



**An example of 5S activities (taping and numbering of file boxes)  
at United Bulawayo Hospitals**

**JICA Volunteer Program (JOCV)**

JICA’s volunteer program called “Japan Overseas Cooperation Volunteers (JOCVs)” started in 1965. In principle, JOCVS are assigned in developing countries for a period of two years, engaging various sectors in community and local government to support socio-economic development.

As described by the phrase “together with the local community”, JOCVs live and work together with the communities in the country to which they are sent, speak the same language of the community and carry out activities with an emphasis on raising self-reliant efforts while fostering mutual understanding.

In Zimbabwe, JOCVs started in 1989 and the total number of dispatched JOCVs is over 500. The JOCV program is aimed at developing the human resources capacity of the youth in the following sectors: industrial, commercial, tourism, technology and sport. This is done by training the students that are at polytechnics, teachers’ colleges, agricultural colleges, industrial colleges and universities. Additionally, the program empowers young children with life skills and youth development.



**JOCV teaching baseball to the youth in Harare**



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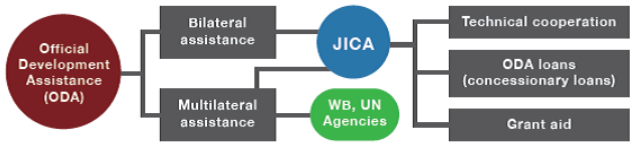
JICA  
Zimbabwe



# About JICA

## Japan's ODA and JICA

Since joining the Colombo Plan in 1954, Japan has been providing financial and technical assistance to developing countries through Official Development Assistance (ODA), aiming to contribute more proactively to the peace, stability and prosperity of the international community. Japan International Cooperation Agency (JICA), established in 1974 and merged with overseas economic cooperation section of the Japanese Bank for International Cooperation (JBIC) in 2008, is in charge of administering all ODA such as technical cooperation, finance and investment cooperation and grants in an integrated manner, except for contributions to international organizations.



## Japan's Cooperation to Zimbabwe

To assist the efforts by the people and the Government of Zimbabwe for achieving sustainable development, Japan is extending its support in the priority areas below.

- 1

- Promotion of Economic Integration within the Southern African Region
- 2

- Effective Utilization of Resources
- 3

- Assistance for the Human Security of People with Poverty

## JICA in Zimbabwe

JICA's activity in Zimbabwe started in 1980, concurrent with the independence of the country by sending several study missions to Zimbabwe, followed by accepting training participants in Japan and dispatching experts to Zimbabwe in 1981. The first Japan Oversees Cooperation Volunteers arrived in Zimbabwe in 1989 and JICA Zimbabwe Office was established in 1996.



## Our Programs

JICA is implementing its cooperation programs in line with Japan's priority areas. JICA is working closely with our counterparts, mainly partner government departments and agencies in Zimbabwe, by making best use of various types of supports, namely Grant Aid, Technical Cooperation Project, Knowledge Co-creating Program (Training Program), Japan Overseas Cooperation Volunteers and others.

### Pillar 1 Facilitation for Smooth Integration into the Southern African Regional Economy

*Infrastructure/Transport sector*  
“Eliminating bottlenecks on the roads and the border posts along the North-South Corridor”

North-South Corridor (National Highway No.3) is a part of Pan African Highway passing through Zimbabwe, connecting ports in South Africa and Mozambique with inland countries such as Zimbabwe, Zambia, DRC and Botswana. It is the busiest among any other routes in Zimbabwe and plays a vital role in the regional and domestic transportation and economy.

To facilitate the country's and regional efforts, the Government of Japan provided grant aid for construction of the New Chirundu Bridge (completed in 2002) and JICA extended technical assistance for introduction of One Stop Border Post (OSBP) at Chirundu (started in 2019)

The Project for the Road Improvement of the Northern part of the North-South Corridor (grant aid by JICA, 2.2 billion JPY equivalent to 21 million USD) began in 2019. The first phase of the project aimed to renovate a section of 6.5km road between Makuti and Chirundu (between Hell's Gate and the entrance point to Mana Pools National Park) and was implemented by Ministry of Transport and Infrastructural Development. The first phase of the project was completed in May 2021 Through the project, the sharp bends of the section have been widened, the gradients reduced and hill-climbing lanes constructed, with visual guidance pegs, markings and adequate signposting installed.



Road Improvement of the Northern Part of the North-South Corridor

## Pillar 2 Effective Utilization of Abundant resources

*Agricultural sector*  
“Empowering farmers toward market-oriented agriculture”

Smallholder Horticulture Empowerment & Promotion (SHEP) Approach, which started in 2006, and was developed in Kenya through technical cooperation project by JICA, and succeeded in increasing farmers' income. SHEP is an approach that realizes "Market-Oriented Agriculture" and converts farmers mind from "grow and sell" to "grow to sell". JICA has set the wide implementation of the SHEP Approach to countries throughout Africa as one of the pillars of Agricultural cooperation in Africa (now SHEP is in place in over 24 African countries).

JICA has provided opportunities for Zimbabwe to participate in SHEP training in Japan and in Africa since 2010 and more than 40 agricultural officials were trained. In March 2019, the Project for Zimbabwe Smallholder Horticulture Empowerment and Promotion (ZIM-SHEP) was launched for the period of five years, targeting pilot irrigation schemes in all the eight provinces in Zimbabwe, jointly implemented by AGRITEX, Ministry of Lands, Agriculture, Fisheries, Water and Rural Development and JICA. One of the characteristic features of SHEP approach is "market survey". In this practice, extension workers and farmers themselves go to nearby markets to conduct observations.

The surveys are a chance to get first-hand information about markets as well as get to know market actors. The surveys give farmers a clear understanding of market requirements and the information they need to select the best crops for increased profit (i.e. Popular variety, size, shape, colour, taste, quantity, potential buyers, price trend throughout the year and so on). Because the surveys are carried out at the initial stages of the process, they give farmers a real sense of the price and potential in horticultural crops. This opens up their eyes to crops to be grown for profit.

The project also promotes capacity building in bookkeeping, family financial planning that enhances gender equality, as well as producing/improving guidance materials for agricultural technology.

JICA also provided a grant (1.8 billion JPY) for the Project for Irrigation Development for Nyakomba Irrigation Scheme (Nyanga District, Manicaland Province) and the Project was implemented by Irrigation Department, MoLAFWRD, and completed in July 2019. This Project is the rehabilitation and expansion of Nyakomba irrigation scheme that was previously supported by Japanese grant aid (Nyakomba Irrigation Development Project, completed in 2001). ZIM-SHEP conducts pilot activity in Nyakomba irrigation scheme as well.



Farmers participating in a baseline survey

### Pillar 3: Assistance for the Human Security of Poor People

*Health Sector*  
“Quality Improvement in the Health Sector through 5S-KAIZEN-TQM Method”

Despite the chronic shortage of resources and capacity, hospitals and clinics are required to assure quality health services to the public. To realize this, health service facilities are at all times required to utilize available resources such as human resources, medical supplies and infrastructure as efficiently as possible.

5S (five S) is a principle and approach for improving work environment originally started in the manufacturing sector. The five steps of Sort, Set, Shine, Standardize and Sustain are simple and universally applicable processes for improving any work environment including hospitals. KAIZEN is the next step after 5S activity that continuously improves the way of work procedures and protocols, leading to the final step of Total Quality Management (TQM). Once these methods are well adopted, it enables health facilities to enhance quality service delivery, focusing more on equitable patient-centred care.

JICA has been providing various opportunities inside and outside of Zimbabwe for learning about 5S. They have been working with the Ministry of Health and Child Care (MOHCC), specifically Department of Quality Assurance and Quality Improvement Teams (QIT) at hospitals, to introduce 5S-KAIZEN approach at the central and provincial hospitals since 2014. There have been significant progresses in some hospitals that eventually led and lead to the improvement of clinical services for patients at hospitals.