Secrets of "Leaf Business" for Communities' Revitalization

Looking for secrets of successful business models and entrepreneurship in rural communities, four participants from Bosnia and Herzegovina visited communities in Kochi and Tokushima prefectures from Febru-



Participants at yuzu processing factory in Umaji

ary 28 to March 8, within JICA Tokyo's Country Focused Training Program, "Development of Local Industry," The participants came from Srebrenica where a tragic massacre occurred in July 1995, during the Bosnian War, leaving more than 8,000 dead.



Hearing explanation on yuzu trees

In Japan, small communities in rural areas such as Umaii and Kamikatsu have long been suffering from low birth rates, aging society and descending local economy. These two communities were no exception until local

residents found the way out.

In Umaji village, residents proactively promoted themselves as the village of yuzu, a yellow citrus fruit, developing more than 50 products using vuzu, and marketing them nation-wide. In another remote town of Kamikatsu, a community leader proposed an eve-opening plan one day; to promote ubiquitous and insignificant leaves and tree branches as garnish that accompanies fine Japanese cuisines. This business model that started in 1986 is now highly regarded as a niche business. Motivated villagers, many are old females, collect leaves and branches and ship them to markets in cities at the best prices they know

via the internet. Thanks to the success of the "leaf business." Kamikatsu is now drawing attentions from the rest of Japan, and even overseas.



Both Umaji and Kamikatsu became self sufficient, enjoy high revenue and have regained communities' vitality.

Srebrenica was once rich in agricultural and forestry products and town's mineral rich spas used to attract many tourists until 1980s. The population was 36,660 in 1992, which is now around 6,000, "Among the former residents of Srebrenica before the war. more people now live outside the country in diaspora than inside," said Mr. Dokanovic Dragan, who is the chairman of Sase Village in Srebrenica. "We are the



Lecturers of Kamikatsu town and the participants

people who don't mind working hard for survival. We don't hesitate to do anything to make our living," he says.

Unique business models, the community

residents' ingenuity and the way they trust and help each other and organize themselves gave participants inspirations that came out at the end of the program as an action plan of the project named "Silver Bear." After their return to Srebrenica, the participants will propose this project with a hope to develop an icon product, low calorie cookies using only locally available ingredients such as berries, milk, honey and flour. The project aims to establish a symbol product in town, boost self-sufficient local economy and create more jobs.

"We have gone through two World Wars and the civil war that split our country and everything was destroyed," "We have recovered to a satisfactory level, but I believe we can still do better," says Mr. Dokanovic.



Hisako UENO. Industrial Development and Finance Division, JICA TOKYO

Pacific Leaders Strengthen Ties Across the Ocean



On 25th and 26th of May 2012, Japanese government hosts an important international meeting of Pacific nations, the 6th Pacific Islands Leaders' Meeting (PALM6)

in the city of Nago, Okinawa. It is the summit meeting of the Pacific Island nations held every three years in Japan intended to discuss on various issues and to strengthen the cooperative relationship be-



tween Pacific nations. The participating countries are as follows; Cook Islands (co-chairing country along with Japan), Federated States of Micronesia, Fiji, Kiribati, Marshal Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu, Australia New Zealand and the United States

In the last Pacific Leaders' Meeting (PALM5) held in Hokkaido in 2009, the leaders exchanged their opinions regarding the environmental issues including the climate change, overcoming of the vulnerability from the viewpoint of human security, and the strengthening of personal exchange. These issues are likely to be discussed again in the next conference, due to the unchanged nature of the difficulties that are common to the island na-

tions, such as vulnerability to the climate change and economic dependence.

In order to support the Pacific nations to cope with these common difficulties. Japanese government pledged at the end of the PALM5 in 2009 its commitment in cooperation in environmental sectors under the "Cool Earth Partnership" initiatives, Human Security issues, and a "Kizuna (Japanese word meaning ties) Plan", an strategic personal exchange plan between Pacific nations and Japan that intended to boost youth exchange and scholarship programs.



JICA TOKYO, as being the largest International Center of JICA, contributes largely in personal exchange between Pacific Nations and Japan, accepting Training and Di-

alogue Program Participants from the Pacific Nations every year. In the Fiscal Year 2011, the number of participants from Pacific countries that came to JICA Tokyo reached 62. Let us hear voices from some participants who staved with us at JICA Tokyo regarding the ties between their countries and Japan.

agges from Parillelganis

Messages from Tuvaluan Participant

In Tuvalu, the country is so small that it is unrealistic to expect industries to grow. Our hope is to develop human resources that we can utilize to cope with economic situation and even export to other countries. I hope that Japan can help us in human resources building.



Mr. Kelesoma SALOA, Long Term Training Participant in "Future Leader's Program for International and Regional Cooperation." Mar. 3, 2010-Feb. 2, 2012

Messages from Papua New Guinean Participants

In Papua New Guinea, the police are not strong and effective enough to control crimes. Our police need more personnel and equipment to confront the rascals and smugglers. Our expectation towards Japan is to extend us technical and financial cooperation to strengthen our police forces.



Participant in "Crime Prevention and Crime Justice," Jan. 7-Feb. 11, 2012



Mr. Anthon BILLIE. Mr. Mark Palus YANGEN. Participant in "Seminar on Criminal Investigation," Jan. 21-Feb. 11, 2012

Messages from Fijian Participant

I visited the city of Ishinomaki in the Tohoku Region in my study tour, and the devastation I saw was beyond imagination. I was also very impressed to hear that the people kept order and discipline even after the devastation. I am proud to be able to keep ties with such people.



Mr. Manasa Namata LESUMA, Participant of "Seminar on Disaster-Prevention, Meteorological and Crisis Management," Mar. 4-10, 2012

The Preamble of the Constitution of the Federated States of Micronesia states that the "seas bring us together, they do not separate us." Let us hope that through this Pacific summit, the people of the Pacific countries, Japan being one of them, can really feel that the Pacific Ocean itself is the ties that bind us together.

Tatsuaki INOUE, Administration Division, JICA Tokyo



How Can You Deal with Your Stress?



Living in a different country away from homeland and learning something in different language tend to be very stressful. As a result, you might sometimes suffer from insomnia, muscle pain, headache or anxiety... These are all signs and symptoms of stress-related disorders. In case our course participants suffer from such stress-related problems, JICA Tokyo offers relaxation programs and workshops by a professional psychologist to help the participants control their stress and avoid such problems. Let's see how these programs are provided and get some tips for managing stress from Ms. Watanabe, a clinical psychologist at JICA Tokyo. Counseling by Ms. Watanabe is available for on every Wednesday 15:30 to 19:30 at JICA Tokyo's Counseling Room.



Counselling Room is located on the fourth floor, Accomodation Wing of JICA TOKYO

Frequently Asked Questions on Stress Management

Q1: What is an easy way to relax in my room at JICA Tokyo or outside hotel?

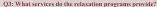
A: You are recommended to use aromatic oils of your preference, as scents work quickly on the brain. (Lavender is good before you go to bed or when you want to relax. Peppermint and Rosemary are suitable for refreshing. Orange and Lemon are good to lift your mood.) Place a drop of essential oil on a tissue paper and take a deep breath. Inhale the aroma to fill your lungs and hold your breath for three seconds. Then exhale slowly, imagine that tension and fatigue are relieved from all your body. Stretching while enjoying the aroma is also recommended. When you don't have an essential oil, you can still imagine your favorite fragrance for relaxation.



Q2: What is recommended music for relaxation?

A: I recommend the music of a singing crystal bowl player Nagaya Kazuya. There is a website in English on his music, and CDs are sold on the site. Its Japanese taste may make these CDs good souvenir from Japan. http://www.ame-ambient.com/index.html

Also, a famous Japanese artist Kitaro's mood music can't be left out. http://www.myspace.com/kitaronetwork



A: It provides you various services such as giving private lessons in stress management, consultation for solutions of personal problems and professional psychological counseling to meet diverse needs. Happiness for your heart and soul!



Relaxation Workshop



The workshop starts with a brief lecture ONext, participants learn breathing tech



stress from their bodies. Crystal bowls are played during the whole session. Their dreamy sound makes the participants more relaxed





Then they learn stretching to release the At the end, everyone lies down on the star snoring!

The benefit of relaxation workshop is that while feeling nice and relieving your daily fatigue you can master self-relaxation techniques. Please carry back as a souvenir the useful ways of self maintenance that will be helpful for your entire lifetime. We are happy if you disseminate it in your countries.



CRYSTAL (SINGING) BOWL

is a musical instrument made of quartz crystal (99.992% pure!) played by moving a mallet around

its rim. Its pure and delicate tones make the listeners clear-minded and





SHIN, Crystal Bowl Player

JICA Tokyo's Training and D

JICA Tokyo's Stop TB Action Course(May 9-Aug. 4)

Tuberculosis (TB) has threatened people's life since ancient times. No country has succeeded to completely control this disease up to present, and it is still the major cause of infectious disease-related mortalities, especially in developing countries. In addition, as new serious issues on TB control, we are facing the prevalence

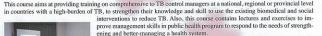
of drug-resistant TB, and Co-infection of TB with HIV. To fight against TB, WHO set The STOP TB Strategy in 2006. The objectives are as follows.

-Achieve universal access to high-quality care for all people with TB

Reduce the human suffering and socioeconomic burden associated with TB
 Protect vulnerable populations from TB, TB/HIV and multidrug-resistant TB

-Support development of new tools and enable their timely and effective use -Protect and promote human rights in TB prevention, care and control

In line with the Strategy, there must be a sufficient number of health workers with proper skills and knowledge on TB.



As the facilitators and the lecturers have rich experience and knowledge in international cooperation program on TB control, the participants can get practical ideas from them during the training.

We believe the knowledge and skill those the participants acquire in this course can contribute to overall health system strengthen as well as promoting strategic TB program in their respective countries.

Yurie URAYAMA, Human Development Division, JICA Tokyo



Research Institute of Tuberculosis and its International Cooperation

Stop TB Action Course is a three-month course on tuberculosis (TB) control in public health perspective for medical, clinical, and public health officers from countries with a high-burden of TB, organized by the Research Institute of Tuberculosis (RIT), Tokyo. The course started in 1963 funded [p1] by then the Overseas Technical Cooperation Agency and now II-CA. Since then, 947 participants from a total of 79 countries have been trained. We celebrate the 50yeas Anniversary of this course this year.



The current courses (2010-2012) focus on epidemiology of TB and operational research, which, the organizer wishes, would lead to improve TB programs in respective countries. The course also provides comprehensive knowledge and skills in TB control, including diagnosis and treatment of TB, monitoring and evaluation of TB



program, multidrug resistant-TB. TB-HIV co-infection, public and private mixed DOTS, basic laboratory techniques and a method of planning (Project Cycle Management, PCM). Besides the lectures in the class room, the participants have an opportunity to visit provinces (Hiroshima, Osaka, Kyoto, and Nagano in 2011) to learn health programs in Japan.

The course lecturers are from the RIT as well as from the major partners such as the U.S. Centers for Disease Control and Prevention, the World Health Organization (WHO), the Incompany of the Control o

ternational Union Against Tuberculosis and Lung Disease, and Médecins Sans Frontières.
The RIT is one of the branches of the Japan Anti-Tuberculosis Association (JATA), an NGO that was established in 1939

funded partly by the former Empress Köjun.

TB is one of the communicable diseases that affect people all over the world. According to the (WHO), about one out of three persons in the world have been infected with Mycobacterium tuberculosis, bacteria that cause TB in humans. In 2010 alone, it is estimated that 8.8 million people newly developed TB, of which 1.5 million died.

Dr. Masaki OTA, Director of International Training Division, The Research Institute of Tuberculosis, Japan Anti-Tuberculosis Association

alogue Programs This Year

This year, 34 students who are supposed to become young man-

VLFM Opportunity Course for India

Since the year 2007, JICA is cooperating with the Indian government for improving the management of Indian industries through the Visionary Leaders For Manufacturing Program (VLFM) headed by Professor Shoji SHIBA, a Technical Cooperation Project established under an agreement made by the then Prime Ministers Shinzo Abe and Manmohan Singh.



Participants visit Museum of Hino Motors



agers of Indian manufacturing enterprises came to JICA Tokyo to participate the Training Program under this project, from February 19th to 29th to receive instructions directly from Prof. SHIBA. Having more emphasis on practice than lectures, this program included visits to automobile factory, chemical company, a bank, group discussion and their presentation of their "Findings" as the outcome of the

program. While visiting these places, the participants actively exchanged their opinions among themselves and Japanese counterparts about how they can bring a "breakthrough" to the Indian industry.

On their second weekend, all the participants visited the city of Rikuzen-Takata, one of the





A tsunami-stricken area of Ri

Rikuzen Takata

of disaster stricken areas, and through arrangements by Maeda Corporation with Prof. SHIBA's advises. Their contribution to the reconstruction had been decided to translate Mayor Futoshi Toba's recent book on the tsunami disaster, "Let's talk the real stories of the disaster stricken areas". Before the Indian Participants translated the book, students of Maeda-juku, an in-house training body of Maeda Cooperation, made a rough translation and then the participants corrected the English, through understanding the situation by watching

the places and listening to the concerned local people. This way, the 34 participants could finish their work in two days and as a result, deepened their friendship with the students of Maeda-juku.

When the participants came in front of a Buddhist temple, a funeral was carried on for a missing schoolboy, and all the participants offered incense in traditional Japanese way and prayed for the boy's soul. The year 2012 marks 60th anniversary of the diplomatic relationship between Japan and India. It is notable that these 34 participants has shown such strong emotional ties with Japanese people in this memorable year.



Katsuichiro SAKAI, Industrial Development and Finance Division, JICA TOKYO

Professor SHIBA and Indian Industries

The Leader of this Training and Dialog Program, Professor Shoji SHIBA, Professor Emeritus at Tsukuba University, is an internationally renowned management expert, scholar and teacher, famous for authoring "Breakthrough Management".

Prof. SHIBA specializes in the field of management, in which he was awarded the 2002 Deming Prize, Japan's highest management award for individuals. In July 2011, Prof. SHIBA received Order of the Sacred Treasure at the Imperial Palace, a medal intended to honor individuals with great contribution to the society, such as his academic achievement in management.

For the last seven years, Prof. SHIBA has been working with Indian industries. His relationship with India is not only his commitment in JICA's technical cooperation, but he taught at Indian Institute of Management in Calcutta, as well as Indian Institute of Technology Kanpur and Madras, and contributed in diffusion and advancement of total quality management (TOM) methods in India, Prof. SHIBA dealt with ral management problems, including operation research analysis of the fields such as human resources and labor management that are difficult to quantify for analysis. For such distinctive contribution, Prof. SHIBA received the Padma Shri Award, the fourth highest civilian award, from the Indian Government in March 2012.

The main publications of Prof. SHIBA in English about corporate management include the following.

Breakthrough Management: Principles, Skills, and Patterns or Transformational Leadership Publisher: Confederation of Indian Industry (2006)

The Five Step Discovery Process Manual with Examples Publisher: Confederation of Indian Industry (2006)

A New American TQM: four practical revolutions in management Publisher: Productivity Press (1993)





Spring is undoubtedly the most colorful season of the year in Japan. Colorful flowers are blooming everywhere, should it be countryside or urban areas, while young leaves on tree branches show beautiful light green. We would like to introduce some popular places where you can see those beautiful colors of spring. These however, are just examples, and we would like you to find your favorite places and Japanese colors under the nice warm weather. Please enjoy!

Faint pink

End of March to early April is the best season to see the cherry blossoms, or "Sakura" in Japanese. The row of cherry trees in front of JICA Tokyo itself is also a very good spot to see cherry blossom. Below you can find some places else to enjoy seeing cherry blossom.

Chidorigafuchi Moat and Yasukuni Shrine in Kudan Area · Flower : Somei Yoshino

- (the favorite type of cherry for the Japanese)
- · Access: 10-minute walk from Kudanshita station on Toei-Shiniuku Line (runs directly from Hatagaya)
- · Season: End of March to beginning of April No entrance fee

Hitsujiyama Park: Chichibu city in Saitama prefecture · Flower: Shibazakura (Sakura on the ground)

- · Access: 10-minute walk from Seibu Chichibu station
 - (terminal station of Seibu Ikebukuro line) Season: Latter of April to Beginning of May
- Entrance fee: 300 Yens



hana ikada* (raft of blossoms)









Hitsujiyama Park with Chichibu Mou tains in background

Amethyst

June is the season of the amethyst (purple) colors. Many Japanese gardens have hydrangea trees and Iris fields.

Takahatafudo (Kongo-ii Temple): Hino city, Tokyo

- Flower : Ajisai (Hydrangea)
- · Access: 5-minute walk from Takahatafudo station on Keio Line Season : June
 - No entrance fee

Showa Kinen Park: Tachikawa City, Tokyo metropolitan

- Flower: Hana Shoubu (Iris)
- · Access: 10-minute walk from Tachikawa station, JR Chuo Line
- Season: June
- Entrance fee: 400Yens







Rainbow Colors

Tulips make rainbow carpet on the ground. In Hamura, suburbs of Tokyo, tulips are cultivated as secondary crop in rice fields during the winter season. Showa Kinen Park is also a good place to see tulips.

Negarami Rice Field: Hamura City, Tokyo metropolitan

- Flower: Tulip (In Japanese, also called "Tulip" or "Chuurippu")
- · Access: 20-minute walk from Hamura station,
- JR Ome line (55 minutes from Shinjuku, you must change at Tachikawa)
- Season : April No entrance fee



Tulips are seen in





Yasuhiro SUHARA, Economic Infrastructure Development and Environment Division, JICA Tokyo

X Let's go visit Castles! X X X

Castles (in Japanese, Shiro or Oshiro) are one of the popular symbols of Samurai-era that still possess strong influence on modern Japanese culture. Japanese castles evolved rapidly during the period of civil wars among war lords (daimyo) between late 15th century and the end of 16th century. Castles before that period were simple forts



built, citizens of Kumamoto are

the ruling Tokugawa govern-

ment (Shogunate) only al-

lowed powerful and middle

class feudal lords to have one

castle in each lord's territory.

while smaller lords had none.

mostly built between mountains, but then in a hundred years turned into great castles with multiple towers, surrounded by moats and stone walls as we can see today. The purpose of building castles also changed from use in battles to the center of feudal rule, with cities developed in the surrounding areas.

Thus completed the forms of the Japanese castles in early 17th century, which was also a beginning of the suffering era for the castles. During the Edo period (1603-1867),



All the other castles, that counted a few thousand before Tokugawa period, were destroyed. Building new castles or remodeling existing

High stone walls are characteristics

ones were strictly prohibited by the Tokugawas, and even reparation of damaged castles needed to wait for permission by the Shogun.

During 270 years of Tokugawa's rule, about 170 castles survived, only to meet another hardship in the next era. When the Meiji regime took Tokugawa's place in 1868, the new government also feared as did the Tokugawas that

castles might be used by its opponents and thus ordered to demolish all the castles. Some castles however, did survive the demolition order, but met with indifference and disrespect as they were regarded as vestiges of the feudal system. Many castles were thus abandoned



Matsumoto Castle in Nagano Prefec-

and fell into ruins in early Meiji Period. When the social conditions calmed down, the remaining castles, as well as other remnants of the older eras, were highly valued once again and gained appraisal as National Treasures or Important Cultural Properties by the government and acquired its protection.

Among the twenty castles with original towers that survived until the beginning of World War II, seven were burned by the air raid by the Americans and one burned by

an accidental fire, leaving twelve castles with original towers built before 1867. After going through all these challenges, small number of remaining castles are treated with great importance and respect, as one of them Himeji Castle being a UNESCO World Heritage Site. Many castles that lost



the Imperial Palace is for Castle, with only stone foundatio

original towers got new ones rebuilt with request of local people, that still continues today employing original style and building methods. All these castles, original and rebuilt, are respected as centers of local cultures and pride of the people, receiving great number of tourists. If you



Matsuvama Castle was built just before

have chances to go close to Japanese castles in study tours or plan a small trip on a weekend. we recommend that you use your time to feel the local people's sentiment toward castles and old people's breathe.

the end of Tokugawa Em In Tokyo, at the center of the city is the castle of Tokugawa family, Edo-jo (Edo Castle) now the Imperial Palace. At the East Garden of the Palace or Kitanomaru Park, you can see the remnants of the old era, but the main castle

tower burned down in a fire in 17th century and has never been rebuilt since then. If you want to feel the atmosphere of a Japanese castle. you must travel an hour and a half on train to the city of Odawara. The Odawara Castle



was built in 16th century as the largest castle at that time and decorated the last of the castles at the end of the 17th century. On May 3rd every year, there is a 1800-men parade in the costume of that era that marches through the castle and fire matchlock

guns, which is worth take a look. Odawara Castle is just 5-minute walk from Odawara Station.



Train Fare: 800vens one way between Yovogi-Uehara Station and Odawara Station on Odakyu Line

Come Join JICA Tokyo's Sports Activities!



As described in the article on page 3, managing stress is important, if not essential, for successful participation in Training and Dialog programs. In addition to the recommendation noted on that article, a good way to reduce your stress is to play sports. At JICA Tokyo, the auditorium is open to the course participants for sports activities every night from 18:00 to 22:00.

The sport that you can play is fixed for each day. On Mondays, it's basketball, while you can play yolleyball on Tuesdays and Fridays, table

tennis and badminton on Thursdays and Sundays. For the soccer lovers, Saturdays are the mini-soccer (futsal) days. On Wednesdays, you can learn a Japanese martial art, aikido from the members of JICA Ai-

kido Club. All you have to do is put on your sportswear and shoes, call for your colleagues to join, and enjoy the sport of the day. Let's get active and move your body!

However, if you play sports too much or too hard, you are adding some more stress to your body, and it will obstruct your activities on the next day. The point is that you do it for fun, not for winning a game, so don't get too hot!



M U S E U M S

The Inka Empire Revealed: Century After the Machu Picchu "Discovery"

インカ帝国展 - マチュビチュ「発見」100年

For four thousand years, the Andean region of South America had been home to numerous civilizations, last and the greatest of which being Tawantinsuya, or better known as the lanka Empire. The empire ruled the vast territory from the border area of Colombia and Ecuador to the north and central Chile to the south until the sudden conjects by the Spanish. This exhibition, commemorating the 100th anniversary of the "discovery" of Machu-picchu by Hiram Bingham, features the numerous archeological artifacts and works of arts to explore the peoples of the empire and their cultures, the empire inself, and the change it experienced after the Spanish conquest.

400 Years of European Masterpieces from the State Hermitage Museum

大エルミタージュ美術館展 - 世紀の顔・西欧絵画の400年

This exhibition showcases 89 masterpieces of European art from the collection of the State Hermitage Museum of St. Petersburg, one of the world's largest museums of art.

The exhibition includes paintings from the 16th through 20th Centuries, demonstrating the breadth and the glory of European art. The works include Henri Matisse's timeless masterpiece Real Room (Harmony in Red), which will be shown for the first time in 30 years in Tokyo, Along with Matisse, the exhibition will display works by Titian, Rubens, Rembrandt, Reynolds, Renoir, Monet, Cézame and Picasso. Portrait: 18th Century Universidad Nacional San Antonio Abad del Cusco / Museo Inka photo by Yufaka Yoshii

Place: National Museum of Nature and Science

(国立科学博物館) ● 10-minutes-walk from Ueno Station on JR and Tokyo Met-

Date: March 10 (Sat)-June 24 (Sun)
Closed on Mondays.

except April 2 and 30 Time: 9:00~17:00

(until 20:00 on Fridays) Admission: ¥1,400

Ferdinand-Victor-Eugène Delacroix "Arab Saddling His Horse" 1855

©Photo: The State Hermitage Museum St. Petersburg, 2012

St. Petersburg, 2012

Place: The National Art Center,

Tokyo (国立新美術館) • Exit 6 of Nogizaka Station

 Exit 6 of Nogizaka Station on Tokyo Metro Chiyoda Line, 5 min walk from Roppongi Station on Toci Oeda Subway Line and Tokyo Metro Hibiya Line

Date: April 25 (Wed)-July 16 (Mon) Closed on Tuesdays, except May 1 Time: 10:00-18:00

(until 20:00 on Fridays) Admission: ¥1,500

