nations, the OECD, and successfully hosting the Tokyo Olympics, Japan received a 20-year, \$100 million “sayonara” loan from the World Bank to fund construction of the Shizuoka-Toyokawa expressway.

I feel a personal connection to that loan. My father, Raymond Goodman, was on the World Bank staff at the time in charge of Japan affairs and was responsible for preparing the loan for consideration by the Board of Directors. Still living in Washington at age 97, my father recalls being skeptical about Japan’s need for World Bank lending in 1966, since the country could already comfortably borrow in the private markets at commercial rates.

The timing of that last World Bank loan is even more remarkable when one considers that Japan had been an aid donor for over a decade. In 1954, still recovering from the trauma of World War II, Tokyo joined the Colombo Plan, a framework of bilateral assistance to the countries of South and Southeast Asia. Thus 2014 marks six decades of Japanese Official Development Assistance.

Few Americans—and perhaps not many more Japanese—are aware of the size and impact of Japan’s ODA contributions. Once the world’s largest bilateral donor, Japan remains the fifth largest, with net disbursements of over \$10 billion in 2012. Japanese loans—including a \$500 million one earlier this year to Myanmar to clear its arrears with the Asian Development Bank—have made a significant contribution to the development of fellow Asian countries. And Japan has been a leader in global development policy, for example playing midwife to the Global Fund to Fight AIDS, Tuberculosis, and Malaria as host of the G8 Summit in Okinawa in 2000.

Time for Renewed Dedication

Yet as in other advanced countries, Japan’s ODA spending has been under pressure over the past decade due to budget cuts and dwindling domestic support. Japanese ODA spending in the gen-

eral account of the government budget has fallen by half from its 1997 peak, and Japan has slipped to 20th among 24 OECD countries in terms of the proportion of its GDP spent on ODA. Moreover, as the Japanese public has increasingly questioned the value of overseas spending at a time of economic difficulties at home, there has been a subtle shift in ODA priorities toward programs that directly benefit the Japanese national interest rather than ones aimed at broader development or poverty-alleviation goals.

This is an understandable but unfortunate trend. Japan is still the world’s third-largest economy, with important assets to offer

developing countries in Asia, Africa, and elsewhere around the world. These include Japan’s own miraculous growth story after World War II, six decades of experience as an ODA donor, and formidable expertise and resources to solve the world’s most challenging development issues. Now that “Japan is back” economically, it has an opportunity to reverse the slide in its ODA budgets and reinforce its broader leadership in global affairs.

In this context, it is encouraging to see the agreement between Japan and the United States during Vice President Joseph Biden’s recent visit to strengthen their global cooperation, including on ODA. The focus on global health and women’s empowerment are especially promising elements of the US-Japan initiative.

Japanese friends tell me how moved they were by the outpouring of support from people around the world following the Tohoku earthquake and tsunami of March 2011. That support

came not just from the United States but also from countries in Asia and Africa that have been recipients of Japanese ODA over the past six decades. Hopefully this will persuade more people in Japan that the benefits of the country’s generosity in the world flow in both directions.

Matthew P. Goodman holds the William E. Simon Chair in Political Economy at the Center for Strategic and International Studies (CSIS) in Washington, DC. He lived and worked in Japan for over 10 years, including as US Treasury representative in Tokyo, 1992–97.



Emergency Aid for the Philippines after Typhoon Haiyan



Typhoon Haiyan struck the Philippines on November 8 and 9, leaving behind massive devastation. The Japanese Government worked to quickly dispatch Japan Disaster Relief (JDR) Medical Teams and a JDR Self-Defense Forces Unit and issued approximately ¥60 million worth of emergency supplies, as well as committing to approximately ¥3 billion in further emergency grant aid.

Emergency treatment for the people of the impacted communities was an urgent priority. JICA assembled multiple JDR Medical Teams to help meet this need. The first group left Japan for the Philippines on November 11. JICA also provided emergency supplies including tents and plastic sheets.

JDR Medical Teams treated hundreds of injured residents following the typhoon.

The first medical team, with 27 members, was dispatched to the Philippines from November 11 to 24. The second and third teams were dispatched on November 20 and 29, respectively. The teams have treated 100–150 victims of the disaster each day at an emergency clinic set up in a park in Tacloban in the province of Leyte. Japan’s Self-Defense Forces have also sent a medical team, transportation aircraft, and three vessels.

JICA established the precursor to the current JDR Medical Teams, the Japan Medical Team for Disaster Relief, in 1982, registering over 1,000 volunteer doctors, nurses, pharmacists, and other medical professionals. In their more than 30 years of activity, these volunteers have proved their worth time and again in coming to the aid of disaster victims around the world.



Afghan-Japan Communicable Disease Hospital Completed



The Afghan-Japan Communicable Disease Hospital in Afghanistan’s capital, Kabul, was completed in late August 2013 with the help of grant aid from Japan. The hospital will fight three major communicable diseases: tuberculosis, AIDS, and malaria. The hospital has 80 beds in all, with 56 dedicated to tuberculosis treatment and 12 beds each for AIDS and malaria patients. Construction lasted around a year and a half from start to finish, as Japanese workers labored in a precarious security situation.

Japan’s support for Afghanistan in the fight against communicable diseases dates back to the 1970s and has included technical support and the establishment of a tuberculosis center.

The hospital is expected to play a valuable role in combating disease in Afghanistan.

That support was disrupted by the conflict that broke out in Afghanistan in 1979, but resumed again in 2003 following the collapse of the Taliban regime.

Tuberculosis, in particular drug-resistant tuberculosis, requires hospitalization for appropriate treatment. As Afghanistan lacks sufficient hospitals, though, many patients rely on outpatient treatment. With no social insurance system in place, travelling to and from the hospital on a daily basis is nearly impossible for most people. This situation led the government of Afghanistan to request Japan’s support in constructing a specialized hospital in 2008.

The opening of this hospital allows tuberculosis patients to receive inpatient specialized care. The country has high hopes for the facility, Afghanistan’s first dedicated hospital for communicable diseases.



Japan’s “Future City” Initiative Engages Developing Countries



JICA welcomed urban planning officials from 23 developing countries in Asia, South America, and the Middle East to Japan for the International Seminar on the “Future City” Initiative from October 16 to 26. This initiative works with select cities and regions to craft model communities showcasing solutions for looming concerns, such as environmental degradation and aging society, and to spread these ideas throughout the world. The Japanese Government has given priority to these policies as a part of efforts to revitalize the country after the Great East Japan Earthquake.

Participants visited Kitakyushu, designated a model city for green growth by the OECD. Kitakyushu suffered from environmental pollu-

Seminar participants view a presentation at the Kitakyushu Environment Museum.

tion as it developed through the steel industry. Learning about the city, one participant from Thailand spoke about the growing pollution problems in industrial parks near Bangkok.

Participants also visited the city of Higashimatsushima, Miyagi Prefecture, an area heavily impacted by the March 11 disaster, to observe disaster debris processing facilities. Visitors were greeted by the striking sight of workers sorting disaster debris by hand in operations that aim to recycle 97% of the separated debris.

This year marked the third International Seminar on the “Future City” Initiative. Many of the participants said that they would like to reflect the conscious concepts of the Future City Initiative in their own urban planning. JICA will seek to build on the fruits of this seminar by continuing its support for sustainable urban development in developing countries.

TRENDS

Voices

FROM THE FIELD

Sayedul Arefin

Senior Program Manager, JICA Bangladesh Office



Sayedul Arefin was originally a journalist, not a development assistance specialist. After earning his master's degree from the University of Dhaka, he went to work at a Bengali daily newspaper. "I was given charge of the weekly page on agricultural and educational development. This made me interested in contributing to the development of Bangladesh through JICA."

Sayedul has handled a wide range of work for the JICA Bangladesh Office during his more than 25 years there, in assignments with the Agriculture and Rural Development and Private Sector Development sections, as well as the Volunteer Section, where he is currently assigned. His years of hard work won him the JICA President Award in 2013.

He is both happy and humble. "This has been a wonderful recognition, but the credit is not only for me. Forty years of JICA Bangladesh Office teamwork contributed to this award. It represents everything we have achieved through true partnership between Japan and Bangladesh."

While he is proud of all the work he has done with JICA, Sayedul names a few areas that have been particularly vital: "Technical cooperation projects are very important for Bangladesh, as they directly contribute to the country's human resource development." He also notes that Japan Overseas Cooperation Volunteers—who marked their 40th year of activity in Bangladesh last year—contribute greatly in fields like schooling, health education, and disease control.

The hard-working Sayedul sees plenty of room for further development. "With a huge population, Bangladesh needs to create employment opportunities to tap this resource. We're a small country with little cultivable land; we need vigorous industrial development through foreign direct investment."

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The Japan International Cooperation Agency (JICA) is the world's largest bilateral development organization, operating in some 150 countries to help some of the globe's most vulnerable people.