

KITA

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A motorbike parts manufacturing workshop that reduced the rate of defective parts (Mr. Son)

A welding machine with a reduced rate of defective welded pipes (Ms. Nhung)



— Outcome-oriented Approaches of KITA's Training —

Helping the participants in the training to solve the issues they are facing, KITA provides training with an emphasis on the following:

- 1) Clarification of the needs for training (the problems that the participants are facing)
- 2) Building win-win relationships between the enterprises visited and the participants (partner countries)
- 3) Follow-up of the training outcomes Please see the article on page 4 for more details.

Policy of Management for FY 2015



Hideki FURUNO, President

Ethnic and religious conflicts are being reported all over the world. We are told that they may well affect the global economy. There is a sense of uncertainty in the international situation, with the growth of emerging nations beginning to sputter and Europe remaining stagnant, and we are now being told that it is possible that Abenomics and other such earnest endeavors in Japan will find it hard to get immediate results.

KITA, meanwhile, has been undergoing an overhaul of our set-up since 2011, based upon the following medium and long term perspectives.

KITA's medium and long term policies

1. Accumulation of KITA's assets
2. Investigation of "what is typical of KITA" and "the advantages of being based in Kitakyushu"

Based on these policies, we have promoted the following five guidelines in FY2013 and FY2014. We have also almost completed our plan running up until the end of FY2014, as outlined below.

1. Intensify surveying and finding out overseas needs and building overseas networks

- (1) Find out and share needs in collaboration with JICA and related administrative divisions of the Kitakyushu municipal government
- (2) Find out and summarize overseas needs
- (3) Develop and utilize networks with former participants overseas

This plan also takes into consideration the fact that, as one of the world's eco-cities, Kitakyushu supports 'green growth' in Asia and the harnessing of 'people power' for green innovation.

2. Enhance and improve the project capabilities of training and technical cooperation

We have consolidated partnerships with the parties concerned and improved planning in order to enhance and boost project capabilities.

- (1) Closer cooperation between KITA divisions
- (2) Establishment of a system for cooperation with JICA and related administrative divisions of the Kitakyushu municipal

government

- (3) Formulation and implementation of the annual plan

We have contributed to the improvement of project capabilities, for example by collaboration in work-related tasks, collaborations between training projects and technical assistance projects, and revitalizing collaborations with JICA Kyushu and the Kitakyushu municipal government. At the same time, by securing new forces and diversifying our personnel, we have boosted and enhanced the human resources upon whom our project capabilities are founded.

3. Get KITA's current account balance firmly into the black

We promoted the following in order to improve KITA's financial strength, a prerequisite for further growth.

- (1) Improving the accuracy of KITA's income and expenditure plan, and securing a medium and long term forecast
- (2) Improving the profitability in each KITA division

We are steadily fine-tuning the plan and countermeasures to improve income and expenditure are taking clear shape.

4. Promote a three-year plan for the maintenance of our IT infrastructure

Our three-year plan to develop KITA's IT infrastructure, from FY2012 to FY2014, is proceeding as scheduled.

- (1) Complete development of the operations support system that forms the core of our IT infrastructure
- (2) Expand use of the IT infrastructure and promote training for the introduction of the operations support system

The development of the centerpiece of our system infrastructure, a system to provide support for training program work, is now complete and a course of training for its introduction has been run. Full-scale operation was launched in FY2014.

5. Establish ourselves as a public interest

incorporated foundation: secure transparency and disclose information

Two years have passed since we were recognized as a public interest incorporated foundation, and we are settling into our new system. Our management as a public interest incorporated foundation is steadily becoming entrenched, and we are establishing protocols and procedures for our daily work.

As indicated above, we are getting results almost exactly as scheduled.

FY2014 was a year in which we collaborated even more closely with partners such as Kitakyushu and JICA Kyushu, and those strong cooperative relationships helped to intensify overseas activities.

We have been pushing forward for nearly four years now with the medium and long term policies I constantly advocate for KITA, and I have decided to launch a two-year project (FY2015-16) to establish the 'KITA brand' as one of the fruits of our medium and long term policies, a step that will give added clarity to their image.

This KITA brand will be the core concept of the ten-year KITA Master Plan that kicks off in FY2015. I have formulated guidelines for FY2015, listed below, with the establishment of the KITA brand as their central focus.

FY2015 Guidelines

1. Enhance and improve project capabilities with the aim of establishing the KITA brand

- (1) Training brand: Reliable implementation, from the grasp of local needs to follow up on outcomes
 - a. Comprehensive grasp of local needs
 - b. Provide solutions and effective expertise, information and experience
 - c. Build a win-win relationship between the countries that participate in a training course and the companies that collaborate in it
 - d. Reliable follow-up on the outcomes of training courses
 - e. Greater utilization of networks with former participants overseas
- (2) Technical assistance brand: Global deployment of small and medium-sized Kitakyushu companies
 - a. Support for small and medium-sized Kitakyushu companies as they start up activities overseas (act as a coordinator)
-Find out the needs of overseas companies and match them with what Kitakyushu companies can offer

- Expand markets by proactively launching activities overseas and establish production systems such as joint ventures with overseas companies

- b. Proactive collaboration to launch activities overseas with the organizations listed below
 - Kitakyushu municipal government
 - Japan Association for Trade with Russia and NIS (ROTOBO)
 - Japan International Cooperation Agency (JICA)
 - Japan Cooperation Center for the Middle East (JCCME)
 - Japan External Trade Organization (JETRO)
- c. Aggressively boost our visibility overseas via activities such as overseas seminars and forums
- d. Greater utilization of networks with former participants overseas

2. Formulating and implementing the KITA Master Plan

- (1) FY2015: Final draft of the KITA Master Plan (10-year plan)
 - Giving concrete form to the scheme to establish the KITA brand
- (2) FY2015: Start to move forward with the KITA Master Plan
 - Start work on the realization of the KITA brand

3. Further promote the streamlining of project management

- (1) Clarify the respective roles of organizations and operations, and boost coordination between organizations
 - Streamline administrative work and reduce costs
- (2) Promote effective use of the IT infrastructure and improve its functions

4. Establish ourselves as a public interest incorporated foundation: ensure transparency, fairness and disclosure

- (1) Scrupulously protect information and provide full disclosure
- (2) Prepare the relevant documents for external audits by the Cabinet Office and Kitakyushu municipal government
- (3) As a public interest incorporated foundation, establish protocols and procedures for our daily work.

As outlined above, we intend to revise the KITA brand, which has already been given a clear shape, in FY2015 and FY2016, and to make 2015 the year in which we build up the momentum to power forward with the KITA Master Plan during the next decade.

Outcome-oriented Approaches of KITA's Training

Dr. Masakatsu UENO, Vice President and Director of the Training Division

KITA celebrates its 35th anniversary this year. Since the start in 1980 with only one course about steel production technology, operations went on expanding until the number of courses reached 45 in 2009. For Japan, dependent as it is on foreign countries for the major part of its energy and food, being a "processing and trade nation" is essential. To exist as a "processing and trade nation", it is indispensable to "establish a relationship of mutual trust with the world" and in that context, I think ODA is extremely important.

1. Matters implemented with priority in KITA's training

The most important thing in the technical training held in Japan as part of its ODA is to help partner countries (or the participants in the training) to solve the issues they are facing. For that reason, KITA provides training with an emphasis on the following:

1) Clarification of the needs for training (the problems that the participants or their countries are facing)

The first thing necessary for training is to clearly specify the issues. We are making every effort to do this through dialog with the participants.

2) Building win-win relationships between the enterprises visited and the participants (partner countries)

Solving the issues of the participants of training requires not only "information" but also other specific means: namely "industrial products".

In KITA's training, we invite as partners enterprises capable of providing us with tools or the like that will be useful for solving the issues, and in doing so we make every effort to build win-win relationships.

3) Follow-up of the training outcomes

The achievement of JICA's training is assessed by: 1. the output subjected to assessment at the end of a training course; 2. reformation or improvement i.e. the outcomes resulting from the application of what was learned in the training by the participants back in their home countries. KITA is working on follow-up in close cooperation with JICA Kyushu, and at the same time undertaking outcome surveys through site visits etc. as an original KITA operation.

2. Examples of outcomes (Participants from Viet Nam)

Outcomes of the course "SMEs Activation in Viet Nam" are introduced below as examples of those found by the site survey.

The course was run every year from 2010 to 2013 and was attended by about 50 participants, including executives from SMEs in Viet Nam. The course showed the participants how SMEs in Japan, including their presidents, are working as a team to develop employee competence, something that effected a big change in the participants' way of thinking.

Immediately after returning home, the participants presented new management plans focused on unifying presidents and employees, and succeeded in reducing the rate of defective products and developing new technologies.

3. Conclusion

It is my belief that the "results of training" at KITA will be convincing, even in the eyes of the general public, as long as they are carefully assessed from the perspectives of: 1. the outcome; 2. the win-win relationship.



A motorbike parts manufacturing workshop that reduced the rate of defective parts (Mr. Son)



A welding machine with a reduced rate of defective welded pipes (Ms. Nhung)

Revitalization of the Community by the One Village One Product Movement “Capacity Development for Entrepreneurs and MSMEs Activation in African Countries (B)”

Yasunori NAKASHIMA, Course Leader

The course was projected against the backdrop that in Kenya, the One Village One Product movement is considered a part of the “promotion of the growth of micro, small and medium-sized enterprises in rural areas” and is in action under the jurisdiction of the Ministry of Industrialization.

The 15 participants consisted mainly of local government staff and the majority of the course was designed to take place in Oita, where the One Village One Product movement was first advocated, although the duration of the course was limited to only one week.

In Oita, the course was centered on visits to the fields of people actually participating in the One Village One Product movement, such as sweet corn processing or karinto (small sugar-coated sticks) manufacturing, and listening to their experiences. Hearing opinions directly from the people involved in the movement seemed to be far more stimulating and a more valuable experience than simply learning from books or lectures.

On the last night in Oita, the participants were divided into several groups for an overnight stay in farm houses in Ajimu. They were able to communicate their feelings despite the

language barrier, and all sleeping together on futons in a room with tatami flooring seemed to be a rare experience for them.

Upon finishing the training course, the participants attended a subsequently held training course in Thailand before returning home. I fully expect that the participants will make good use of the learning outcomes of this course for the regional development of Kenya.



With the deputy mayor during a courtesy call to Takeda City Hall

Hoping that Learning Outcomes Flower in the Industries of the Participants’ Home Countries “Practical Technology for Mechatronics and Robots”

Masataka TANIGUCHI, Course Leader

“Practical Technology for Mechatronics and Robots” is a three-month course that begins in the cold winter of the end of January, experiences the best seasons of Japan with cherry trees in full bloom and the fresh green of spring, and continues till the end of April. Last fiscal year, eight participants were sent here from countries in Asia, Central and South America and Africa to receive practical training in mechatronics, returning home greatly satisfied with their exposure to Japanese culture as well.

Current industries call for technical experts capable of handling entire production systems using multiple fields of knowledge and techniques covering mechanical, electrical, control and computer technologies, unlike in the past, when it was sufficient to be knowledgeable in one field. Fortunately, Kitakyushu and its neighboring areas are the birthplace of the term “mechatronics” and are blessed with a number of related industries and educational institutes, presenting an ideal environment for education about production systems.

The course consisted of 45% practical training, 40% lectures and 15% visits to factories and educational institutes, laying emphasis on hands-on training using practice materials and various apparatuses and devices, including the programming of control equipment utilizing PIC, control of mini plants and devices utilizing PLC and simulation drills utilizing MATLAB.

I firmly believe that the participants’ achievements in this course will help develop the industries of their countries.



Practical training about electronic circuits and control



Practical training about sequence control utilizing PLC

Highlights of KITA training courses

Promotion of Energy Saving and Introduction of Renewable Energy Starts with Human Resource Training “Energy Efficiency and Renewable Energy”

Yuichi TERADA, Course Leader

The energy consumption of Iran has been at a high level due to the increasing demand from every sector, calling for immediate actions toward the efficient use of energy. Human resource training is one of the key things to promote energy saving and to accelerate the introduction of renewable energy.

When I was appointed to take charge of this course, prior to the participants' arrival I was worried about how to deal with such matters as meals or the arrangement of time and places for prayers, but the course came to an end with no cause for concern. As to the meals, we often took lunch in a bus, Shinkansen or other vehicle due to the tight time schedules, in addition to which the training sessions were often extended due to the barrage of enthusiastic questions from the participants, who took their training very seriously.

As we had learned, there were certain restrictions to the meals during their stay, but none regarding vegetables or seafood, so “onigiri (seaweed-wrapped rice balls)” from convenience stores were of great help when we were in a rush. As to the prayers, thanks to the cooperation of all the participants, no significant problems arose.

All the companies we visited provided us with cordial treatment, for which I offer them my heartfelt thanks.



Participants enjoying lunch



A lecture during the course

Voluntary Improvement Activities Are Fundamental to Productivity Improvement “Dissemination of Productivity Improvement Activity in the Latin-American Countries”

Katsuhiko KAWASAKI, Course Leader

This course was established for the purpose of developing the capacities of the personnel belonging to divisions in charge of giving guidance about productivity improvement activities to small and medium-sized enterprises in the Caribbean Basin area. Seven trainees participated this year.

The course focused on quality control and productivity improvement. In addition to the knowledge about various control methods which they already had, it was considered that the training should include the methodology of applying them in the field, and the course thus included visits to several small and medium-sized enterprises to have them experience the reality of how they are put into practice in Japan.

The participants seemed to get a feel for the fundamentals of Japan's productivity improvement activities through the on-site study of the 5S activities and other voluntary improvement activities which the visited enterprises were practicing based on their mid-term improvement plan, as well as of aspects such as the practice of disclosure and sharing of information, and communication between top management and employees.

In this course, emphasis was given to the development of the capability to draw up an improvement plan - the goal of this course - something which will be necessary when giving

assistance to the small and medium-sized enterprises of their own countries. For example, each participant made repeated revisions to their action plan until they eventually completed an improvement plan in line with the QC story, something which gave them a sense of achievement.

I believe that this course has helped to train people who are not only knowledgeable but also have the wisdom required to solve problems on site. Due to differences in working habits and culture, the Japanese way would be hard to apply exactly as it is. However, I hope that the participants will persevere in expanding the productivity improvement activities in their own unique way and customizing them to suit the situations of their countries.



Training at the Motoman Center, YASKAWA Electric Corporation

Advances in Air Pollution Prevention in the Participants' Home Countries Expected "Air Pollution Source Management"

Azuma KIDO, Course Leader

First launched in FY2009, this year saw the sixth round of the JICA training course "Air Pollution Source Management". Against a backdrop of common concerns about the escalation of air pollution due to the rapid progress of urbanization in developing countries, this course was set up for the purpose of widely disseminating preventive measures and was designed to include such elements as technologies for pollutant monitoring, development of legal systems and enforcement of the laws, and technologies for pollution prevention at the emission sources.

This year, 10 participants in total were invited to the course consisting of one person from Botswana, China, Egypt, India, Mongolia, Senegal, Uruguay and Vietnam respectively and two persons from Sri Lanka.

The participants' job reports showed that the air pollution in the urban areas of their home countries was worsening from year to year due to sulfur oxides, nitrogen oxides, particle matters and the like emitted from factory chimneys or included in automobile exhaust gas.

Thanks to the cooperation of many enterprises, the course was implemented to teach about 1) air pollution monitoring, 2) measurement of exhaust gas in flues, 3) pollutant emission

control technologies in factories, etc.

I hope that the technologies and hands-on experience acquired from this course may be of great help to the participants in their duties after returning home.



Practicing the measurement of fluorine compounds in exhaust gas in a flue at Environmental Technology Service Co., Lt.



Visiting the Air Pollution Monitoring Station of DKK-TOA Corporation

What Is Important Is to Implement and Verify the Techniques Learned in the Course "Management of Composting Project"

Tsutomu SASHIWA, Course Leader

This fiscal year's course was a substantial three-week course, one week longer than last fiscal year's, which allowed us to increase the number of places visited. Two students from the University of Kitakyushu and Ritsumeikan Asia Pacific University also joined the course as part of the global human resource training program designed by JICA for university students during the summer vacation.

The participants made up a huge group, 15 in total. Almost all of them behaved proactively and raised so many questions that they were always pressed for time. Exchanges of opinions with Japanese university students in English and mingling with them after the class seemed to be fruitful and exciting to both parties, and in particular seems to have given the Japanese youths an opportunity to get rid of their introspective mind-set and to learn how to communicate with the outside world in English.

I often feel that although participants from developing countries may be lacking in terms of expertise and understanding, they behave proactively and laugh a lot whenever an opportunity is offered - one thing that Japanese youths should perhaps learn from them. I am sure that the participants have learned a diversity of

techniques and methods concerning composting technology and ways of marketing compost, but I would like to remind them of the importance of implementing and verifying the learning outcomes for themselves in their own countries.



Observation of composting technology at Hachigame Plan



Lecture on corrugated cardboard technology

Highlights of KITA training courses

Aiming to Relaunch the Training Course of “Productivity Improvement for Viet Nam” ～ Report on the Business Trip to Viet Nam ～

Yuichi TERADA, Executive Director for Planning and Coordination of the Training Division
Dr. Masakatsu UENO, Director of the Training Division

Viet Nam has stepped into a new phase of development aiming at proclaiming its status as an industrialized country by 2020, concentrating on the development of institutions, training of human resources and development of infrastructure. Currently, more and more Japanese enterprises are actively expanding their businesses into Viet Nam and the relationship between both countries is getting closer and closer in different verticals.

The training course of “Practical Corporate Management for Productivity Improvement for Viet Nam”, after being held yearly since its start in 2010, came to a successful end last fiscal year. During the visit to Viet Nam in August last year for the purpose of following up the learning outcomes, we interviewed some of the former participants now in their home country. Many of them reported with joy that they had produced excellent results in their activities after returning home.

Former participants and the officials of TAC (Technical Assistance Center of Viet Nam for Small and Medium-sized Enterprises) were of the opinion that the continuation of the technical training course by KITA was fervently desired. Therefore, we are continuing to hold discussions with the concerned parties in Viet Nam with the aim of relaunching this

highly reputed training course.

At this point, we are facing issues concerning the implementing bodies, cost sharing for the dispatch of participants, and so on. However, we are committed to making further efforts toward the early relaunch of the course, starting with the reexamination of such future issues as the composition of the training groups.



Meeting at TAC in Ho Chi Minh



A clean room at a plastic container manufacturer

A Real Feeling of How Big the Results of Training Were ～ Report on a Business Trip to Kazakhstan ～

Dr. Takatsugu UEYAMA, Course Leader

I took a trip to Kazakhstan for the purpose of following up on the area-focused training course about energy saving implemented in September 2013, and also to investigate the needs for the country-focused training course that is scheduled to be held yearly from 2015 onward.

The itinerary included visits to four cities across the country where all-day seminars, interviews with former participants and visits to enterprises continued. The mission consisted of one person from JICA, three persons from KITA and one person as an interpreter, so we were five in total.

Each one of the former participants was excellently performing their duties by applying the outcome of JICA's training. What made us feel reassured was that their activities were opening up areas for more public energy-saving activities beyond the organizations to which they belong.

Many examples could be observed, such as the introduction of inverters into their own products -fan & blower- to contribute to the energy saving of their customers, and the provision of diagnosis services to their customers through energy audits using manuals that they had made on their own.

The state government of Kazakhstan established the Energy Saving Bureau in the Ministry of Development in 2013 where, from what we have heard, development of energy-saving laws

modeled upon Japan's has almost been completed and, as the next step, “registration of energy-intensive enterprises” and “preparation of procedures giving guidance to energy-auditing companies” are being undertaken. They requested that the coming training course by JICA focus on subjects related to the points above.



The government offices quarter in the capital city, Astana. Basic design by Kisho Kurokawa



Capacity attendance at an energy-saving seminar in the industrial city of Aktobe

Recent activities for overseas development cooperation

One-Tone Coordination Energy-saving Diagnosis for a Cutting-edge Steel Works in India

Tomoharu ASAHARA, Director of the Technical Cooperation Division

At the request of Nippon Steel & Sumikin Research Institute Corporation and as part of the CO2 emission reduction activities under the Japan-India private-public initiative, I joined a mission sent to JSW/Vijayanagar Works in India for eight days from October 25.

Vijayanagar Works is a landlocked steel works on the Deccan Plateau. It is a rather young steel works that is located on vast premises and started operations in 1994. Its plant capacity is 10 million tons per year, which is the largest in India.

As might be expected, it possessed state-of-the-art equipment, and little room seemed to be left for significant improvement when we learned that centerpieces of

energy-saving technology in steel works such as power generation by blast furnace top gas pressure and CDQ had already been introduced. Rather, we were amazed by the youth and excellence of the technical personnel we met, who will probably offer stiff competition for Japan's steel industries.

On the other hand, when we turned our eyes to the outside world, the surroundings of the steel works were mired in poverty and, considering that this country has vast territories and a huge population, we gained the impression that it would take a considerably long time until the whole nation could benefit from India's economic growth.



With the senior members of the energy department



A bird's-eye view of Vijayanagar Works

Business Exchange with Turkey Started

Kazuya KUDO, Vice President **Mitsuaki KAWASHIMA**, Technical Advisor

Steel industries in Turkey boast the world's eighth largest production scale with their annual crude steel production of 35 million tons. In June 2014, we visited two steel works. Located in between Europe and Asia and sharing the history and geographical conditions of both cultural zones, the steel industries of Turkey are in a considerably advanced stage as a result of having introduced technologies and equipment from Europe.

As part of JETRO's interregional economic exchanges, an economic exchange agreement was concluded between the city of Kitakyushu and the Organization of the West Black Sea Economic Cooperation in October 2014. Four companies representing the companies in Kitakyushu joined the visit this time (i.e. the second visit) to expedite the exchange in a business-like way.

The packed four-day itinerary covered Turkey's largest electric furnace mill, as well as steel works in an area from Central Turkey (the West Black Sea Industrial Zone) to Western Turkey (the Sea of Marmara Industrial Zone).

Our visit to the electric furnace mill enabled us to see Turkey's largest mill producing steel bars and wire rods. The company is engaged in the production and sale of steel bars and wire rods as a member of a combine comprehensively engaged not only in the

steel industry but also the marine transportation, agriculture, forestry and fisheries, power generation, and mining industries. The mill is situated close to the Aegean Sea in a landscape with deep blue skies and waters, and we were very struck by its management, which gives full consideration to the environment. All the participants in the trip had a safe journey back to Japan, having obtained footholds for talks that may lead to future business expansion.



Meeting with ERDEMIR, a steel works company



The Wooden Horse of Troy

Speech of thanks at the closing ceremony from a representative of all the participants who completed this training course



- Representative: Ms. KINYUAH Gladys Karen Wangu from Kenya
- Training course: Capacity Development for Entrepreneurs and MSMEs Activation in African Countries (A)
- Course period: May 27, 2014 to Jun. 27, 2014

Ladies & Gentlemen,

The course, "Capacity Development for entrepreneurs & MSMEs Activation for Africa", was comprehensive and well delivered. The knowledge gained will go along away in steering the future performance of MSME and the general economic development of our countries. Some of us barely knew the OVOP concept, but now we are experts. The Concept is one way of promoting export products that are limited in our countries. The concept facilitates the creation of employment and wealth.

We now see it as solution to the many challenges facing Africa. The knowledge on how increase of productivity through application of Kaizen 5S, is one thing that we greatly appreciate. The knowledge that you can reduce cost of production and increase productivity by just being organized, feels good. In Africa most MSME are not able to sell their products in regional & global markets; due to limited market information, but now we know that you can access market information online and make millions at minimal cost.

The new knowledge of available, reliable & affordable wind & hydro electric energy, the solar lantern for the micro entrepreneurs in the rural areas is one dream that I don't want to finish until it's a reality. On implementation it will be a real life changer for many MSME. We recognize that MSME in Africa have limited capital due to high poverty levels, and we are therefore requesting JICA to positively consider our proposals for financial support for the provision of cheap & reliable source of energy so as to boost the performance of the African MSME. African has failed to be competitive in the regional & global markets as a result of low quality products.

They have failed to realize that quality control

requires just continuous human resource development. The course has opened our business eyes, and we now know that skills development is investment & not a cost. I take this opportunity to appreciate the government of Japan for sponsoring and facilitating us to attend this important course. I also appreciate our governments for allowing us to come this far and be away from our duties. We feel proud and honored to be the privileged few. To the administration of JICA-KIC & KITA, I wish to kindly request you on behalf of the participants to pass our gratitude to your government & to the Lecturers & Head of Institutions/companies that we visited. We appreciate the knowledge imparted to us. Knowledge is power and thank you for giving us that power.

-omission-

As for the participants I know you would like to continue staying here to enjoy the hospitality from our host but our families & offices awaits us. So, on your behalf I say thank you & goodbye to our host but let it be just a physical goodbye, let our hearts keep them not as JICA or KITA officials but as true friends. Our host we will miss you all. At this junction I wish journey mercies to my team members as we travel back to Africa. Keep Africa- JICA fire burning.

THANK YOU ALL AND GOD BLESS YOU ALL.

(As in the original speech script)



【 KITA International Friendship Programs 】 ～ Planning the 1st NSSC Get-Together ～

Nippon Steel & Sumikin Stainless Steel Corporation (NSSC), Yawata Works

Mr. Kosuke Uchikado, Mr. Wataru Asano

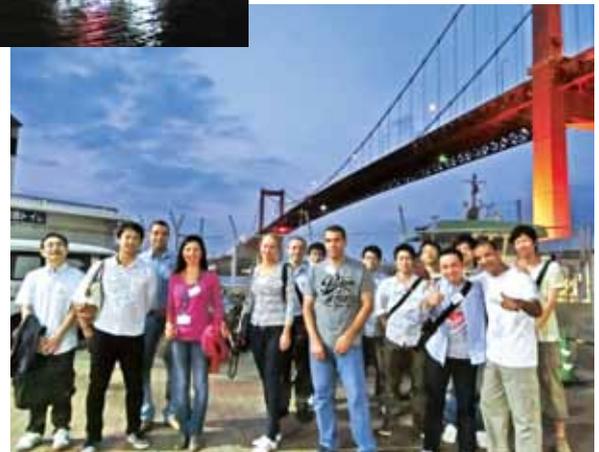
Brrm, brrm! The powerful sound of the ferry's engine reverberated across Dokai Bay, whose evening waters reflected the lights of the factories. After the late summer heat, the sea breeze on October 1st was pleasantly cool as the six participants in the KITA-run course "Promotion of Energy Conservation in Commercial and Residential Sector (B)" and ten of our young employees got together for a ride on the Wakato ferry.

NSSC is expanding into the overseas market with the aim of becoming a globally-competitive stainless steel manufacturer. There is thus a need to improve English competence within the company, but for employees like us at the Yawata Works there are few opportunities to have direct dealings with foreigners and come into contact with 'living' English. We realized that that there was nothing for it but for us to reach out and immerse ourselves in an environment where we could use English, and went to ask KITA for the chance to socialize with overseas participants in their training courses. The KITA Secretariat, which is in charge of international goodwill programs, readily consented saying, "If it will give the participants happy memories of Kitakyushu...", and preparations for the get-together began.

Our theme was to give the participants the chance to get to know Kitakyushu better, so we planned a trip on the Wakato ferry, which is used by local people to cross between Wakamatsu and Tobata, areas in Kitakyushu separated by Dokai Bay, and an informal meal in Tobata. The Wakato ferry has a 125-year long history, dating back to the Meiji Era, and is popular with the citizens of Kitakyushu who affectionately call it the "pon-pon ship". On the evening of October 1st we assembled at Yahata Station and got the JR train to Tobata. We felt very nervous when we first met the KITA participants and the atmosphere was rather strained, but we gradually relaxed while chatting about this and that on the train and the ferry. During the meal

we were able to speak English smoothly and became even better friends. Apparently the KITA participants also had a pleasant time, so we are glad that we did plan the get-together. It was a very meaningful event for us as well, enabling us to confirm the fruits of our habitual study of English.

We are very grateful to the KITA Secretariat for all their help in planning the get-together. We would like to hold similar events in the future, and ask for your continued understanding and support.



Against a background of Wakato-ohashi-bridge



Enjoying meals at an izakaya-restaurant

Technical Exchange Held in Our Sister City of Hai Phong, Viet Nam

Tomoharu ASAHARA, Director of the Technical Cooperation Division
Toshikatsu MIYATA, Technical Advisor

As part of JICA's grass-roots technical cooperation projects, a technical exchange meeting (an exhibition and business meeting) was held in November 2014 between enterprises in Kitakyushu and local enterprises. The technical exchange took place in the Vietnamese city of Hai Phong, which established a sister city relationship with the city of Kitakyushu in April. The exhibited articles are now permanently displayed in the Hai Phong Industrial Vocational College (HPIVC) with the hope that the display may help encourage local enterprises to improve their production technology and product quality, and to build bridges for business exchanges with enterprises in Kitakyushu.

JICA's grass-roots project in Hai Phong

In recent years, many Japanese enterprises, including enterprises in Kitakyushu, are expanding their business to Hai Phong. The actuality, however, is that the supporting industries out there have not reached full growth, and thus the quality requirements and so on of the Japanese enterprises cannot be properly satisfied. In such circumstances, the city of Kitakyushu and KITA are leveraging JICA's grass-roots projects and undertaking programs such as assistance for HPIVC in preparing curriculums, and sending professionals to assist local enterprises in improving their workplaces via "5S" or other factory management methods.

A technical exchange meeting between the cities of Kitakyushu and Hai Phong

This technical exchange meeting was held at the Hai Phong Art Display Center from 12 to 13 November 2014. It was joined by 11 enterprises from Kitakyushu, and two other Japanese enterprises, whose business covers a wide range of industrial verticals including metal, precision each processing, measurement instruments, logistics and the food (sushi) industry.

From the success of both days, we fully realized how high the motivation of the local enterprises is for the development of technical capabilities and how keen their interest is in business exchanges with Kitakyushu enterprises.

Opening of a permanent exhibition area for Kitakyushu enterprises

After the technical exchange meeting had ended, the exhibited articles were moved to the first floor of the main building of HPIVC and a permanent exhibition area was set up. It is expected that students at the college, or working people visiting the college to attend an education courses, may come into contact with the technologies and products of the Kitakyushu enterprises, and that the exhibition area will acquaint them with enterprises from Kitakyushu.



Advertising display of the meeting



Lively technical exchanges and business talks at the tables of the participating enterprises



The permanent exhibition area where the exhibition will be held for one year

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