

KITA

NEWS

KITA
Kitakyushu
International
Techno-cooperative
Association

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— The 35th Anniversary Ceremony of KITA —

On 17 June 2015, celebrating the 35th anniversary of its foundation in 1980, Kitakyushu International Techno-cooperative Association held a commemoration and a celebration at Industrial Club of West Japan (Tobata Ward, Kitakyushu), where we invited honorable guests including Deputy Mayor of Kitakyushu Mr. Umemoto, Director General of JICA Kyushu Mr. Izaki and representatives of companies and institutions who support our international training courses and technical corporation.

Kitakyushu International Techno-cooperative Association

Reviewing FY2014 results and announcing the FY2015 plan

Hideki FURUNO, President



Ethnic problems and religious issues in places such as the Middle East, Africa and Eastern Europe are increasingly complicating the international situation, and the frequent threat of transnational terrorism is becoming a serious problem. The threat of terrorism seems to be drawing so close that it might even have a considerable effect on KITA's international activities.

With regard to economic conditions in Japan, although there are clear indications of a recovery in performance, particularly for big companies, such as stock prices exceeding the 20,000 yen mark for the first time in 15 years, it is true to say that many observers are of the opinion that it will require a little more time before recovery can be confirmed; for example there are many reports indicating that the effects of Abenomics have not yet percolated to provincial areas.

Given this situation, KITA's FY2014 business performance was greatly affected by the decrease in the number of JICA training courses as a consequence of Japan's review of its ODA policy. There has been a decrease of more than 40% in income from training projects in comparison with FY2011, which produced the greatest revenue in the past five years. Our other business of technical assistance projects

is relatively bullish, but the training business has greatly affected the scale of our business and it went into the red for the first time in four years. The grim reality is that the reduction in JICA projects has a major impact on KITA. The city of Kitakyushu and many other entities expect us to contribute to the international community and, if we consider our future, we need some form of plan to break out of this difficult situation. This is why we plan to formulate a ten-year KITA Master Plan from FY2015 and implement business restructuring. Accordingly, it has been decided to approach FY2015 according to the following guidelines.

1. Enhance and improve project capabilities with the aim of establishing the KITA brand
2. Formulate and implement the KITA Master Plan
3. Further promote the streamlining of project management
4. Establish ourselves as a public interest incorporated foundation, and ensure transparency, fairness and disclosure

These business guidelines will play a central role in the reforms carried out to transform KITA as we mark our 35th anniversary. I humbly ask for your continued support and cooperation.

The Ceremony to Commemorate KITA's 35th Anniversary

Naokatsu FUJIWARA, Senior Managing Director, Secretary General

On July 14, 1980 the Junior Chamber International Kitakyushu, the Kitakyushu Chamber of Commerce and Industry and the Industry Club of West Japan held a general meeting in the main hall of the Mainichi Kaikan in Kokurakita Ward to establish the Kitakyushu International Training Association, abbreviated to KITA (the Japanese name was revised to Kitakyushu International Techno-cooperative Association in 1994). KITA was created with the aim of transferring to developing countries the industrial technology amassed by Kitakyushu. In the 35 years since then, KITA has steadily promoted international technology transfers. The scope of those technology transfers now embraces 151 countries and involves nearly 8,000 participants. At the start, KITA's financial infrastructure was established thanks to the enthusiasm its three parent organizations and their devoted action, and our initial activities proceeded smoothly with a system of industry-academic-government cooperation put in place. The path to KITA's growth and development then opened up.

The ceremony to commemorate our 35th anniversary began with a speech of welcome from President Hideki Furuno, followed by a congratulatory address from Deputy Mayor of Kitakyushu Kazuhide Umemoto, speaking on behalf of Mayor Kenji Kitahashi who was unable to attend due to other business, and then a congratulatory address from Hiroshi Izaki, Director General of the JICA Kyushu International Center.

President Furuno reported on the current status of KITA and spoke about its business guidelines, and then expressed his gratitude in the speech given below.



The president's speech



Presenting a letter of thanks

"I would like to express my heartfelt gratitude for all the support and assistance from so many people since KITA was established in 1980, thanks to which we are able to celebrate our 35th anniversary.

Since KITA's founding, with the support of 605 investment institutions and individuals, 330 organizations that collaborate in our training courses, and many course leaders and lecturers, we have continued our activities based on the volunteer spirit right up to the present day. As of the last fiscal year, we have a tally of 151 countries that join in our training courses with a total of 7,389 participants, and have been able to form a network comprised of around 2,000 former participants. It truly has

become an invaluable human asset for the city of Kitakyushu.

On April 1, 2012 we made a fresh start as a public interest incorporated foundation, and have clearly defined our identity as a corporate body that serves the public good.

KITA is organized around three types of activities: international training, technical cooperation and international friendship promotion. Taking the investigation of "what is typical of KITA and "the advantages of being based in Kitakyushu" as a basic policy, we have drawn up management guidelines based upon this policy every other year and then acted upon them.

Given the worsening business environment, today we embark upon the KITA Master Plan. In order to establishing the KITA brand, we aim to provide solutions based upon a firm comprehension of the needs and performance of the countries involved in our training, as well as aiming to support the global expansion of small and medium-sized Kitakyushu companies and create win-win situations. In addition to this, we aim to get into the black, trying to integrate a profit-making business.

Today I would like to present you with a letter of thanks and a DVD of our activities as an expression of gratitude for all your support and cooperation.

I would like to conclude my speech by asking you for your continued support and cooperation in further enhancing the value of Kitakyushu and indeed of Japan."



Giving a toast at the party



Screening the 35th anniversary video

We have received guidance and assistance from so very many people over the past 35 years, and by rights we should express our gratitude to each and every one of them. However, due to the constraints of the venue, we were forced to invite a limited number of guests as their representatives, to whom the president presented letters of thanks. Although we presented the guests with a commemorative DVD of KITA's activities, time was also made during the ceremony to screen the DVD for those present.

Despite the small venue, the ceremony was attended by 50 guests, including members of the board of councilors and the board of directors, and their warm wishes filled the room with a celebratory atmosphere.

We were once again filled with gratitude for all the ongoing support for KITA.

I. 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

II. FY2014 Results

We steadily implemented the five management guidelines given below, but our revenue declined by about 30% under the impact of the overall reduction in the number of JICA projects, and as a result we posted a financial deficit.

1. **Intensify surveying and finding out overseas needs and building overseas networks**
 - (1) The identification and sharing of needs in collaboration with JICA and related administrative divisions of the Kitakyushu municipal government is very close to completion.
 - (2) Overseas needs are being identified and summarized.
 - (3) Development and utilization of networks with former participants overseas has begun.
2. **Enhance and improve the project capabilities of training and technical cooperation**
 - (1) Closer cooperation between KITA divisions has been almost completely achieved.
 - (2) The establishment of a system for cooperation with JICA and related administrative divisions of the Kitakyushu municipal government is very close to completion.
 - (3) Formulation and implementation of the annual plan has been normalized.
3. **Get KITA's current account balance firmly into the black**
 - (1) The improvement of the accuracy of KITA's income and expenditure plan, and securement of a medium and long term forecast is very close to being achieved.

(2) A policy and system to improve the profitability in each KITA division is very close to being established.

4. **Promote a three-year plan for the maintenance of our IT infrastructure**
 - (1) The development of the operations support system that forms the core of our IT infrastructure is now complete.
 - (2) The expansion of the use of the IT infrastructure and promotion of training for the introduction of the operations support system is very close to being achieved.
5. **Establish ourselves as a public interest incorporated foundation: secure transparency and disclose information**
 - (1) Two years have passed since we were recognized as a public interest incorporated foundation, and we are very nearly settled into our new system.
 - (2) Our management as a public interest incorporated foundation is steadily becoming entrenched.

●Financial results

Revenue: 226.5 million yen Expenditure: 234.5 million yen
(Planned revenue: 304.1 million yen Planned expenditure: 303.5 million yen)

Due to the decrease in training course business (roughly 25% fewer than had been planned) that resulted from JICA's overall project downsizing, our net income was roughly 8.7 million yen less than had been planned (-8.1 million yen).

III. FY2015 Plan

FY2015 marks KITA's 35th anniversary, and we have decided to focus upon future-oriented restructuring during the next decade and implement the four management 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
 - ① Comprehension of local needs
 - ② Providing solutions and effective expertise, information and experience
 - ③ Building a win-win relationship between the countries participated in a training course and the companies collaborated in it
 - ④ Reliable follow-up on the outcomes of training courses
 - ⑤ Greater utilization of networks with former participants overseas
 - (2) Technical assistance brand: Global deployment of small and medium-sized Kitakyushu companies
 - ① Support for small and medium-sized Kitakyushu companies starting up activities overseas (act as a coordinator)
 - Finding out the needs of overseas companies and matching them with what Kitakyushu companies can offer
 - Expanding markets by proactively launching activities overseas and establishing production systems such as joint ventures with overseas companies
 - ② Proactive collaboration to launch activities overseas with related organizations
 - 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)

- ③ Aggressively boosting our brand awareness overseas via activities such as overseas seminars and forums
- ④ Greater utilization of networks with former participants overseas

2. Formulate and implement 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
 - Starting work on the realization of the KITA brand

3. Further promote the streamlining of project management

- (1) Clarifying the respective roles of organizations and operations, and boosting coordination between organizations
 - Streamlining administrative work and reducing costs
- (2) Promoting effective use of the IT infrastructure and improving its functions

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

- (1) Scrupulously protecting information and providing full disclosure
- (2) Preparation of the relevant documents for external audits by the Cabinet Office and Kitakyushu municipal government

●Financial Plan

Revenue: 256.3 million yen
Expenditure: 256.2 million yen (Including Master Plan: 276.2 million yen)
Profits: Regular business : + 92 thousand yen
(Including Master Plan: -19.898 thousand yen)

Words of Farewell on Leaving KITA



I left the position of full-time executive of KITA at the end of March this year. Ten years have passed since I started working for KITA. What motivated me to work for KITA was the request from the former president, Dr. Takuo Kono who passed away this March.

Despite my initial hesitation, I remember making up my mind when he said, "Think of this request as your destiny and do me the favor of accepting it!" In memory of Dr. Kono, I would like to look back at these ten years.

The first job I was engaged in at KITA was the training course for senior members of Chinese steel works in which ten persons of department head level from ten Chinese steel works participated. Out of regard for technology leakage issues, the curriculum was so arranged that environmental improvement technology would be its focus. The participants were highly competent and now are playing an active role as leading members at steel works back in their home country. (Chinese annual crude steel production was around 350 million tons at that time, but presently exceeds 800 million tons.) The steel works to which the participants belonged were mostly medium to large-sized steel works. In these steel works, environmental measures learned during training in Japan are implemented, however, as far as other small-sized steel works are concerned, the actuality is that such environmental measures are still not put into practice. Environmental measures taken in industrial fields other than steel works are not good enough, resulting in PM2.5 drifting to Japan even today. This year again, cooperation with regard to environmental improvement is supposed to be planned for Beijing and other cities in China.

The next job I was engaged in was a shakeup of the Technical Cooperation Division. The Technical Cooperation Division of that time was merely an organization in name, lacking substance. Ten years ago, it was difficult for small and medium-sized enterprises in Japan to expand overseas on their own. Against such a backdrop, I decided that the main theme of the Division should be to focus on support for the overseas expansion of small and medium-sized enterprises. When we started, there was a sharing of roles between Dr. Fujimoto and I, in which Dr. Fujimoto was in

Kazuya KUDO, Councilor of KITA

charge of Vietnam and I was in charge of Russia. To expand our target countries, it was necessary to recruit competent human resources to make up for the shortage of manpower. Mr. Nobuaki Tanaka was the first person and Mr. Eiji Wada the second to join our group. In later years, we asked Mr. Toshikatsu Miyata for his cooperation and to take Mr. Wada's place when he moved to Nagoya. We were further blessed with the participation of Mr. Mitsuaki Kawashima.

As a result, the target countries of our needs surveys overseas have expanded remarkably, to include countries such as Indonesia, Taiwan, Korea, Middle Eastern countries like Saudi Arabia, and Turkey. Support from the government and the local administration is essential for the needs surveys made overseas. We have performed them with the cooperation of the Industry and Economics Bureau and the Environment Bureau of the City of Kitakyushu, JICA, JETRO, ROTOB0, JCCME, Korea-Japan and Japan-Korea foundations, and many other related organizations. At present, the small and medium-sized enterprises of Kitakyushu are most interested in Vietnam, where many of them have succeeded in expanding their business. However, in the near future, labor costs in Vietnam will increase and it will become necessary to look for the next targets.

KITA has formulated a new master plan (the primary plan) effective from this year onwards. The Training Division and the Technical Cooperation Division will jointly be aiming at business expansion from a long-term perspective. Initially, KITA is required to make concerted efforts to move forward in the first year of the master plan exactly as planned. To that end, I would like the Training Division and the Technical Cooperation Division to tackle that goal in an integrated manner although they will confront so many issues.

I would like to give my thanks for being allowed to work for public benefit together with the greatest of colleagues in the final chapter of my business career.

The basic philosophy of KITA is to make international contributions with a volunteer spirit. I expect KITA to keep this philosophy in mind as it pushes forward vigorously toward its brilliant future. I wish you all the best of luck for success and good health.

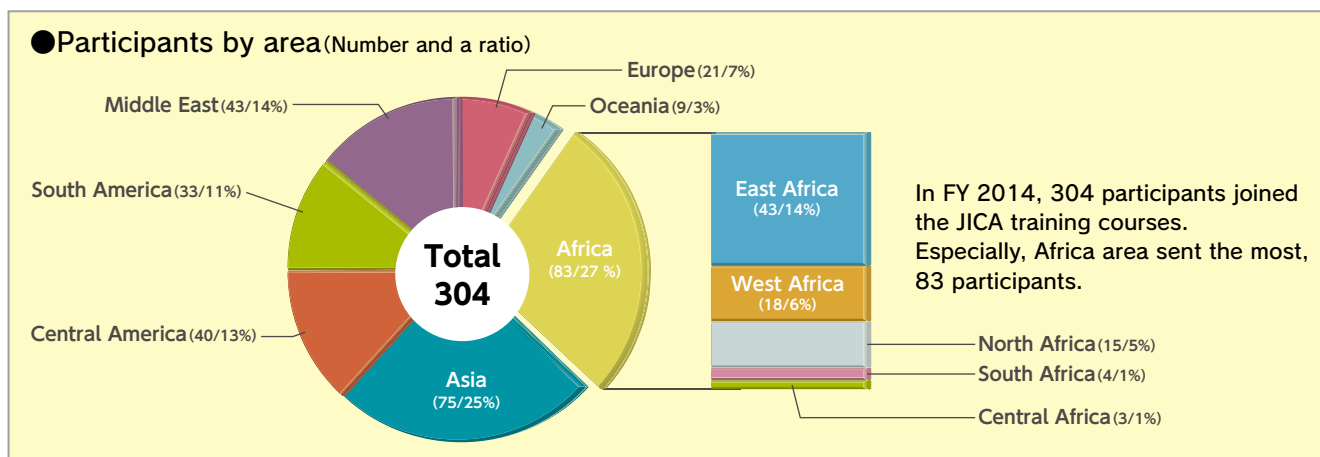
Thank you.

Highlights of KITA training courses

1. Results of JICA training courses implemented in FY2014

No.	classification	Title of training course	Number of Participant	Course Leader	Training period 2014/4~2015/3
1	Environment management	Air Pollution Source Management	10	A.Kido	2014/5/14~2014/6/27
2		Environmental Education	14	S.Haraguchi	2014/5/28~2014/7/03
3		Waste management Technique (A)	8	S.Haraguchi	2014/10/22~2014/12/19
4		Management of Composting Project (A)	12	T.Sashiwa	2014/8/25~2014/9/12
5		Management of Composting Project (B)	10	K.Kido	2014/10/29~2014/11/25
6		Industrial Pollution Control Management	7	Junji.Kawasaki	2015/2/2~2015/4/24
7		Capacity Development in Industrial Pollution Management for Iraq	12	S.Haraguchi	2015/3/18~2015/3/30
1	Wastewater treatment	Water Environment Administration	10	T.Ueyama	2014/6/16~2014/7/04
2		Capacity Development in Waste Water Treatment Sector for Kosovo	10	H.Sueta	2014/10/20~2014/11/7
3		Sewerage Administration for Vietnam	10	S.Yazu	2014/11/26~2014/12/8
4		Operation and Maintenance of Sewerage System	9	H.Sueta	2015/1/25~2015/3/6
1	Production technology	Dissemination of Productivity Improvement Activity in the Latin-American Countries	7	K.Kawasaki	2014/6/09~2014/7/18
2		Maintenance Management for Productivity Improvement	8	Jun-ichi.Kawasaki	2015/2/18~2015/4/23
3		Practical Technology for Mechatronics and Robots	8	M.Taniguchi	2015/1/30~2015/4/22
1	Energy conservation	Energy Efficiency and Renewable Energy	10	Y.Terada	2014/5/12~2014/5/27
2		Policy Planning for Energy Efficiency & Conservation C	12	K.Kawaguchi	2015/7/7~2015/8/1
3		Alternative Power Generation Technology for Low Carbon Society (A)	9	T.Fujii	2014/5/19~2014/6/18
4		Alternative Power Generation Technology for Low Carbon Society (B)	8	T.Fujii	2014/10/20~2014/11/19
5		Promotion of Energy Conservation in Commercial and Residential Sector (A)	6	K.Kawaguchi	2014/9/25~2014/11/10
6		Energy Conservation Techniques for India (1)	16	S.Yamato	2015/3/30~2015/5/1
7		Solar Power Generation Technology	12	T.Ueyama	2015/2/23~2015/4/28
8		Alternative Power Generation Technology for Low Carbon Society (C)	5	S.Yazu	2015/2/23~2015/3/25
9		Promotion of Energy Conservation in Commercial and Residential Sector (B)	10	K.Kawaguchi	2015/2/4~2015/3/19
1	Vocational training and Healthcare	Capacity Development for Entrepreneurs and MSMEs Activation in African Countries (A)	10	M.Kosugi	2014/5/30~2014/6/26
2		Reinforcement of Administrative Capacity for Food Sanitation	8	K.Nakahara	2014/10/02~2014/11/14
3		Small and Medium Enterprises/Local Industry Activation for Central and South American Countries	12	Y.Miki	2014/8/01~2014/8/28
4		Training Program for Japanese Descendants	7	Y.Miki	2014/10/13~2014/10/29
5		Practical Human Resource Development in Electrical and Electronic Engineering for Africa	12	N.Kyura	2014/7/24~2014/9/25
6		Capacity Development for Entrepreneurs and MSMEs Activation in African Countries (B)	10	M.Kosugi	2014/10/06~2014/11/06
7		Project for Improving OVOP Services in Kenya	15	Y.Nakashima	2014/8/29~2014/9/5
8		Strengthening Marketing Capacity for SMEs	10	T.Miyamoto	2015/2/24~2015/3/13

2. Participants visiting Japan in FY2014



Playing a Role to Create a Country and Communities free from Pollution

「Capacity Development in Industrial Pollution Management for Iraq」Course

Kiyoshi HARAGUCHI, Course Leader

In Iraq, environmental pollution issues such as air pollution, water pollution and industrial waste treatment problems have emerged and a serious situation is arising due to the development of the petrochemical industry, the country's major industry, since the Iran-Iraq War.

Against such a backdrop, in March 2015, 13 persons in charge of environment-related divisions of the Ministry of the Environment of Iraq and local governments were sent to learn about industrial environmental measures taken in Japan. Thanks to the textbooks prepared in Arabic and the assignment of an interpreter, the participants could freely develop discussions in their own language and deepen their mutual understanding. Taking into consideration the fact that 90 percent of Iraq's revenue comes from the petrochemical industry, subjects were arranged so that policies and technologies concerning air, water and solid wastes could be learned efficiently within a short period of training.

Out of eagerness to promote the construction of a functioning state and functioning cities, the participants asked a great many questions, which made me feel that, with this eagerness, the

environmental pollution issues would be solved in the not too distant future. But it struck me to the core when one of the participants said that while Japan had more or less succeeded in solving environmental issues in the space of 20 years, Iraq would probably not have accomplished so much even 200 years later. I sincerely hope for an early restoration of peace.



In front of a large-sized combined septic tank at FUJI CLEAN CO., LTD.



In front of a wind farm at Hibikinada North Green Park

Expectations for the Training Outcome

「Strengthening Marketing Capacity for SMEs」Course

Tadashi MIYAMOTO, Course Leader

Iran's national policy is to make a shift in its exports from mining products to manufactured products, agricultural products and IT-related goods. The potential is high with the steel production of the country being the second largest in the Near and Middle East and its automobile production having a record of 1.6 million cars per year. Nine participants joined this round of training from the Exportation Promotion Center. I did have concerns about the participants' level of hands-on experience and powers of comprehension, however, they showed a strong interest in learning and all the participants reviewed their lessons every two days. My worries were groundless.

They came to understand the primary importance of establishing production systems of high-quality, high-value-added products and distinctive characteristics that can be recognized worldwide. We took a daylong stroll through Kokura and along the Kanmon Strait and experienced Japan's culture and manners, though many of the participants drifted off one after another along the way.

On the last day of the course, I used a diagram of overall enterprise activities, instructing them that what they had learned was just a part of the whole and their studies had to be continued, and that practical application of the theory in the field was essential because knowing something and doing it are fundamentally different. There was feedback from the

participants saying that they well understood through this course that they had been unaware of many things and that further efforts were required. As the lecturers also could experience the participants' culture, view of the world and concept of values, the course ended up being a mutually fruitful one.

I expect to hear good news from them at some point in the future.



The participants relaxing after the IAS presentation



Learning the history of the development of local industries

Highlights of KITA training courses

Aiming at the Promotion of Composting in Central and South America

「Management of Composting Project」Course

Kozo KIDO, Course Leader

The 2014 training course was held for the duration of about one month with ten participants from nine countries, including the Republic of Cuba and the Dominican Republic.

Although composting is undertaken in many countries in Central and South America, the composting technology is not very advanced. Too much time (generally more than four months) is taken for composting and the product is poor in quality. Many other problems also lie ahead of them.

The participants in this training consisted mainly of state government or local government officials and most of them had no field experience of composting. However, a participant from Ecuador, who is a composting engineer in a public corporation, had substantial technical capabilities and awareness of the issues. The training covered the composting technologies applicable to household garbage (the Takakura method and three others), livestock waste, pruned branches and sludge. Also, since many of the participants were interested in marketing, examples of marketing in Asia were explained and studies were made about branding.

There seem to be many difficult conditions involved in finding

a way to promote composting that is appropriate to their respective countries, however, I sincerely hope that they will start with what they can do and then move forward step by step adopting an empirical approach.



Training about making "bokashi" compost (Eating small carrots raw)



Training about windrow composting (at Imari Hachigame Plan)

Expecting the Earliest Introduction of Renewable Energy

「Alternative Power Generation Technology for Low Carbon Society」Course

Shoji YAZU, Course Leader

Modern society is facing a serious problem of global warming and depletion of fossil fuels due to increased energy consumption.

Participants were invited from island countries (five countries) and developing countries (two countries) where energy consumption is comparatively small for today's world, and technical training was held to introduce various types of alternative power generation technology toward the creation of a low carbon society, and for the participants to become capable of applying the technology to the energy policies of their own countries.

The above countries are reliant upon imported crude oil and hydroelectric power, and are confronting a possible problem of adverse impacts on the local infrastructure arising out of escalating costs for the electric power as a result of difficulty in obtaining crude oil and functional paralyses of the hydraulic power generation plants due to flooding.

The participants in this training course consisted of administrative officers and employees of state-run power companies, who share the same task of creating a low carbon society. To help the participants solve their issues and problems, the course was so arranged as to introduce the status of Japan's power supply and energy policies, its actions toward the creation of a low carbon society, its energy conservation policies, and various types of renewable energy

utilization technology, along with many other useful curricula.

The participants evaluated the course as being good, and what they had learned resulted in their action plans, all of which looked promising. I sincerely hope that the participants will use the outcome of their training in Japan for the creation of low carbon societies and for the improvement of the electrification rate in their countries, and that low carbon societies will be realized at the earliest possible date.



Visit to J-Power Wakamatsu Research Center



Visit to Kyushu Electric Power Mega Solar Omuta

“Revision of Living Habits” : the First Step in Promoting Energy Conservation in Civilian Sector

「Promotion of Energy Conservation in Commercial and Residential Sector」Course

Kenji KAWAGUCHI, Course Leader

The training course “Promotion of Energy Conservation in Commercial and Residential Sector” has been implemented for three years for the purpose of assisting developing countries to promote energy conservation in the civilian sector, and the last round of this course was held from February 1 this year for the duration of seven weeks.

Ten participants from seven countries in Central America, the Middle East and Oceania joined this round of training looking for the keys to coping with the rapidly increasing energy demand in the civilian sector, especially the demand for electricity, resulting from their economic growth and changes in lifestyle.

Having learned about government activities for the promotion of energy conservation in office buildings and households, actual applications of the energy conservation technologies and renewable energy and so on, each of the participants summed up their respective achievements in their action plans for solving the issues. The contents of the plans, which were drawn up based on their common recognition that energy consumption in the civilian sector depends largely on the living habits and awareness of the consumers, demonstrated the eagerness and high level of achievement of the participants. The persons in charge of the course felt

greatly rewarded.

This course will be held again from this fiscal year onward under a new form, for which I intend to draw upon the experience of these three past years so that the course will be more helpful to the participants and respond to their needs.



KYOTO CO-OP store
(Visit to an example of energy conservation in supermarkets)



Azbil Corporation
(Visit to an example of energy conservation in office buildings)

Aiming at Enhancement of Execution Capabilities by “Taking Notice”

「Local Industry Activation for Central and South American Countries」Course

Yoshio MIKI, Course Leader

This is the tenth round of this training course since it first opened in FY2007. 112 participants from 18 countries have so far attended the course.

This time, in accordance with JICA policy, the focus was on “enhancement of execution capabilities” and the curriculum was revised for that purpose. The first revision was the introduction of “making propositions to enterprises through factory diagnoses”. This is a practical exercise performed after gaining an understanding of the theory. Specifically, the participants each write down on a Post-it the good points and the points to be improved that they have noticed during their visit and, after summarizing the points in groups, make a presentation to the president or the staff of the company visited and ask for their opinion. The second revision was the practical training of “fishing methods without fish” in which the purpose should be sought before the means. As an application of the “strategic triangle”, which is internationally recognized as a way of thinking to improve managerial quality, the participants prepared their own “organization profile” and, by noticing the issues of the organization, looked for the points for improvement or reform.

I believe firmly that, thanks to this training, the participants

have come to think more practically than before, and that their action plans will be put into practice back in their home countries.



Field study at Oyama-machi
Konohana Garten



Factory diagnosis presentations
at SUNAQUA TOTO

Highlights of KITA training courses

Many thanks for your cooperation in the training of “Industrial Safety in the Workplace” for the sewerage system training course

To: KES Co., Ltd.

〒806-0025

Higashikanbara 3-31, Yahata-nishi, Kitakyushu

Tel: 093-644-0220

URL: <http://www.kes-21.co.jp/company/summary.php>



Safety meeting before the work in the field
Participants attended the meeting of the team engaged in the task

Safety management in the workplace is an unavoidable theme throughout the construction, operation and maintenance of sewerage system facilities, although the training in the course of “Operation and Maintenance of Sewerage System” is centered on the operation and maintenance of sewerage systems. Accordingly, we asked KES Co., Ltd. to provide training on safety management in the field, which is very important for field work.

KES Co., Ltd. specializes in water-related operations for local governments in Kitakyushu and other areas. Its core businesses include the operation and maintenance of water and sewerage facilities business, the environmental plant business and the solutions business (such as the installation, replacement, repair and maintenance of equipment on-site at environmental plants). As one of its representative businesses, the company has long been entrusted by the city of Kitakyushu with the operation and maintenance of the Kitakyushu Hiagari Treatment Center. The company has a thorough knowledge of the maintenance and inspection of equipment, as well as in-depth experience in the field of industrial safety.

In the training this time, lessons were given on how safety management is practiced in such tasks as the inspection and oil change of a submerged agitator from the bottom of an aeration tank at a sewerage treatment facility which had been hoisted onto the floor.

Prior to the field work, the supervisor and the workers gathered together in a meeting room and explanations were given concerning the breakdown of the work, the procedures

Hajime SUETA, Course Leader

and the task assignments, and discussions were held to assess the risks accompanying the work. The participants joined the team from this stage.

The supervisor had the workers read the points to note in the work. There were about ten points to note and the workers were made to read one point each. As an example, one worker read, “Be sure to wear a helmet, and tighten the chin strap to protect the head.” Then a participant was made to read the same sentence in the same way (in English though, not Japanese.) Subsequently, the second worker was made to read, “Crane operation should only be done by a qualified operator, and so on”, followed by a repetition from a participant. Such procedures were devised for the participants to have a feeling of involvement although they were not allowed to be engaged in the actual work.

After the prior meeting, the participants headed for the site. In the field, the supervisor explained the work for the participants in real time and the participants raised questions and absorbed knowledge about the safety measures.

As this training course was held during the winter season, it had to be carried out in a cold windy coastal workplace. The supervisor had a difficult role to play, giving instructions to the workers and at the same time giving explanations to the participants. I feel grateful every time I come here. There were comments from the participants saying, “The lectures accompanied by field practices were very meaningful for us to think about safety measures.” Thank you very much.

Your continued cooperation would be greatly appreciated.



Commemorative photo after the work
The training was made possible by the cooperation of the eight workers

Toward Expansion of Business Chances in Singapore

Toshikatsu MIYATA, Technical Adviser

Singapore: the country with continued growth that is attracting attention as the focal point of the financing and logistics in the ASEAN region. The significance of this country is increasing with the prospect of the ASEAN economic integration planned for the end of this year. KITA conducted a survey in February this year jointly with the city of Kitakyushu about the feasibility of business interaction with Singaporean enterprises.

In Singapore, the shipbuilding industry and the petrochemical industry have kept growing since the 1960s and, with regard to the petrochemical industry in particular, a big cluster has been formed. Steep rises in labor costs and utility costs such as electricity and water charges have created a serious situation for it, boosting interest in high-efficiency process equipment, energy-saving equipment and environmental equipment.

Another point is that in this country, known in particular for its financing and logistics potential, there are also many trading companies and sales companies of machinery related to the petrochemical industry, making it a sales base in the ASEAN region, which means that such merchandise is sought.

In addition, the country offers a reassuring business environment for overseas enterprises with its lower political risk,

greater abundance of competent human resources and more clearly distinct legal system when compared to other countries.

Based on the above-stated survey results, KITA is committed to advancing assistance for business interaction relating to up-to-date technologies and products to save energy and boost efficiency, as well as technologies and products to improve the quality of plant maintenance.



Listening to the explanation about the economic trends
The speed of economic growth is enormous.



Poster session
Interest in Japan's advanced technologies and products is high.

The Image of Vietnam Dramatically Changed!

Appreciation for the Interaction with Vietnam!

Hideyuki Abe, Sales Manager, Industrial Machinery Bureau, Hamada Heavy Industries Ltd.

The interaction between Hamada Heavy Industries and Vietnam was triggered by the invitation by KITA to the JETRO Regional Industry Tie-Up (RIT) program (Kitakyushu- Hanoi and Haiphong) in May 2013. Although our company has had interactions with China and Korea, this would be our first experience of interaction with Vietnam.

According to KITA's advice to start the interaction with "getting to know Vietnam", we started by collecting quotations for steel fabrication (fabrication of structural steel). Quotations arrived from several companies via KITA which were, to our surprise, unexpectedly cheap. The visit to Vietnam was in September of that year. One of the companies we visited had received instruction in the "5S" as part of JICA's grassroots technical assistance project, thanks to which the factory was well-organized and the workmanship of the products was good enough, which made us believe that satisfactory products could be produced if only a little bit of instruction was given.

The first consignment contract for fabrication was concluded in January 2014 and after meetings and inspections held on several subsequent occasions, the container arrived at Moji Port in April, in strict accordance with the delivery time. The products were satisfactory. The factory personnel were all very earnest and readily accepted our requests. Our image of Vietnam has dramatically changed to an excellent one.

Since then, we have been gradually increasing the volume of transactions and are placing orders with them for the fabrication of products for Japanese market.

From now on, with a view to expanding our business to the domestic market in Vietnam and to other counties in South East Asia, we would like to continue business interactions with Vietnam.



A business discussion in Haiphong
The meeting received TV coverage.



The first production consignment
The workmanship was excellent.

KITA International Friendship Programs All Aboard for a Springtime Bus Trip

Toshiko MATSUMOTO, Director, General Affairs Section, Secretariat

The hibernation season was over, so on the evening of March 5 we scrambled aboard a Spina bus along with a group of participants still bundled up in warm coats. The group of us going to attend "An Evening at The Industry Club of West Japan (The Former Matsumoto Residence)" included 23 participants from three courses (Practical Technology for Mechatronics and Robots, Industrial Pollution Control Management, and Maintenance Management for Productivity Improvement) and three course leaders.

The Matsumoto Residence has an elegant Western-style building and a refined Japanese-style one, neither of which the general public is usually allowed to enter. The construction of the residence and its furnishings are extremely beautiful. Listening to the insightful explanations of the guide and interpreter, I was not the only one who perceived this residence as a symbol of the breathless pace of Japan's rise to prosperity from the Meiji Era onwards.

Dinner included an abundant array of vegetarian dishes that made extensive use of halal ingredients. By far the most popular dish was a huge simmered tuna head. A server standing next to the table scooped out the flesh with a big spoon and served it onto the guests' plates. A queue swiftly formed and by the time we had lined up there was nothing left of the head but bones lying on the platter. I felt that I had glimpsed how strongly interested in Japanese culture and cuisine the participants were, an inquisitiveness that went beyond intellectual curiosity.

After eating and drinking for a while, we moved on to the Japanese-style building where the tea ceremony teacher Ms. Date and her pupils served us tea. Ms. Date is a volunteer who is always ready to hold a tea ceremony and explain the history of the Way of Tea.

Questions poured forth from the participants that evening. They started by asking about the history and philosophy of the tea ceremony, and there was even a question about why people remain in the seated position and use their hands to slide across the tatami during the tea ceremony, rather than standing up to walk past the other people there. The

participant who asked the question clearly understood immediately when told that it would inconvenience the seated guests if someone stood up and walked past them. It seemed that he not only understood that etiquette, but also compared it with the lifestyle of his own country and was keenly aware of how very different they were. It is no easy matter to visit a foreign country and experience its culture at a deep level. I was reminded how truly important it is to experience the hospitality of a country and the essence of its culture during the limited period of your stay there. Although the participant may have momentarily felt the distance between Japan and Africa, I think that countries can be brought closer together by mutual understanding and respect for each others' cultures.

A game of bingo was held at the end of the event. The sight of the participants' delight at receiving the small prizes, as if they had returned to the innocence of childhood, made me feel very happy as well. A number of participants asked me who the Japanese lady depicted in the mural was and I hazarded a guess that she was Yaoya Oshichi. There were times when I was really impressed by how curious they were about everything.

At 9 p.m. we boarded the Spina bus that had come to fetch us and left The Former Matsumoto Residence.

Computers, amusement parks, Kojima, high technology, cars.... We wanted to convey that the Japanese culture typified by such things is underpinned by something that is solemn and unshakable, and I felt that we had probably successfully achieved our aim.



A toast for a successful outcome to their training



After the participants' first taste of green tea and dried confectionaries

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