



# Sakura-Meskel

## Newsletter

Embassy of Japan in Ethiopia

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October 2009

### THE 20<sup>th</sup> ANNIVERSARY OF HIS MAJESTY THE EMPEROR'S ACCESSION TO THE THRONE



This year 2009 is a special commemorative year for Japan and the Imperial Family. In 2009, Japan celebrates the twentieth anniversary of His Majesty Emperor Akihito's accession to the throne and the fiftieth anniversary of the wedding of Their Majesties Emperor Akihito and Empress Michiko.

On 7 January 1989, upon the demise of Emperor Hirohito, posthumously known as Emperor Showa, His Majesty Emperor Akihito acceded to the throne as the 125th Emperor of Japan. The Ceremony of Enthronement was held at the Imperial Palace on 12 November 1990. From abroad, representatives of 158 countries, including Monarchs, Heads of State and two international organizations attended the ceremony.

As stated in the Constitution of Japan, the Emperor is "the symbol of the State and of the unity of the people" and derives his position from "the will of the people with whom resides sovereign power".

Since the Enthronement in 1989, the Emperor, together with the Empress, has been carrying out a wide variety of official duties in relation to his position as the symbol of the State and of the unity of the people. With their strong sense of duty and constant attention to the needs of the people, Their Majesties have brought the Imperial Family much closer to the general public with warmth and dignity.

### JAPAN'S NEW GOVERNMENT



Prime Minister Yukio Hatoyama

In Japan's 45th general election held on August 30, the Democratic Party of Japan (DPJ) won 308 seats out of 480 in the House of Representatives (Lower House). As a result of this landslide victory of the DPJ, the Japanese people saw the change of the government which ruled by the Liberal Democratic Party for a long time, DPJ President Yukio Hatoyama was designated as the ninety-third Prime Minister of Japan on 16 September 2009.

In his address at the sixty-fourth session of the General Assembly of the United Nations, on 24 September 2009, Prime Minister Hatoyama pledged his commitment to African development saying "Japan intends to continue and strengthen the Tokyo International Conference on African Development (TICAD) process".

### TWO JAPANESE INSTRUCTORS INTRODUCED THE WAY OF TEA

On 30 September 2009, two Japanese Instructors organized Japanese Tea Ceremony, "Chado" the way of tea, at the Japanese Garden in the National Palace, and the Japanese Ambassador's Residence. In these events, various guests are invited, including H.E. Ato Girma Wolde Giorgis Lucha, the president of the Federal Democratic Republic of Ethiopia, and enjoyed the taste of Japanese green tea and the Japanese traditional culture.



Demonstration at the National Palace



H.E. Ato Girma and H.E. Mr. Komano



Workshop at the Ambassador's Residence



## MESSAGE FROM THE AMBASSADOR



H.E. Mr. Kinichi Komano

Dear Readers,

The following is part of a conversation that took place between an Ethiopian leader and a JOCV member (Japanese Overseas Cooperation Volunteers) the other day. JOCV, as a part of the JICA program, are junior experts deployed throughout the country with a wide range of expertise, such as personal computer instruction, science, mathematics and physical exercise education, water resources development, tourism promotion, kindergarten education, cooking, handicrafts and so on.

In the meeting, a JOCV physics education teacher deployed in a high school said;

"Sir, in my school, teachers are good at teaching physics through textbooks. School children, however, cannot be interested in physics only by learning theories

from reading textbooks. The teachers say they have no laboratory, no tools for showing experiments because there is no money. I replied that we could make simple tools for showing experiments to students, and I started collecting available materials for making some simple instruments and demonstrating them to colleague teachers as well as the school children. Will you allow me to show some samples here?" (the interlocutor nods).

(The JOCV begins by showing how a motor is set in motion.)

"Sir, I bought a broken electrical apparatus in Merkato almost free of charge and picked out a magnet from it. By putting this magnet and this small iron string together, we can show school children how a motor is set in motion. (However, the motor wouldn't start despite several tries, which caused bursts of laughter). Sir, in scientific experiments, failures are more frequent than successes. Through repeated failures, students start thinking and try to find the reason and how to improve things. After repeated trial and error, they understand more and become very interested in science.

(Next, the JOCV showed a microscope, made from the neck of a plastic water bottle together with a small glass. He put a slice of onion on the opposite side of the

neck of the water bottle). "Sir, do you see an enlarged cell of the onion? (Sir nods. This has been pre-arranged, therefore, no failure!).

The interlocutor said, "Wonderfully done. This can be an innovative approach to the problems we face. Let's think and discuss together how we can scale up this idea throughout the country."

A senior volunteer was also present in this session. He had been long serving in a local municipality water and sewerage bureau in Japan as an architect establishing the water and sewage system for the city. Now he is deployed to the Addis Ababa Water and Sewerage Authority as an advisor. One of the first things he did, with financial cooperation of this Embassy, was to establish a pilot installation for ridding iron and manganese from the city water. He also invited some other senior volunteers in the Authority thus enabling them to work for a more systemic cooperation, drawing upon their respective experiences in Japan.

Our goal through different schemes of cooperation, including the JOCV program, is to share our experiences and skills so that we can better support the efforts to make the development goals of Ethiopia come true.

## JAPAN FESTIVAL IN ADDIS ABABA

The first JAPAN FESTIVAL was held by Japan International Cooperation Agency (JICA), the Embassy of Japan and Japanese Community in Ethiopia at Juventus Club in Addis Ababa on 4 October 2009. At this event, Japanese culture and Japan's activities in Ethiopia were introduced through cultural performances including traditional music, traditional dance, martial arts, and cultural displays. Many guests were invited to this festival from the various field, such as government officials, diplomats and local people who are interested in Japanese culture. All the guests enjoyed the stage performances and displays, and deepen their understanding on Japan's activity in Ethiopia and its culture.



YOSAKOI Dance



Karate Demonstration



SHAMISEN (Traditional Japanese Instruments)



## JAPAN HANDS OVER UREA FERTILIZER

A handing over ceremony for 27,800 MT of urea fertilizer to the Government of Ethiopia through the Japanese scheme of Non-project Grant Aid (NPGA) took place in the Agricultural Inputs Supply Enterprise Warehouse on 7 October 2009. H.E. Mr. Kinichi Komano, Ambassador of Japan to Ethiopia, handed over the fertilizer to H.E. Ato Yacob Yala, State Minister of Agriculture and Rural Development.

Total amount of this grant was 110 million Ethiopian Birr, and implemented by Japan International Cooperation System (JICS). It is expected the fertilizer will foster agricultural productivity, enhance food production through supporting the efforts of the Government of Ethiopia and promote the economic structural adjustment efforts by the Government of Ethiopia (to contribute to the improvement of the Ethiopian balance of payment of foreign currency).

Since 1985, through the Japanese scheme of Grant Aid for Underprivileged Farmers, and from 2004, through the scheme of NPGA, including this grant, Japan has extended a total amount of 15.25 billion Japanese yen to date, approximately 1.68 billion birr, for the procurement of fertilizer, which is believed to have significantly contributed to the overall development endeavors of the Government of Ethiopia in ensuring rapid and sustainable development by implementing the Agricultural Development Led Industrialization Policy and Strategy.



H.E. Mr. Kinichi Komano and H.E. Ato Yacob Yala



Donated Fertilizer

## SEVEN PROJECTS SIGNED FOR IMPROVING THE LIVES OF PEOPLE IN ETHIOPIA 2<sup>nd</sup> GRANT CONTRACT SIGNING CEREMONY (600,159 US Dollars) IN JFY 2009

On 6 October 2009, which was 55th anniversary of Japanese international cooperation, the 2nd signing ceremony in JFY2009 took place at the Embassy of Japan in Ethiopia.

Since 2006, the Government of Japan has signed contracts with not-for-profit organizations to implement 85 projects. These projects are implemented in all regions; in two chartered cities, Addis Ababa and Dire Dawa and in more than 40 zones throughout Ethiopia. The Government of Japan realized the importance of a comprehensive approach to mitigate the roots of the problem of poverty.

This year, 2009, many projects have taken various approaches to tackle both rural and urban issues in Ethiopia. The organizations who signed grant contracts on the occasion implement five educational projects, one medical supports to those who are with disability, and one water projects which will apply Japanese traditional technique.

On the occasion of the signing ceremony, H.E. Mr. Kinichi Komano, the Ambassador of Japan to Ethiopia, stressed the Japanese Government's commitment to continuously assist people who suffer from various problems in Ethiopia. He reflected the projects' implementation in previous years to note the success and challenges of the projects' implementation. He, therefore, suggested each recipient organization to have close contact with community to consult the difficulties and the problems whenever they encounter during the implementation. In his last remark, he sincerely hoped each organization to implement successfully and to demonstrate a strong commitment to complete their projects in order to achieve projects' targets and goals.



Signing Ceremony



## KAIZEN Project

*The JICA Kaizen project is now just starting. As background information of the project, I would like to explain 'Kaizen and Economic Development of Japan'*

(Prof. Akio Hosono, GRIPS 30/06/09)

We can distinguish three different phases of development and diffusion of Kaizen (continuous improvement of productivity and quality) in Japan: Start up, Scale up and Spread out to overseas. This short essay first discusses briefly these three phases then compares Kaizen and benchmarking.

### The First Phase: Start up and Early Development

The motivation of Japanese companies in this phase was initially their strong concern about the foreigners' perception of Japanese products: Cheap, but low quality. Therefore, improvement of quality without increasing cost (or with improvement of productivity) was considered as the best strategy because Japan and Japanese companies were very poor in the period after the World War II. In this context the Quality Control (QC) fitted best to the strategy. The first approach of this strategy was to introduce statistical QC (SQC) introduced by Dr. Deming: lower rate of defective products which was the key to improve quality and productivity at the beginning.

Shortly after this inception, the SQC was up-graded to Kaizen with QC Circle (QCC). The Japanese way of QC was gradually consolidated when it was applied at the factory floor level. Instead of the "top-down" approach common in the US and other countries, a "bottom-up" approach was adopted in Japan. A team commonly known as the "Quality Control Circle" ("QC Circle" or QCC) was organized and QCC gradually improved and up-graded basic or statistical QC to Kaizen, incorporating typical Japanese approach such as 5S and many others. In this process, Dr. Kaoru Ishikawa, Mr. Taiichi Ohno and others made theoretical and practical contributions, and introduced many tools of Japanese QC/Kaizen.

### The Second Phase: Scale up with rapid increase of QCC with Kaizen and consolidation of TQC

In early seventies, Japan faced a very serious crisis caused by Oil shock and strong appreciation of yen. Japanese companies had to strengthen competitiveness through quality and productivity improvement to face strong appreciation of yen. At the same time they had to save energy and improve energy efficiency to face ten times higher oil price. In this new context, Kaizen was diffused even more rapidly than before and number of QC Circles (QCC) increased. At the same time, QC with Kaizen was scaled up to Company wide (Company wide QC, CWQC) and Total Quality Control (TQC).

CWQC/TQC promoted Kaizen not only in manufacturing activities but also distribution, after-service, purchasing of materials and machinery, etc. At the same time, "spread out of Kaizen" took place in many non-manufacturing sectors such as health care, construction, financial sector, office work (general clerical work), etc. Together with "scale-up" and "spread-out", total number of QC circles and members participating in them increased rapidly in 70s and 80s in Japan.

One of the significant impacts of Japanese TQC is often explained by describing the development of car industry during the oil crises in the 1970s. During this period, TQC was extended to activities for energy conservation and measures for resource maintenance. It greatly impacted various industries and became more securely established as a valuable quality framework for Japanese industrial development. (See IDB(2003) for more details)

### The Third Phase: Spread Out to Asia and other regions of the world

Japan faced new challenges from mid 80s: globalization and stronger competition with emerging countries as well as continued

appreciation of yen especially after the Plaza Accord in 1985. Kaizen was widely diffused to countries where Japanese companies made investment and technological transfer. Kaizen continued to be important both in Japan and overseas, especially for Total Quality Management (TQM), concept based on Japanese-made TQC.

In this process, Japanese manufacturing companies shifted their production bases to East Asia where production costs were lower. First, Japanese firms tried to duplicate the quality management system

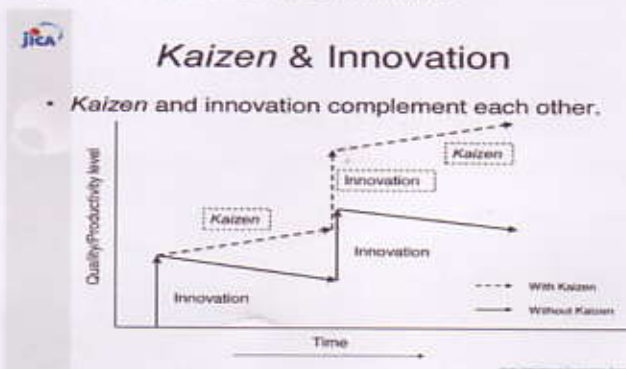
in their factories abroad. Moreover, as they endeavored to increase local procurement of intermediate inputs, local suppliers were requested to conform to Japan's quality standards. (See GRIPS Development Forum (2009) for more details)

There have been several tracks for transfer and adaptation of Kaizen overseas: one of the major tracks was FDI from Japan to East Asia, US, Latin America, Europe and other regions. Another important track was Japanese official or semi-official cooperation by JICA, AOTS, APO (Asia Productivity Organization) together with Japan Productivity Center and JUSE.

### Comparison with benchmarking

Kaizen explained above could be complementary to the benchmarking method. By bench-marking, the best practice and its level of productivity is compared with the company that wants to introduce improvement in productivity or quality. With this analysis, we can identify the gap with the best practice of the excellent factory of the world. In order to fill the gap, experts or consultants related to a specific aspect of the gap are requested to advise changes, and sometimes introduction of new machinery is needed. This process could produce rapid improvement but could need normally certain amount of investment.

Instead, Kaizen is continuous and incremental improvement with participation of all workers and normally does not demand investment. Nevertheless, Kaizen generally takes time to attain tangible effects. It should be also emphasized that Kaizen is a process in which all participants could improve their capacity to cope with different types of challenges. This could mean a kind of on the job training. The following diagram elaborated by Mr. Takafumi Ueda based on Professor Masaaki Imai's book (Masaaki Imai (1986) could help understand this comparison between Kaizen and benchmarking.



### Closing remarks

I really hope that the Ethiopia-Japan Kaizen project be successful and that Ethiopia be the model case of Kaizen movement in African countries.



Prof. Hosono