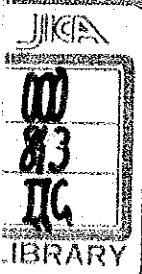


**JICA/THE HUNGER PROJECT JOINT SEMINAR
ON
ENDING WORLD HUNGER
— THE OPPORTUNITY FOR GLOBAL PARTNERSHIP**

5 October 1992, Tokyo

**INSTITUTE FOR INTERNATIONAL COOPERATION (IFIC)
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**JICA/THE HUNGER PROJECT JOINT SEMINAR
ON
ENDING WORLD HUNGER**



Seminar in progress



Ms. J. Holmes Amb. F. Tadesse Dr. A. Tomomatsu Dr. M. S. Swaminathan

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FOREWORD

Even today, approximately 35,000 people, of which three quarters are children, are reported to be dying each day from hunger on our earth. Natural and other disasters directly cause only some ten percent of all the hunger cases, while the rest are believed to be related to chronic reasons, suggesting a close relationship between hunger and poverty.


Japan has been extending relief efforts for large-scale natural disasters abroad through several schemes, such as Grant Assistance for Disaster Relief and dispatch of Disaster Relief Teams. As for poverty, it has put emphasis on basic human needs since the latter half of the 1970s. In 1989, the Aid Study Group on Poverty was set up at the Institute for International Cooperation, Japan International Cooperation Agency (JICA), and issued its report the following year, with Prof. Sadako Ogata, present United Nations High Commissioner for Refugees (UNHCR), as chairman. Based on the recommendations of the Study Group, poverty alleviating assistance efforts have been enhanced.

However, the problems of hunger and poverty are not easy to solve, being inter-related with other difficult problems including political and environmental issues. Such a situation necessitates an integrated approach and partnership among assistance organizations concerned. The Hunger Project, which is an NGO with headquarters in New York, is unique in that its activities have been focused on the problem of hunger since its inauguration in 1977, and it has been very active since then through its world-wide network.

In this context, JICA and The Hunger Project (THP) jointly organized a seminar, titled "Ending World Hunger—the opportunity for global partnership", on the 5th of October, 1992 at the Institute for International Cooperation, JICA. Experiences and information from both JICA and THP were presented, and the more than one hundred participants made the discussion and answer session very active and informative.

This report contains the proceedings of the seminar. It is my hope that it will be found useful for those struggling for the end of hunger and the alleviation of poverty.

December, 1992



Akira Kasai
Managing Director
Institute for International Cooperation
Japan International Cooperation Agency

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OPENING SESSION

Opening Address

Mr. Hidero Maki

Senior Vice President

Japan International Cooperation Agency

Ladies and gentlemen, I would like to thank you very much for coming to join this seminar on behalf of The Hunger Project and also JICA. I would like to also extend our appreciation to the Speaker of the House of Representatives, the Honorable Mr. Sakurachi, who has been providing us with his support and understanding of our activities.

On earth, every day it is said that 35,000 people are dying from hunger, and three-fourth of them are children under five. Hunger is sometimes caused, of course, by flood or drought; yet another type of hunger is called chronic persistent hunger. And it is said that 90% of hunger is of this latter type, and it is caused mainly by poverty.

In 1985, 1.1 billion people, which means one-third of the people living in the developing countries, were living in absolute poverty. A 1990 report by the World Bank says that even by the year 2000, 800 million people, or 18% of the people in developing countries, will remain in absolute poverty. This prediction assumes that the world economy will progress smoothly. So we cannot just stand or sit about doing nothing about the problem of absolute poverty.

Of course the issue of poverty has a lot to do with other issues. It is a very complicated issue closely related to issues of population, the environment and education. As you all know, the people in the developing countries must make their own efforts to help themselves. However, at the same time, we in the developed countries must do our best in helping them.

The most vulnerable to poverty and hunger are infants. The Infant Mortality Rate (IMR) in Japan currently is 4.8. However, there are 80 countries throughout the world which have IMRs of more than 50. You might find it surprising to hear that Japan's IMR was reduced relatively recently: it was 1955 when the IMR of Japan became lower than 50. Now The Hunger Project, which is the co-sponsor of this seminar today, is aiming at ending hunger by year 2000. More specifically, they aim to reduce the IMR below 50 in all the countries in the world.

The Hunger Project was established in 1977. It is an NGO and has been carrying out active projects of different types throughout the world. We have with us today, Ms. Holmes, Global Executive Director, and Ambassador Tadesse from the Global Office of The Hunger Project as well as Dr. Swaminathan, another global board member. They are going to share with us their experience and activities in the areas of fighting against hunger.

We also have an assistant professor of Utsunomiya University, Dr. Tomomatsu, who

was a development specialist of JICA. He is going to tell us about his experiences as well.

In 1990, JICA organized this study group on assistance for poverty issues, asking Prof. Sadako Ogata, the present U.N. High Commissioner for Refugees, to be the Chairman of the study group. Since then we have studied what we can do and need to do to fight against poverty.

I hope this seminar will also give us a deepened understanding about poverty and hunger. With this I would like to thank you again for coming to join us today and I hope that this seminar will be a fruitful and meaningful one. Thank you.

Congratulatory Address

The Honorable Mr. Yoshio Sakurauchi

Speaker of the House of Representatives of Japan

Ladies and gentlemen, thank you for joining us and this seminar.

This seminar is jointly sponsored by JICA and The Hunger Project. It is intended to be a very meaningful seminar and in that respect I would like to pay my respects to JICA and The Hunger Project for sponsoring this seminar.

As was mentioned in the introduction, the theme of hunger around the world is a very major subject. We have four experts in this area who will be presenting us with their thoughts today. In particular, we have the honor of the presence of Ms. Joan Holmes, the Global Executive Director of the Hunger Project; we are very privileged to have her present here today. The effort that she has put into The Hunger Project is very great. I am sure that we will be able to hear her perspectives which she has gained through her experience in this job. I do hope that all of the participants here today will become more and more aware of this issue as the seminar comes to conclusions with fruitful thoughts from various speakers.

The state of hunger in the world and the measures that are implemented to cope with this major issue together with the actual situation that the people of Africa and India face in their very grim situation are very complex problems. I am sure that through the presentations we will be able to learn much from them about what we have not yet been aware. The title of the seminar is Seminar on Ending World Hunger. Ms. Joan Holmes has repeatedly emphasized to us that it is important to try to eliminate world hunger by the end of the 20th century, and I agree fully that it is very important to address ourselves to this very important subject. It is not only for us Japanese but for all of the people around the world to take great interest in the hunger issue and try to devise measures so that we will be able to cope with this very important issue.

When we look at the state of the world at the moment we see that there are many regional conflicts, many religious conflicts, many different conflicts, and this has led to a voluminous number of refugees. In this very difficult situation, people have been losing many, many important children who are very dear to them. It is not a rare occasion to see this kind of phenomenon taking place in some parts of the world. So in light of this, I think that the seminar we are holding here today is a very meaningful one. Through the presentations and participation we will be having today in this seminar we will be able to enlighten ourselves more about the world hunger situation, so that we can try to think of what we can do to help the people living in hunger and poverty in those countries where the people are trying to help themselves.

Ms. Holmes has often said that just trying to help is not enough, and that we are bound to assist them on trying to increase food production and increase their living

conditions, and so in that respect I think it is important that we come to terms with these issues or else this hunger problem will not come to an end. Accordingly, I think that it is very important that we take great interest in this subject and try to think of what positive contributions we can make for the resolution of the hunger problem.

I do hope that this seminar will enlighten you and that through what you have learnt you will be able to make more efforts for the amelioration of the problem. Thank you.

LECTURES

I. Ending World Hunger: The Strategic Approach of The Hunger Project

Ms. Joan Holmes

Global Executive Director of The Hunger Project

Today's seminar, Ending World Hunger —“The Opportunity for Global Partnership”, has been organized by JICA and The Hunger Project.

The purpose of the seminar is to establish a foundation of common understanding. This understanding will enable future cooperation between JICA and The Hunger Project in the global work of ending hunger.

We believe that this seminar is occurring at a most critical time, a time of dramatic geo-political change, transformation and upheaval. In the aftermath of the Cold War, the world finds itself in the deepest economic recession in 50 years. The world community is struggling to find ways to resolve ethnic conflicts such as those in Somalia which are putting millions at risk of famine. Yet history teaches us that it is often during periods of adversity that some of the most important breakthroughs and innovations occur.

One such breakthrough is a new and unprecedented global commitment to international cooperation to solve global problems. Two dramatic examples of this are the commitments made at the historic World Summit for Children in 1990, and the recent UN Conference on Environment and Development at Rio.

At this time of both challenge and opportunity, the world is increasingly turning to Japan for leadership. The world has seen the economic miracle that Japan has produced, and has observed that it is a human miracle — a miracle that Japan produced by investing in its own human capacity.

Within the purpose of this seminar, and in recognition of this important time in history, it is my pleasant duty to provide you with a clear understanding of The Hunger Project, its work and our strategic approach to the challenge of ending world hunger.

About The Hunger Project

The Hunger Project is an international, not-for-profit organization, committed to the end of world hunger by the turn of the century.

It was founded in 1977. Since that time, more than six million individuals from 152 countries have expressed their personal commitment to ending hunger by enrolling themselves in The Hunger Project.

The activities of The Hunger Project are guided by a Global Board of Directors, and implemented by a network of staff and volunteers around the world. The worldwide headquarters of The Hunger Project is in New York City.

The funding for The Hunger Project comes primarily from contributions by

individuals from around the world. Several thousand individuals make regular, monthly contributions. In addition, a growing number of corporations and institutions are contributing to The Hunger Project.

The Hunger Project is a member of a number of coalitions of nongovernmental organizations. It works in close partnership with the United Nations and its agencies, and it is on the roster of the United Nations Economic and Social Council.

Facts about Hunger

The Hunger Project was established to address the issue of chronic, persistent hunger, humanity's oldest and deadliest enemy. To review just a few of the facts:

- Some 1 billion people in our world live in absolute poverty. Robert McNamara has called this: "a condition of life below any rational definition of human decency."
- 880 million adults cannot read or write
- 500 million suffer from iron-deficiency anemia
- 1.7 billion people lack safe drinking water
- 200,000 children go blind each year due to the lack of vitamin A, when tablets costing only a few cents could prevent this.
- Each year, an estimated 13 to 18 million people die as a result of hunger. 35,000 of us each and every day. 24 every minute. 3/4 of whom are children under the age of 5.

No other disaster compares to the devastation of hunger. More people have died of hunger in the past three years than died in World War I and World War II combined. The number of children who die is equivalent to 100 jumbo jets, each carrying 260 children, crashing each and every day.

The Hunger Project as Strategic Organization

The Hunger Project is deeply involved in the work of ending hunger at both the village level and the policy level, in both the developed and developing world, involving both young students and leaders of governments and international institutions.

The Hunger Project is not a conventional relief or development organization. Rather, The Hunger Project has been designed to work in a new way, as a "strategic" organization.

As the organizational expert David Korten has written:

A strategic organization is able to look beyond merely **responding** to existing or predictable opportunities. A strategic organization **creates** new opportunities which otherwise might not occur, that is, **it engages in the creation of its own future.**

The **mission** of The Hunger Project — its Strategic Intent — is the end of world

hunger by the year 2000.

The **measurement** by which we will know when the world has reached this goal, will be when every country has an Infant Mortality Rate(IMR) of 50 or below.

As we know, Japan has one of the lowest IMRs in the world at 4.6. This compares to India, where the IMR is 91, and Ethiopia, where the IMR is 139.

There is a specific focus to our work. We do not focus on the scientific or technical components of the problem. What The Hunger Project does focus on is the “human component” of ending hunger. By this we do not mean human resource development as it applies to the education and training of experts or technicians. Rather, The Hunger Project works to create enabling environments in which individuals can express their creativity and effectiveness. We address the interpersonal dynamics of communication and problem solving. We work to call forth the vision, consensus, mobilization and cooperation necessary for successful concerted action.

We work to empower leadership and to bring people together from all sectors of society to create solutions to the challenge of ending hunger.

The **mandate** we have given ourselves is to ask the question “what is missing” for the end of hunger. We then design programs to provide what is missing or ensure that it is provided.

In order to **identify** what’s missing, we look from the perspective of standing with a hungry family — what is it that is missing that causes them to be hungry? In order to **provide** what’s missing, we stand as global citizens — as people who take into account the entire, interdependent world community.

We are committed to conducting the inquiry of “what’s missing” — not just for our own activities, but to imbue the entire process of ending hunger with that inquiry and have it understood as a vital part of the process of ending hunger.

History of The Hunger Project

As a result of its strategic approach of identifying what is missing and providing it, The Hunger Project has introduced different programs at different phases of its evolution.

Therefore, it makes sense to describe The Hunger Project in terms of its chronology, as this is the way the work unfolds in a strategic organization.

When we began The Hunger Project and studied the issue of hunger, we made the following observations:

1. The very issue of “the persistence of hunger” was submerged, camouflaged within the broad range of social/economic development issues.
2. Except for a few experts, people thought hunger could never end and that its persistence was inevitable.
3. In the international community and the public at large, the work of

combating hunger was focused on relieving the suffering, rather than permanently resolving the underlying conditions that gave rise to the suffering.

4. The public felt resigned to the perceived inevitability of hunger, and excluded from any meaningful participation in a possible solution.

At the same time The Hunger Project was conducting its own analysis, we found ourselves in agreement with a number of landmark commission studies, such as those by the National Academy of Sciences, the Brandt Commission and the US Presidential Commission on World Hunger. All of these studies concluded: Hunger was **not** inevitable. What was missing was humanity's will and commitment to end it.

The Hunger Project devised a strategy to address what was missing. We carried out a massive campaign of communication, information and enrollment in order to accomplish three major objectives:

1. To alter the public mindset about hunger, from "hunger is inevitable" to "it is possible to end it."
2. To generate a worldwide commitment to the end of hunger.
3. To build a constituency for the resolution of the issue.

We trained thousands of volunteers to go to schools, churches, street corners and work places with one simple message:

- Hunger exists — 35,000 people die every day because of hunger
- It doesn't need to — hunger can be ended.
- And you and I, as individuals, can make a difference.

By February 1980, one million individuals enrolled themselves in The Hunger Project by signing a card declaring their personal commitment to the end of hunger, and indicating that they would take action consistent with their commitment.

As a result of this campaign, ending hunger became a distinct and visible issue in the public arena and in the popular culture. The End of Hunger now has a vocal and active constituency standing for its resolution.

1981

As our program progressed and the constituency grew, this very work revealed what was next missing. We saw that this new, committed constituency lacked the education and information they needed to be potent participants in the process of ending hunger.

The Hunger Project designed a new strategy to provide what was **now** missing. We launched a public education program, pioneering what has come to be known as "development education."

Through our public education program, we provided accurate information on the basic facts of hunger:

What is hunger? How do we measure it?

How many people are hungry?

Where do they live?

Who are the hungry?

What are some of the solutions to **end** hunger?

We educated people in a way that **transformed** their relationship with the issue of hunger, and with the hungry people themselves.

The problem was not simply that there was a **lack** of information about hungry people. The problem was that the **existing** information created images and stereotypes that were counterproductive to ending hunger. Hungry people were portrayed as helpless victims. This portrayal, later known as the “pornography of poverty” demeaned hungry people and provoked guilt among those of us who were not hungry. This imagery made an effective response to ending hunger impossible.

The alternative approach of The Hunger Project was to inform people that hungry people were hardworking and dignified — people just like you and me — people who dream of the future and work to build a better life for their children. In this way, we transformed the old images, from those that evoked guilt and a desire to be a “savior” — to those that inspired respect, and a desire to be a committed “partner.”

Some of the programs we created to provide this kind of education included:

- An in-service training program that trained thousands of teachers to incorporate ending hunger in their school curriculum.
- A 4-hour workshop known as the “Ending Hunger Briefing,” presented in nine languages. The briefing was attended by more than 750,000 individuals in 19 countries.
- The creation and publication of a definitive reference book entitled: “Ending Hunger: An Idea Whose Time Has Come” which sold more than 80,000 copies.
- An 11-minute educational videotape that makes clear the distinction between famine and chronic, persistent hunger. This video presentation has been shown in 15 languages to more than 320 million people.

Individuals who participated in these programs expressed their commitment in many ways:

- They spread the word and shared what they had learned.
- They became **advocates** for effective policies and programs.
- They became financial supporters, not only of The Hunger Project, but of hundreds of organizations working to end hunger.
- They created their own organizations, many of which continue to this day.

One of the most dramatic results that emerged from this education campaign was “**Youth Ending Hunger**” — a student movement that has become global in scope and in its impact. Today, some 25,000 young people in 69 countries belong to Youth

Ending Hunger.

By the mid-1980s, the kind of development education pioneered by The Hunger Project and a few other organizations had become an essential part of the work of relief and development agencies. A large number of government and nongovernment agencies now devote significant resources to this effort.

1983

As our programs of mobilization and education continued and expanded in the countries of the developed world, we were then in a position to focus attention on our work in countries where hunger persists.

We strategically chose to begin this work in the country with the largest number of hungry people — India.

In 1983, we launched The Hunger Project in India, and built it into a national organization, created and led by the people of India.

The leadership of THP-India discovered that, while the people of India lived in daily contact with the persistence of hunger, there was widespread ignorance about the facts of the problem. People in India considered that the persistence of hunger was inevitable, and there was a public mood of deep resignation. A program was designed to address and transform this condition.

- THP-India designed and launched campaigns to transform the sense of resignation and inevitability into a commitment that hunger shall end. In this campaign, more than 1 million Indian citizens enrolled themselves into the commitment to end hunger.

- THP-India carried out a specially-designed mobilization and training program, the “Commitment and Action Workshop”. In this workshop, individuals across the country learned the facts about hunger, took a stand for the end of hunger and undertook action programs in city slums and rural villages.

One individual who took the Commitment and Action Workshop was so inspired that he launched a very successful project in participatory development designed to end hunger in a 160-village region of the state of Gujarat.

1984

As The Hunger Project took hold in India, we turned our attention to Africa. While Africa has a smaller number of hungry people than India, the hunger in Africa is the most severe in the world.

As you will recall, drought and famine devastated Africa from 1984 - 86. In response to this crisis, the world witnessed one of the largest outpourings of humanitarian

assistance in history, culminating in the historic "Live Aid" concert. The Hunger Project was honored to participate in that great mobilization of commitment. At the same time, we placed even more emphasis on addressing issues that were the underlying causes of that crisis. We identified three such major issues.

1. Leadership: We saw that the crisis in Africa was, in part, a crisis in leadership. We saw that Africa's leadership would have to re-order priorities, design new policies and make the difficult decisions necessary to build an Africa free from hunger.
2. Food Production: We saw that Africa's declining food production was due to years of neglect of the agricultural sector and, as a consequence, food farming in Africa had a very low status.
3. International partnership: We saw that, while the North responded generously to the crisis in Africa, it was apparent that there could be no authentic partnership with Africa for its long-term development as long as Africa was being portrayed as a "hopeless case" and the North was being portrayed as its "savior."

In the following years, The Hunger Project launched strategic initiatives to address these issues:

- To address the leadership issue, we created the Africa Prize for Leadership for the Sustainable End of Hunger. This prize not only acknowledges leadership, but calls it forth. Some would now say that this award has achieved the status and influence of a "Nobel" prize for Africa.
- To address the food production issue, THP created African Farmer Magazine. This magazine is specifically designed to elevate the status of the food farmer in Africa, and to shape the thinking of Africa's policy makers so that they empower Africa's farmers as the key to Africa's future.
- To call forth international partnership, we launched an education campaign in the North, to transform the public image of Africa. This transformation enabled people to see beyond the headlines of the difficulties and crisis in Africa, and to understand that Africa is, in fact, a continent of enormous resources, promise and possibility.

1987

The most recent phase of our work is the one that we conceived in 1987. For many years, we researched how and whether the discipline of strategic planning might be applicable to the work of ending hunger.

From 1987 to 1989, we met with more than 100 experts on the disciplines of both strategic planning and international development. While people agreed that planning was important to ending hunger, conventional planning, especially top-down, centralized

planning, was seen to be counterproductive to what needs to be accomplished. The experts agreed that a new, dynamic, action-oriented **strategic approach**, if developed, could shape and energize the very process of development itself.

The Hunger Project therefore addressed itself to creating a new, dynamic strategic approach. We call this approach "Strategic Planning-in-Action." It is designed to empower people from all sectors of society to **work together** to achieve the **necessary breakthroughs** and the **sustainable momentum** of accomplishment sufficient to end hunger.

This new approach has been launched in two countries. In November, 1990, at the invitation of the Planning Commission of India, The Hunger Project held the first meetings of its "Strategic Planning-in-Action" (SPIA) process. In May 1991, at the invitation of President Abdou Diouf, we launched SPIA in Senegal.

SPIA capitalizes on the recent international focus on human-centered development. It includes breakthroughs in the science of management. It combines the best aspects of the strength of government, the entrepreneurial creativity of NGOs, the productivity and "can-do" spirit of the business sector and the discipline of academia.

Strategic Planning-in-Action provides people in developing countries with a forum and methodology to discover what **next** is missing and to launch their **own** strategies to provide it.

This approach is proving to be replicable in different countries and states, with very different cultures and leadership styles.

1992

This brings us up to the present time, 5 October, 1992. Today, the public consensus for ending hunger is profoundly different than it was when THP began in 1977.

Where before, in 1977, the persistence of hunger was seen as inevitable, today, in 1992, the world is clear that hunger can be ended, there is a global constituency committed that is **shall** be done, and a broad consensus on what must be **done** to end it.

I would like to take a few moments to examine this new consensus on what must be done to end hunger. In its essence, this consensus reflects a re-affirmation that the heart of the development process is the human being. It makes clear that development must fundamentally be the process of empowering individuals to fully express their creativity, productivity and responsibility. This represents the shift in perspective from considering people as **beneficiaries** of development, to acknowledging people as the **authors** of development.

This new, human-centered consensus is reflected in:

- increased emphasis on investments in health and productivity,
- dramatic moves toward multi-party democracy,

- a recognition of the vital importance of popular participation in development,
- the growing effectiveness of local NGOs,
- and a re-commitment to the empowerment of small-scale farmers.

One of the most important aspects of this new human-centered consensus is that women are key to the end of hunger.

Women are the most under-utilized human resource on the planet. Women contribute their hard manual labor, but are still denied the opportunity to contribute their knowledge, creativity and intelligence. Research shows that the most high-leverage intervention for the end of hunger is literacy for women.

Two other aspects of particular importance to a global partnership for the end of hunger are:

1. The recognition that ending hunger is inextricably linked to the preservation of the environment.
2. The recognition that the effective use of resources requires a breakthrough in coordination among the key players in development.

Strategic Objectives

Given this new consensus and the mandate to provide what is missing, THP is currently focusing its work on four strategic objectives:

1. Strategic Planning-in-Action

We intend to make the approach of “Strategic Planning-in-Action” (SPIA) available to people, organizations and institutions throughout the developing world.

2. Empowering Critical Sectors in Africa

Sub-Saharan Africa continues to be a special focus of action for The Hunger Project.

The Hunger Project will continue the two programs I have just described:

- the Africa Prize for Leadership for the Sustainable End of Hunger
- African Farmer magazine

and we will add additional, new programs as appropriate.

3. Education / Empowerment / Advocacy

Our third strategic objective is to **educate** and **empower** people to become global citizens, and as such to be spokespeople and advocates for the actions that must be taken to bring about the end of hunger.

One of the most dramatic ways this is occurring today is through the Youth Ending Hunger movement, which is committed to keeping the issue of ending hunger highly visible in the public eye, and a high priority on the political agenda. The Hunger Project-Japan is providing the leadership for this global youth movement.

4. Global Linkages: Creating a "Common Front" for the End of Hunger

This is our newest strategic objective.

Much of our work focuses on calling forth policies in developing countries that empower hungry people and give them the chance to lead a healthy and productive life.

We are aware that this cannot be done in a vacuum. Decisions made in Washington, Paris and Tokyo dramatically affect the ability of hungry people to build lives of self-reliance and sufficiency. The Hunger Project is committed to ensuring that the imperative to empower hungry people is kept at the forefront of international policy decisions. THP is also committed that organizations and institutions making these decisions can work in harmony as a "common front for the end of hunger."

This was our objective at the Earth Summit in Rio and is very definitely our objective in working in partnership with JICA on this seminar.

Recently, we were honored to co-sponsor a symposium in Washington, DC in co-operation with the Embassy of Japan's Information and Culture Center, and with the Japan Foundation. The subject of this symposium was "Japan/U.S. Partnership for Ending World Hunger." At the opening session of this symposium we were most honored to hear addresses by the distinguished former foreign minister of Japan, Dr. Saburo Okita, and the chairman of the U.S. Senate foreign relations committee, Claiborne Pell.

The speakers included senior officials from the Japanese and U.S. governments, U. N. agencies and policy institutes. They analyzed many of the obstacles to creating such a partnership in the current political climate, yet every one of them agreed that Japan and U.S. partnership and leadership would make the decisive difference in ending hunger.

Many concrete proposals were made, and one of them is already being actively developed by U.S. Congressman Ben Gilman, for cooperation between the parliament of Japan and the U.S. House Select Committee on Hunger.

The proceedings of this symposium are now being organized for publication, and should make a valuable contribution to the important policy dialogue now underway in Tokyo and Washington.

Conclusion

In conclusion, I would like to thank you for your attention to this review of The Hunger Project: its nature as a strategic organization, its historic evolution, and its current strategic objectives as it seeks to ensure that “what is missing” for the end of hunger is provided.

Clearly, there continues to be much that is missing for the end of hunger. Yet it is true that with global partnership, a dynamic strategy and effective allocation of resources, hunger can, in fact, be ended.

In order to make a greater contribution to the end of hunger, The Hunger Project would be honored to work in partnership with JICA. We see that in each of our four strategic objectives there are opportunities for concrete collaboration between JICA and The Hunger Project — collaboration that could make a great contribution to the end of hunger.

For myself I would like to say what a privilege it has been to present this overview. All of us in The Hunger Project are honored that you have taken this time to learn about our work.

II. The Work of The Hunger Project in Africa

Amb. Fitigu Tadesse

Director of Department of African Affairs of The Hunger Project

Introduction

Ladies and Gentlemen, it is indeed a pleasure and an honor to address you today on the most urgent topic of ending hunger. In the interdependent world in which we live, the issue of hunger is of greatest importance to all of us. For me, particularly as an Ethiopian, as an African, as an official of The Hunger Project and, not the least, as a human being, saving the lives of people, especially children, who unnecessarily die of hunger, is indeed a priority of all priorities.

The Special Commitment to Africa

As Ms. Holmes has pointed out, The Hunger Project has long had a special commitment to Africa. It has long realized that it will take extraordinary efforts both from within Africa and from the international community to ensure that Africa has a chance to end the scourges of hunger, poverty and preventable disease, and take its rightful place in the world community.

Africa is a continent of enormous potential: it has great, untapped natural resources both in terms of minerals, undeveloped farmland and water resources. Africa is not yet over-populated, and has adequate land for its people. Most importantly, Africa has a great, creative human resource, which, with training and education, could make tremendous contributions to the international community.

However, as you may be aware, Africa is the only region of the world where food production has been steadily declining for the last 30 years. Its economy has been devastated by continuously falling prices of its commodities and by a tremendous debt burden. Africa's resources have been further drained by many internal conflicts, aggravated for a long time by the Cold War, by the provocations of the South African regime, and by other problems of the post-colonial legacy.

While African countries are struggling to make the reforms necessary to enhance their economic and social development, it is disheartening to see that the civil war in Somalia and the devastating drought in Eastern and Southern Africa are now only threatening the lives of estimated 18 million people. The economic reform programs put in place by African countries could be derailed unless additional finances are mobilized to offset the effects of the drought.

It is also disheartening for me to see that while so many people, especially children, are dying in Somalia and in Southern Africa, the attention of the world community is mainly focused on solving the conflict in Bosnia-Herzegovina of the

former Yugoslavia.

I believe that we are now in an even worse situation than we saw in my own country, Ethiopia, from 1984 to 1985, but unfortunately the response of the international community to this current crisis has been tragically slow.

In addition to this, donor fatigue seems to compound African's problems. In this regard, I would like to confirm to donor countries such as Japan that their contributions and financial assistance to Africa's development are essential and are indeed making the difference between life and death for millions of Africans, especially children. As you may know, Africa has only 10% of the world's children and yet out of the 14 million children who die from hunger in the world every year, one third — that is, over 4 million— are African children.

One of the most crucial reasons for this, it seems to me, is that Africa's scarce and precious financial resources are directed towards interest payments rather than providing basic health for the population. As a distinguished son of Africa, former President Nyerere of Tanzania put it: "Must we [Africans] starve our children to pay our debts?"

Based on these facts, we believe that every effort should be made by the International Community, especially donor countries and agencies, to ensure that Africa is not marginalized. The world must mobilize additional finances to give Africa a chance to ensure its own sustainable development.

Otherwise, if Africa is neglected, many adverse economic consequences and even political instability could follow.

It is within this context that I acknowledge personally the work of The Hunger Project which has been one of the very few NGOs to try and address these very difficult structural problems with unique, strategic initiatives.

Ms. Holmes has mentioned these initiatives earlier, and I would like to describe them in more detail.

The Africa Prize

The first initiative I would like to tell you about is the Africa Prize for Leadership for the Sustainable End of Hunger.

The purpose of this unique prize designed for Africa is to honor each year an African man or woman who has shown outstanding leadership for the end of hunger at the national, regional or continent-wide level.

The Africa Prize honors leadership at all levels, and in all sectors of African society. Our laureates include heads of state, as well as outstanding grassroots leaders.

This Prize reflects the recognition that the solution to the hunger crisis in Africa depends, first and foremost, on a bold and committed leadership to work for the end of hunger. The Africa Prize addresses the hunger crisis on two fronts:

- First, within Africa, it has clearly defined for Africans what we mean by leadership — that it means leadership that is committed to the well-being of people. Inside Africa, the Prize has encouraged leaders to re-direct their priorities and act with courage to solve the problem of hunger, and it has provided Africa with positive role models of what good leadership is and can be.
- Second, outside Africa, the Prize has drawn the attention of the international community to the fact that there are, indeed, great leaders at all levels of African society who are working hard for the eradication of hunger, and who are worthy of international partnership. In the face of so much negative media about Africa, the Africa Prize for Leadership has succeeded indeed to put a positive, international spotlight on the success stories that are occurring in Africa that the public rarely hears about.

Through its prestigious international jury, high-level speakers at Africa Prize ceremonies, and a unique, global satellite television broadcast, the Africa Prize has, in the words of Archbishop Tutu, the archbishop of Cape Town, “provided a beacon of hope.” It has provided an important international forum not only for the Africa Prize laureates, but for other great international personalities, such as the UN Secretary General, the Reverend Jesse Jackson, the Secretary General of the Commonwealth and two former Presidents of the World Bank to speak out in support of Africa.

African Farmer Magazine

The second initiative I would like to describe for you is African Farmer Magazine, published by The Hunger Project.

This is truly a unique and important magazine which has become an instrument for African policy makers as a source of documentation on African agricultural problems as well as effective ideas for strategy and action. For the small-scale African farmers it has become a tool for achieving food self-reliance, food security and transfer of appropriate technology for ending hunger.

Those of you who are not familiar with Africa may be surprised to learn that, for many years after independence, food production was largely ignored in development planning. This was caused both by the colonial legacy of emphasizing export cropping, and by wrong advice given to African countries in the 70's by the World Bank and other institutions who preferred growing more cash-crops over food production.

In addition, agricultural policies in Africa worked against farmers, as prices were kept artificially low to subsidize the politically powerful urban population. Farmers had very low status, and their voices were not heard in the corridors of power.

This will be all the more surprising in Japan, where, even after massive industrialization, food production is still given very high priority and food farmers have

enormous political power.

After the food crisis of 1984–85, African countries committed themselves to reversing this situation, and declared agriculture to be their “priority of priorities,” devoting up to 25% of their budget to agriculture. Yet, if the necessary policy reforms are to gain the full support of the people, the attitude of the urban population and the policy makers should be changed so that they would truly accept the necessary sacrifices and appreciate that food farmers are, indeed, the key to Africa’s future.

This is the central message of African Farmer magazine. It is designed to elevate the status of Africa’s food farmers, to bring their voices into the offices where decisions are made, and have the population see food farmers as the wise and determined heroes that they are.

Strategic Planning-in-Action in Senegal

The third initiative I would like to discuss is Strategic Planning-in-Action.

As you have heard from Ms. Holmes, and will hear further from Dr. Swaminathan, Strategic Planning-in-Action is a new approach to both planning and action in the field of development.

As you know, traditionally, development planning in Africa was done by experts far away from the actual situation. Plans were drawn up by experts in the capital city, and then handed down to bureaucrats and provincial officials for implementation. In practice, the plans never worked as designed and often they failed in their targets.

Primarily, the plans would not work because the people concerned were not consulted about their real needs and the objectives of the plan. And, therefore, the people would not support them. The people themselves did not feel ownership of the plans, and would not actively participate in the implementation of such plans.

This old style of central planning has been seen to have flaws everywhere in the world, in particular in the former socialist states in Africa, and my own country, Ethiopia, was until recently a case in point. These flaws were magnified in Africa, where there were so few resources and so little infrastructure to begin with. In Africa, it is essential to mobilize the energy of the people if any plan or enterprise is to fully succeed for the benefit of the people as a whole.

As Professor Adebayo Adedeji, the former Executive Secretary of the UN Economic Commission for Africa, said at a conference in Arusha in 1989, “For us [in Africa], popular participation in development is not a luxury—it is a matter of life and death.”

The question is: how to make people’s participation happen? Everyone knows that one of the most difficult things in the world is to effect the transformation from a bureaucratic approach to a more democratic approach. This is where the technology of human development of The Hunger Project is so unique and so important.

When we first began to launch strategic planning-in-action with the Planning Commission of India in 1990, we informed President Abdou Diouf of Senegal of our program. An official of the Senegal Ministry of Rural Development was sent to attend the New Delhi meeting to witness the launching of the process in India.

Following that meeting, the President of Senegal invited The Hunger Project to launch the same process in Senegal.

In May 1991, a National Strategy Conference was held in Senegal, and presided over by the Prime Minister. In this conference, for the first time in Senegal, all the sectors of society were brought together as equal partners to create a new strategy for the nation.

The various key ministries of government, academics, farmers' associations, women's groups, NGOs, UN specialized agencies and the leaders from the business community participated on an equal basis in the discussions of the national strategy conference.

At this meeting, the conference created a "strategic intent," which is a unifying vision to guide their subsequent work. This strategic intent is to achieve "integrated rural development for food self-sufficiency and the well-being of the rural population of Senegal."

A National Council of 21 members representing all sectors of society in Senegal was chosen to refine and implement the strategy designed at the National Strategic Conference. This Council has established itself as a legally-recognized NGO and has met regularly to set strategic objectives and develop a program of action to be undertaken in the rural areas of Senegal.

This action program has now begun in two parts of Northern Senegal, where local village councils have been established to formulate and implement the specific projects needed for their villages.

These projects are "catalytic" in nature, that is, each project is designed to have direct and simultaneous impact on other sectors of development with benefits for the wider society.

For example, one project focuses on functional literacy for women. When women become literate, they have a new sense of pride and power, they can gain better information on health and nutrition for their families, and they can improve their productivity, they can better manage their income and their household.

The other catalytic projects are involved in providing wider health services, particularly for women, providing basic education and vocational training for young people, and increased food production through fruit and vegetable cultivation ensuring the transfer of appropriate technologies for better farming and food security.

The National Council in Senegal has attracted high-level interest in these programs from United Nations agencies, and expects to expand this approach throughout the nation in the coming two years.

For its part, The Hunger Project is now looking to make this methodology of

strategic planning-in-action even more transferable both to the people of Senegal as a whole and to other nations of Africa as adequate financial resources become available.

The Global Youth Conference

The last initiative of The Hunger Project that I will discuss is the Global Youth Conference, which Joan Holmes has described.

This unique initiative, spearheaded by The Hunger Project-Japan, gives the youth of the world the opportunity to define their role in the implementation of the Plan of Action adopted by the World Summit on the Survival, Protection and Development of the Child. Following the first Global Youth Conference in Kyoto in 1991, five regional conferences were organized this year.

Referring specifically to the African Youth Conference, it was held in August in the West African state of Burkina Faso. I was most impressed by the maturity, awareness and responsibility of the African youth on the issue of hunger, as reflected in the Ouagadougou resolution that they issued.

Through this youth conference, The Hunger Project has created in Africa a common front and an active partnership for the end of hunger between the youth and the national governments, local and international NGOs and the various UN specialized agencies, especially with UNICEF.

The Global Youth Conference is indeed an important achievement which represents a great milestone on the pathway to ending hunger worthy of encouragement and support.

THP and JICA Partnership

Ladies and gentlemen, I would like now to speak about the opportunity for concrete collaboration between The Hunger Project and JICA within the initiatives I have described above:

- First: I know that JICA has a strong intention to educate the Japanese people more about ending hunger. An excellent opportunity for the Japanese people to know about positive achievement in Africa would be for example to support the 1993 Africa Prize in Tokyo, and devote resources to making Africa Prize materials and television programming available in Japanese.
- Second: African Farmer Magazine could be of mutual benefit. The resources of JICA could make the African Farmer Magazine and Africa Radio program for integrated rural development and food security more widely available, and in turn it could be used as an instrument to sensitize Japanese development practitioners and policy makers to the real situation on the ground in Africa.

— Third and most importantly, THP could work in partnership with JICA over the coming years to make strategic planning-in-action available to the countries of Africa, and an integral part of the process of disbursement of Japanese development assistance to Africa in a way that it truly reaches poor and hungry people and strengthens their own institutions and human resources.

Conclusion

In conclusion, Ladies and Gentlemen, I would like to thank you very much for giving me the honor and the opportunity to talk to you about The Hunger Project's work in Africa.

I look very much forward to further discussions on these proposals I have just suggested.

Together, I believe much can be done and that, with a concerted effort and international partnership to alleviate poverty and eradicate hunger, we can indeed contribute in ensuring that there is a brighter future for the continent of Africa.

I thank you for your kind attention.

Discussion

Kasai (Moderator): Thank you very much Ambassador Tadesse for your detailed explanation.

We would like to continue on with this session and take some questions if there are any.

Sakakibara: I have a request to both The Hunger Project and JICA.

I went to the Grameen Bank in Bangladesh. I observed the activities of groups in Bangladesh for the poor. I observed women's poverty. Many of the women had only one piece of clothing, one dress. Therefore they had to wash it and change it every day. But then when they wash it they have had to stay in their rooms, so that they won't be seen naked. That was the kind of poverty that I experienced.

I think that there may be some cooperative efforts that can be made by trying to link up different organizations, particularly the NGO organizations, so that more effort can be put into trying to help these needy people. And also to JICA people, I would like to ask JICA to solicit the participation of as many organizations as possible in trying to extend cooperative efforts to the needy

regions. When I went to Somalia, I thought that maybe that kind of effort for the relief of the poor is going to be necessary, so that each individual in these dire needy areas can try to help themselves. So this is a request rather than a question I wanted to pose. Thank you.

Tadesse: In just a few weeks I will be going back to Bangladesh. We will be meeting with Fazole Abed, Dr. Yunus and leaders of other organizations in Bangladesh. What we are working on is to have a cooperative strategic forum, so that all governmental, non-governmental organizations and leaders can come together to identify the key issues facing Bangladesh and find in which ways that work and working together can be facilitated. I very much appreciate your comments and want you to know that The Hunger Project is working on cooperation with the Hunger Project people in Bangladesh to provide strategic forums, so that more concerted effort of the kind you describe can be effectuated in Bangladesh. Thank you.

Moderator: Thank you very much. As far as the request to JICA we take your comments and requests with due respect.

Any other person to ask a question? Yes, please.

Mutunhu: I am the Ambassador of Zimbabwe to Japan. The question I have is whether your organization is making preliminary plans to establish strategic planning and action in Somalia after the civil war or this conflict is over.

Moderator: Any response to the question?

Tadesse: Not only to launch the strategic planning in action but to do any work in Somalia, we need first of all peace. I hope in this regard the United Nations Security Council will be sending 3,500 armed troops to make sure that the nine warring factions could come together to the negotiating table and create a national government in Somalia.

Moderator: Ambassador, are you satisfied with response which was just given?

Mutunhu: Thank you very much.

Moderator: I would like to take up the second question. Any other questions? Please.

Chowdhury: Thank you. My name is Chowdhury. I am a director for UNICEF in this country. As a representative of a United Nation's organization, it was wonderful for us to be here this afternoon and to listen to very inspiring statements.

UNICEF, as mentioned by Ambassador Tadesse, has been working very closely with The Hunger Project. We are associated here with the Global Youth Conference also. Reference has been made to the condition of children in Africa. And in this context I would like to say that the Organization of African Unity (OAU) is convening an international conference on assistance to African children next month in Dakar, Senegal from November 25 to 27. This will be major international conference which will focus on implementing the

decisions of the World Summit for Children, particularly in the context of the National Programs of Action which have been prepared by the African countries for their own children and women. We believe that the government of Japan and Japanese organizations will take interest in this conference and will join the international community in attaching importance to the survival, protection and development of African children. We hope that today's seminar will add momentum and impetus to our common efforts in providing assistance by Japan to the children of Africa. Thank you.

III. For Increasing Food Production in the Developing Countries

Dr. Atsunobu Tomomatsu

Assistant Professor,

Faculty of Agriculture, Utsunomiya University

It is estimated by the World Bank that 950 million of the world's 5.3 billion people live in absolute poverty. Of these, 500 million live in Asia (with 350 million in South Asia), 280 million in Sub-Saharan Africa, and 80 million in Central and South America.

The nature of poverty varies from region to region. The poor in Asia are comprised of landless farmers in rural areas and the underemployed in urban areas, while the cause of poverty in Sub-Saharan Africa lies in rapid population growth within agricultural conditions that are steadily worsening because of drought, deforestation and desertification. Poverty in Central and South America is characterized by political instability and economic disparity between urban and rural areas.

The term "Sub-Saharan Africa" refers to the African Continent south of the Sahara Desert. In this region, where 70% of the world's LLDCs, 28 countries, are concentrated, 25% of the entire population lives in absolute poverty. In addition, the infant mortality rate of every country in this region is more than 50.

Low agricultural productivity in Sub-Saharan Africa is reflected in low per-capita annual cereal production — only 130 kg, half the average for other developing countries (270kg). The annual growth rate of food production has dropped steadily from 2% in the 1960s to 1.5% in the 1970s and 1% in the first half of the 1980s, while population has been growing at a rate of 3% during the same period. As a result, in the last 15 years a food self-support ratio dropped from 92% to 82%, and the FAO predicted that it will have dropped farther to 56% by the year 2010. It is these low food production levels that is behind starvation in this region.

Of the various reasons for this low agricultural productivity, the primary cause is environmental conditions: large-scale drought occurs approximately once every 10 years, and drought often results in severe starvation, especially in Sahel, a region in the southern border of the Sahara Desert, in which are located Mali, Niger, Chad, Sudan, Ethiopia and so on. In 1984, the worst year of drought, annual rainfall dropped by 22% in Ethiopia and 50% in Sudan. One million and half a million persons, respectively, died of starvation caused by drought and warfare in the middle of the 1980s. In addition, 22% of all arable land in Sub-Saharan Africa has been damaged as the result of environmental deterioration such as desertification and land erosion.

The second major reason is the insufficient agricultural infrastructure, particularly the lack of irrigation facilities. As 95.8% of all arable land is dependent on rainfall as a water supply, fluctuations in rainfall affect agricultural production greatly.

Third, farmers use low quality seed and little fertilizer. While the average

fertilization in developing countries is 62kg/ha, it is extremely low in Africa: 11kg/ha in East and South Africa and 6kg/ha in Central and West Africa. Taking maize for instance, the cultivated area using conventional, unimproved maize seeds represents 60% of the total maize cultivating area in East and South Africa and 80% in Central and West Africa — high compared to the average for all developing countries (47%).

Subsistence farmers form Africa's agricultural base. They are engaged mainly in cereal production and the raising of livestock to produce food for self-support, while they are also growing peanuts, cotton and other cash crops. In order to increase food production in Africa, the methods used by these subsistence farmers in rain-fed farming must be improved, for example, making more water available to farmers through the retrieval of underground water. Also necessary are the widespread introduction of improved seeds, fertilizers and animal tillage; the creation of the infrastructure for processing, transporting and distributing sorghum, millet and other grains; and the development of swamp areas for increasing rice production in response to current growing demand.

Agricultural production based on subsistence farming is characterized by underdeveloped connections with the outside economy; the significant restrictions by customs and the communal land system; farmers' inclination toward minimizing risk rather than maximizing profit; and their passive attitude towards the introduction of new technology.

Let us look at the following four successful cases in improving the productivity of subsistence farming.

1) Farming system research

Farming system research is a research method for African rain-fed farming proposed by Centro Internacional de Mejoramiento de Maíz y Trigo (CIMMYT) in 1976. This method is characterized by the technical and socio-economic examination of subsistence farming: the diagnosis of its farming system; the analysis of technical problems in experimental fields; and verification experiments in farmers' fields. Another feature is on-site cooperation between farmers, researchers and extension workers. Emphasized in this research method are the stability and sustainability of production rather than high yields.

This is a revolutionary research method going beyond the limits of conventional ones.

2) Zimbabwe's project for increasing cereal production by subsistence farmers

Under this project, price incentives for maize were established, and facilities for grain collection and storage and shops for seed, fertilizer, and farm machines and

implements, were constructed. Additional extension workers were hired and technical guidance increased. However, the most effective policy of this project was the granting to women — who perform the majority of actual farm work— of legal rights equal to those of males regarding land ownership, finance and agricultural training.

During the latter half of the 1980s, Zimbabwe succeeded in increasing from a third to a half the ratio of maize production by subsistence farmers to the total production, and in increasing the export of surplus maize. This project is a case of successfully increasing food production by subsistence farmers, particularly by women farmers.

3) The Sasakawa Global 2000 Project

Under this project, improved seed and chemical fertilizer were distributed to farmers and technical guidance was provided directly to farmers in the fields. After farmers themselves confirmed incomes had increased, they were asked to repay fees for seed and fertilizer provided. Fees collected were then turned into a revolving fund. This project, begun in 1986 with 40 farm households in Ghana, was expanded to 70,000 households in three years, with a high repayment rate (77%) and the average maize yield per ha increased 2.5 times.

The scale of the project was expanded so rapidly at the request of the Ghanaian government that technical guidance and collection of fees could not keep pace with the expanding scale of operations. As a result the project ended in failure in the early 1980s. This project, however, suggests one of the promising approaches to the widespread use of modern farming methods among subsistence farmers relying on traditional methods.

4) The construction of regionally-dispersed multipurpose warehouses in Niger

The Japanese government constructed food warehouses at twenty key points for Niger's agricultural credit union. In addition to the storage of grains, each warehouse may have such multifunctions as a shop for fertilizers and general goods, an agent for the rental of farm equipment, a milling facility, or a meeting place.

The construction of these warehouses led to significant increases in the activities of agricultural credit unions, and a letter of appreciation was even sent to the Japanese government by the Nigerian Women's Association. This project can be judged as a successful case of ODA that was implemented carefully so as to meet local needs.

Examination of these four successful cases involving ODA, an NGO, an international organization and a government of a developing nation reveals that the likely key points in agricultural development in Africa are subsistence farmers, women, local verification, regional dispersion and the participation of local residents.

What type of assistance should Japan provide for African agriculture? To

answer this question, it is first necessary to review the current state of Japan's ODA and NGOs in Africa. The former involves food aid, aid for increased food production, and underground water development. Food aid, equivalent to approximately 200 million yen, is currently being provided annually to nearly every country in Sub-Saharan Africa. Aid for increased food production involves the provision of fertilizer, agricultural chemicals, and farm machinery. This form of aid was provided to 31 of the 43 target countries in Sub-Saharan Africa in 1990. Underground water retrieval operations were carried out in 16 countries in the same year.

The overall picture of the activities of Japan's NGOs in Africa is difficult to ascertain. Relief for refugees is being provided in Somalia, Ethiopia, Kenya and Zambia by organizations such as the Japan Volunteer Center, the Japanese Red Cross, Japan International Food for the Hungry, Tenrikyo and the Association to Aid the Refugees. The activities of these NGOs, limited to emergency aid involving food and medical supplies in the beginning, have gradually diversified to encompass agriculture, afforestation, education and vocational training. Thus, the field activities of Japan's NGOs have developed and expanded from just refugee relief activities. One interesting feature of current NGO activities is the participation, as core members, of a large number of persons with field experience as Japan Overseas Cooperation Volunteers (JOCV) members.

It is estimated that in Japan there is a total of 1,750 specialists in African agriculture: 500 technical specialists with field experience in Africa; 900 ex-JOCV members; 200 engineers from consulting firms; 50 researchers; and 100 NGO members.

With Japan's research on African agriculture still in the growth period, the amount of accumulated data is still insufficient. It is hence important that the accumulation of data for agricultural development in Africa will be enhanced through research activities by technical cooperation, and that financial assistance will continue to be concentrated on infrastructure development. Also, an effective cooperative relationship should be developed, on a case-by-case basis, between ODA and NGOs.

Discussion

Kasai (Moderator): Thank you very much Professor Tomomatsu.

He has given us four interesting case works carried out in Sub-Saharan areas and also given us perspectives of other types of activities in terms of improvement of food production.

Everybody is so enthusiastic today and we are rather behind our schedule because of that. So we may have to shorten the question and answer period.

Ascough: I am working in the planning department of JICA.

I have a question for Ms. Joan Holmes or anybody from The Hunger Project. If possible, could you be a little bit more explicit about what you foresee as possible future areas of cooperation between JICA and The Hunger Project? You alluded to those areas. But if possible, could you be a little more explicit, please? Thank you.

Holmes: We would look at having JICA support strategic planning in action which we already have submitted our request for in Senagal and India. We would like that because they are on the ground in the countries where we are working in strategic planning in action. We would be thrilled if JICA would support the Africa Prize for Leadership in Tokyo in 1993. I think it would make a contribution not only in Japan but in the rest of the world. We would like to work in cooperation with them in terms of having the distribution of African Farmer Magazine much more extensive, as I think that this magazine is causing a revolution among the farmers of Africa. I know that is one of the major emphasis of support in JICA. We will be also honored to have them support the Global Youth movement that has been so adequately led here by the Hunger Project in Japan. Frankly there are lot more areas, but given the time I'll just mention those. We have very concrete proposals in mind.

Muro: My question is addressed to Professor Tomomatsu's case of Niger. You mentioned Japan's grant aid in Niger. Is this a small-scale grant aid scheme which was initiated three years ago or is it a conventional one?

Tomomatsu: I meant a conventional grant aid scheme.

Moderator: Just take one other question, please.

Questioner: He mentioned the problem of deforestation and also desertification. Does he see any alternative or can he suggest any solutions whereby local people can see an alternative to using wood for cooking, using wood for warming themselves especially in those cold countries. As long as there are no alternatives for energy sources, deforestation is going to continue. Are there any suggestions that you have to prevent that from happening, that is prevention of environmental disasters?

Tomomatsu: I wish to discuss the exhaustion of forestry resources. With regards to alternative measures, I myself have been involved in ODA operations for many years, and so I shall speak briefly on the subject from an ODA perspective. The Japanese Ministry of Agriculture, Forestry and Fisheries has drafted a very large-scale plan called the green belt plan. Under this plan, a 10km-wide, 3500-km long green belt would be established along the basin of the Niger River, which flows through Niger, Nigeria, Mali and Guinea. This would be like a modern version of the Great Wall of China, and its objective is to stop the southward progression of the Sahara Desert. The costs are estimated at two

trillion yen, and the plan itself would involve establishing this green belt and constructing large numbers of underground dams designed to store underground water. There seems to be no decisively effective measure to counter the current exhaustion of forestry products; however, I believe that such a large-scale project—no doubt Japan would not be able to accomplish it on her own, and so the world's countries would instead have to discuss this together—would be one of the major projects for the next century.

IV. Achieving Sustainable Nutrition Security: Uncommon Opportunities

Dr. M. S. Swaminathan

Member of Global Board of Directors, The Hunger Project

1. The Challenge of Hunger

Sustainable Nutrition Security involves physical and economic access to balanced diets and safe drinking water for all children, women and men at all times. Household nutrition security is an essential requirement for ensuring that every child born on our planet has an opportunity for the full expression of his/her innate genetic potential for physical and mental development. Hence, nutrition security is a basic human need.

Since World War II, progress in improving the productivity of terrestrial and aquatic farming systems has been impressive. In India, for example, famines were frequent until the country became independent in 1947. Since independence, India has avoided famines through both an accelerated pace of agricultural progress and timely international assistance. However, widespread under-nutrition, arising from inadequate purchasing power on the part of about 25 percent of the population, still persists. Overcoming such chronic hunger requires concurrent attention to food production and distribution. For this purpose, both resource-poor farmers and resource-poor consumers need appropriate national and international support.

Globally, over 600 million children, women and men now go to bed hungry every night. A major reason for such avoidable hunger is the highly skewed distribution of income in the world. In 1991, 20 percent of the world population received nearly 33 percent of the global income. The poorest 20 percent received only 1.4 percent. (See UNDP's Human Development Report of 1992.)

Compounding the problem of increasing economic marginalisation of over a billion people, is the growing damage to the ecological foundations of sustainable agriculture. Over a billion hectares of good soil have undergone varying degrees of degradation since World War II. Fresh water resources are getting depleted as well as polluted. Marine fish catches are exceeding sustainable limits. Habitats rich in biological diversity such as tropical rainforests are getting damaged. The imbalance between carbon emissions and carbon absorption is growing, leading to potential changes in global climate and sea levels. Modern lifestyles and technologies are also leading to possibilities of enhanced ultraviolet-B radiation. Thus unsustainable life styles on the part of over a billion people and unacceptable poverty experienced by another billion are endangering global peace and security. The Brundtland Commission on Environment and Development called for a new earth ethics for a better common future. **The time has come for Japan to take the lead in proposing a new social agenda for a better**

common present.

2. Uncommon Opportunities for a Better Common Present

Globally, there are unusual opportunities now for diverting technical, financial and managerial resources from the arms race to development, a process often referred to as a "peace dividend." The accomplishments of Japan have demonstrated that there are uncommon opportunities for working toward a world without hunger. Japan has now achieved a GNP equivalent to 14 percent of global income, while contributing only to 1 and 2 percent of global sulphur dioxide and carbon dioxide emissions respectively. The Norin 10 dwarfing genes identified by Japanese scientists in wheat provided the basis of the wheat revolution in the Third World. Japanese accomplishments in small-scale farming (the size of cultivated land per farming household in Japan being only 1.4 hectares) indicate how the food production goals of population-rich but land-hungry countries like Bangladesh, China and India can be achieved. Japan was a predominantly agricultural country over a century ago but it became a major industrial nation during this century. Now it is a world leader in information technology. Japan is showing the way of combining in an optimum manner the best in agricultural, industrial and information societies. This is the road to the emergence of **Conservation Societies**, where caring, saving and sharing become central to the ethos of a nation. It is in this context that Japan has a unique opportunity for providing leadership to the emergence of a global coalition committed to the cause of achieving a sustainable end of hunger by the year 2000. This is why I now wish to speak briefly on the Strategic Planning in Action methodology introduced by The Hunger Project in India, Bangladesh, Senegal and other countries.

3. Strategic Planning in Action

First, I would like to provide you with a framework for understanding this methodology. When we set out to create this new approach, we knew it had to meet four criteria in order to overcome the limits of traditional, centralized planning:

1. It must be carried out by the people who are going to take the action — not "handed down" by outside experts.
2. It must be dynamic — it must be adaptable to constantly changing circumstances and able to seize new opportunities as they appear.
3. It must involve all the key sectors of society: government, NGOs, academics, and business.
4. It must directly generate action that in turn provides timely feedback for future planning.

It was within this framework that we were invited by the Planning Commission of the Government of India to hold a National Conference entitled "Towards a Common

Agenda” in November of 1990. This meeting was attended by committed experts from across India, including senior representatives of government, voluntary organizations, research institutions, business houses, and UN organizations.

This meeting created a powerful, unifying vision to guide our strategy, entitled “Achieving the Threshold: The Chance for All Our People to Lead Healthy and Productive Lives.”

This idea of a “Threshold” is important. For too long, human development was perceived as a “grey” continuum — an endless struggle with no decisive milestones and no sense that real progress was possible. The high yielding varieties in wheat and rice, for example, constituted a threshold, since farm families who learned the value of good land, water and crop management in these crops transferred these practices to other crops as well. Thus began the Green Revolution.

The central mandate from this meeting with the Planning Commission was that the strategic planning-in-action process must be taken up at the state level, as it is the states who are primarily responsible for human development issues.

We therefore took up this program initially in two states: Maharashtra and Tamil Nadu, and have subsequently launched it in three others: Gujarat, West Bengal and Karnataka.

The first step of beginning this process in a state is to identify a chairman — an individual whose stature, commitment, credibility with people’s organizations and access to government are sufficient to overcome any inertia or resistance to a new approach.

The second step is to create a background paper — a thorough report on the current circumstances of hunger and poverty in the state that can provide a common starting point for discussion. The paper should suggest a few important indicators for measuring progress toward a productive and healthy life for all.

The third step is to hold what we call a “design meeting” — a meeting of concerned experts and leaders from all the sectors. This meeting is structured in a way that the top priority areas of action can be identified, and articulated as “strategic objectives.”

Fourth, a small but representative Council is organized to provide the leadership and responsibility necessary to achieve the strategic objectives. This Council, too, represents all sectors of society. It is particularly vital that it includes appropriate officials of government, and we have been particularly pleased that Secretaries of key government Ministries serve as members of such a non-governmental council. Representatives of concerned UN organizations like UNICEF, WHO and UNDP are invited to attend.

Fifth, the state Councils launch what we call “catalytic projects.” These are selected strategically within a 4-point analytical framework:

- Actions that fill critical **gaps** in existing services, so as to optimise the benefits from ongoing efforts and investment.

- Actions that achieve **convergence** among existing programs, so that a given investment of resources can produce multiple benefits.
- Actions that produce **synergy** — ways of bringing together mutually re-enforcing activities in a way that sparks further improvements. Social and organizational synergy could help to convert small programs into mass movements.
- Actions that could provide the basis for improved government **policy** — which can catalyze large-scale change across the state.

Finally, the state Councils sustain the dynamism of this strategic approach by frequently reviewing the situation and lessons learned, and identifying new openings for action.

To give you a more concrete appreciation of how this process works, I would like to give some specific examples.

In the state of Tamil Nadu, for example, the Council identified a need for reorienting family perceptions of the girl child. This is primarily because parents consider girls to be an economic liability, while sons are regarded as economic assets.

A strategic objective of our Council, therefore, is **awareness** generation to create the notion of the “economic woman” so that parents will consider their girl child to be every bit as precious as their boy child.

The first catalytic project to do this was to organize a conference for the film and music industry in the state. This action, in turn, produced new openings for action, namely, the creation of a public media campaign including film shorts, television spots and a popular song that are now saturating the mass media.

A second example:

In the state of Maharashtra, a strategic objective is the universalization of basic health, education, water and sanitation services. Government has this responsibility, but its current effort is inadequate to achieve it in the foreseeable future.

An opportunity for greater **synergy** between government and voluntary organizations would clearly make a difference. Government would produce far more results for the same money if it were spent through voluntary organizations, since NGOs have greater operational flexibility and are more adaptable to local situations.

The Council has launched several projects to catalyze this change. Conferences have been held with government and various groups of NGOs to clarify for both parties exactly how they can work together.

Among the 30 catalytic projects that have been sanctioned by the Councils during 1991–1992, there are many examples of **convergence**:

- projects to utilize noon-meal and child care centers as nodal points for adult vocational training and health education;

- projects to combine nutritional monitoring in villages with horticultural training so that villagers can be trained to grow precisely those foods that will solve their nutritional deficiencies on the basis of a nutritional malady cum horticultural remedy analysis;
- projects to organize women living in the slums to manage their own multi-purpose health, education and training centers.

4. Conclusions

In the past two years, The Hunger Project, with very modest resources, has demonstrated the value of its strategic approach to human development.

As we look to the future, I would like to draw from our methodology to highlight why I feel that a formal collaboration between The Hunger Project and JICA in the work of strategic planning-in-action would make a profound contribution to the sustainable end of hunger.

First: there is clearly a gap. On the one hand, we have a methodology which has proven to be replicable in different cultures and with different styles of leadership. On the other hand, we do not have sufficient financial or human resources to expand this methodology to areas where there is great need.

Second: there is an opportunity for convergence. JICA has personnel and resources that it wishes to put to good use for the elimination of hunger. The Hunger Project has mobilized the top talent within local societies who can do the strategic thinking so that actions are not only effective but culturally and socially appropriate. One of the great strengths of Japan is respect for the consensus-building process, and we have developed the methodology for such consensus-building in the process of human development.

Third: there is an opportunity for synergy — for the whole of our mutual contributions to be greater than the sum of the parts. In addition to the points I have already mentioned, JICA has a great deal of expertise in technical training and infrastructure development. The Hunger Project has a great deal of expertise in communicating with constituencies in the developing world. Were JICA and The Hunger Project to meet on the common ground of strategic planning-in-action, there is the likelihood for unpredictable new opportunities to arise from those diverse capabilities coming together.

Fourth: there is the opportunity for policy change. JICA obviously would wish to have its contributions to human development utilized within the best possible public policy structure, yet it would never wish to interfere or impose its opinions on recipient governments. Strategic planning-in-action provides a way for policies to evolve on the basis of a continuous process of learning from successes and failures.

Finally, the charter of the United Nations was signed by many nations on June

26, 1945 and the UN started functioning on October 24, 1945. Thus, in 1995, the UN would have completed 50 years of service to global peace and security. While the UN has helped to spread respect for democratic values and human rights in most parts of the world, the basic human need for food and drinking water is yet to be satisfied in many parts of the world. A universal commitment to the cause of ending hunger by the year 2000 should, therefore, be a major outcome of the proposed 50th Anniversary Summit on Social Development.

The global partnership being spearheaded by JICA and The Hunger Project today can demonstrate to the world leaders who will assemble at the 1995 UN Summit, how hunger, the oldest and most persistent foe of humankind, can be made a problem of the past by the year 2000. This can be one of Japan's most significant contributions to a New Earth — 21.

Discussion

Kasai (Moderator): Thank you very much Dr. Swaminathan. In order to eliminate the hunger issue from the world, we should not just think about increased food production but better distribution of income. We have to tackle this issue from various perspectives. And he also talked about what we can do in order to tackle this issue of hunger. He has used a number of examples and presented to us very clearly the most important points he wanted to clarify to us.

We would like to accept a few questions from the floor.

Hirano: Thank you very much. My name is Hirano. I am a volunteer of The Hunger Project.

One point I would like to make sure of, to confirm, is that you talked about the World Summit of 1995. Is it already planned to have that World Summit? And The Hunger Project is going to support it? If that is the case, it would be wonderful. It is almost amazing, surprising. Is it planned already?

Swaminathan: Well, as far as I know, the Security Council of the U.N. has taken a decision that in 1995 on the occasion of the 50th anniversary of the United Nations, a summit or a big UN gathering should take place, and that preferably it should deal with the problems of social and human development. The precise terms of reference for such a conference and methodologies obviously will be in the form of a General Assembly resolution. I was informed that that resolution may be forthcoming in the current session of the General Assembly. I certainly know it is for Joan Holmes to reply about The Hunger Project's commitment to this question of hunger and social development, but I'm sure it

would, in partnership with others, do its very best to be of help.

Gizaw: I am from the Ethiopian Embassy. My question is directed to Ms. Holmes. As you said earlier in your speech, quite a number of distinguished African leaders and people from the grass-roots level have been awarded The Hunger Project Award. And if I understood correctly, it involves quite a significant amount of money, I mean, you give 100,000 dollars in addition to a symbolic prize. For an organization that tries to end the hunger globally, this is quite a significant amount of money. By so doing, you must have had some kind of purpose to achieve. I mean when you introduced this prize, you must have had some kind of purpose. Have you achieved it? I mean what was it that you wanted to get out of giving this 100,000 dollars? If, by giving out 100,000 dollars to hungry people, you save quite a number of lives, the purpose is clear. But when you give 100,000 dollars to distinguished leaders and people who have done something to end hunger at the grass-roots level, you must have had some purpose behind it. Have you achieved that purpose? How much have you been successful?

Holmes: Thank you for the question. I think we are in the process of achieving the purpose. Let me tell you about the 100,000 dollars, why we picked that amount. We think it is a big amount also. We wanted to pick a big amount, because we wanted to capture attention, get the media attention of the world, that this prize was worth people looking at. And with any less amount I don't think we would have captured the people's attention. We had a lot of media attention initially, just because of the amount of money we were willing to give. We wanted to capture the world's attention that there are leaders in Africa working for the well-being of their people, and that Africa is on the move to establish its own self-reliance again. So that's one of the reasons the amount was so high.

The other reason that we wanted the amount of money high is that we wanted the amount of money to be congruent with the boldness, the courage, the innovation and the creativity that these leaders exhibit. So we wanted it to match what we think is the courage of the African leaders on the continent.

The third thing to know about the money is that all of the people who have received the money have invested it in the well-being of the African people. President Diouf who was one of the first leaders, (We split it because that year there were two winners) and he took his 50,000 dollars and made it into an annual prize for the farmers in Senegal. So the 50,000 dollars that he received has gone into an annual prize for the farmers in Senegal to use fertilizer in a way that increases the productivity of their farms. President Mugabe of Zimbabwe set up a scholarship fund for poor children from families who could not afford to send their children to agricultural schools. With his prize he set up

a scholarship fund which goes onto this day to send the children of poor families to agricultural school and this is increasing agricultural production and giving the families a new lease on life. I was just talking with Dr. Samba. He is one of this year's winners. He is going to set up a foundation to find those entrepreneurs in the Sahelian region of Africa who, if loaned 5,000 dollars, would increase the livelihood of the entire community; for example, if they got a little money, it would allow them to set up a school or health clinic or whatever. People who have received the money have invested it in the African people in a way they will get more out of it than just if they were given food.

For all these reasons we picked that amount of money. I think that the purposes of the prize are starting to be realized. I think the prize is starting to shape policy in Africa with all respect. I really feel that people are now looking at the well-being of Africa and seeing what the leaders that have been so recognized are doing, and other leaders can emulate them. I know when Esther Okloo from Ghana received the prize—she was the first women laureate—the letters poured in. Esther Okloo said she has never been so popular: she is invited to speak everywhere; she is on boards. Women are learning how to be entrepreneurs out of following her example. Dr. Thomas Odiambo, who was one of the first winners, is using some of his prize money to have more science developed in Africa. I really feel that we are on the way to influencing policy to creating role models not only in Africa but around the rest of the world, and to putting a spot light on Africa, in a way that says that African leaders have the intention for their continent to again achieve self-reliance and self-sufficiency. I don't want to stop the prize this year. I want it to continue year after year. But we are extraordinarily happy about the achievements of this prize. By the way General Obasanjo also set up a foundation. I apologize to the laureates who I have not mentioned because every one of them has invested their money in the African people. I haven't mentioned all of them, but they have all done that.

Moderator: Thank you very much.

I think we have had a lot of very good questions. We would like to conclude the seminar for the day. As a moderator of this seminar, I would like to express my deep appreciation for all of the cooperation that has been extended to the seminar. If there are any inquiries about the conduct of the seminar, we will be happy to hear from you.

Now I would like to take this opportunity to summarize what has taken place in the seminar. We first heard of the various aspects of The Hunger Project. We have been listening to what it is involved in, what kind of research activities; what kind of educational activities, what kind of information dissemination activities it is engaged in. We have found that it is very

important that each and every individual be enlightened with regard to this great topic concerning hunger around the world. So in that respect I think that the participants and other people who are very much sympathetic toward this Hunger Project are very much motivated by what The Hunger Project is aiming to do. We are very grateful for the participation of The Hunger Project here today.

According to their suggestions, it is not only their project, The Hunger Project, that is important for solving the hunger problem, but also the participation of other institutions around the world is going to be very important. In order to solve the hunger issue, it is very important that everybody concerned should be very much interested in the linkages between the ODA and NGOs, that a very healthy relationship be established between NGOs and the ODA providers. Professor Tomomatsu has cited some case studies. And it was mentioned in his presentation that assistance that would help each and every individual to try to strive for the best for himself is very important, too. At the same time it is important that this variety of approaches be utilized for the sake of development of agricultural sectors, primary health care issues, the WID issue and the population issue. In that respect we can say that Japan is also taking the same approach. So the approach that is being taken is quite identical or has a lot of areas in common with the approach that is taken by The Hunger Project. We are very grateful for the very enthusiastic presentations which have been given by the lecturers.

At the same time we are very grateful for the very active participation afforded us from the participants. I think that some of their comments were very much contributory to our future activities. And at the same time I think that it did offer a great opportunity to listen and try to address the very serious issues that all the participants are facing in their daily work. In that respect I think we have been very much enlightened as to what kind of attitude we should try to take in further strengthening our activities in controlling hunger.

As a last note I would like to take a minute or so to try to relate my personal thoughts concerning hunger. I was very much impressed with the observation made by Ms. Holmes that hunger could be terminated. I think in that respect this statement is a very important motivating statement for all the people around the world who are very much concerned about elimination of hunger in the world. And I hope that that will be the goal that we will be able to obtain. With that observation I would like to express my deep appreciation to all of the participants here for their enthusiastic participation and of course to the lecturers who have participated with great enthusiasm in giving their lectures to enlighten us. I think that this seminar bore great fruit by the fact that we were able to solicit the enthusiastic participation of all the people who are

concerned.

Thank you very much.

Appendix

Appendix 1: Program of the Seminar

14:00 Opening

14:05 Addresses

Mr. Hidero Maki
Senior Vice President, JICA

His Excellency Mr. Yoshio Sakurauchi
Speaker of the House of Representatives of Japan

14:15 “Ending world hunger: The strategic approach of The Hunger Project”

Ms. Joan Holmes
Global Executive Director of The Hunger Project

15:00 “The work of The Hunger Project in Africa”

Amb. Fitigu Tadesse
Director of Africa Division of The Hunger Project

15:20 Discussion

15:30 Break

15:50 “For increasing food production in the developing countries”

Dr. Atsunobu Tomomatsu
Assistant Professor, Faculty of Agriculture, Utsunomiya University

16:10 Discussion

16:20 “Achieving sustainable nutrition security: Uncommon Opportunities”

Dr. M. S. Swaminathan
Member of The Hunger Project Global Board of Directors

16:40 Discussion

17:00 Closing

Appendix 2: Profile of Lecturers

Joan Holmes

Global Executive Director, The Hunger Project

Ms. Holmes has been the Global Executive Director of The Hunger Project since its inauguration in 1977. She has also served in very important posts in the field of international development assistance, including USAID Advisory Committee on Voluntary Foreign Assistance, Executive Committee of The American Council for Voluntary International Action, International Development Conference (Trustee) and Overseas Development Council (Director).

Fitigu Tadesse

Director, Department of African Affairs, The Hunger Project

Amb. Tadesse's career includes Ethiopian Ambassador to Djibouti and Italy. He has been Director, Department of African Affairs, The Hunger Project, since 1988.

Atsunobu Tomomatsu

Assistant Professor, Faculty of Agriculture, Utsunomiya University

After teaching at Nagoya University, Dr. Tomomatsu joined the JICA pilot project for agricultural processing at Bogor Agricultural University, Indonesia, as an expert in charge of quality control from 1981 to 1983. Thereafter he worked for JICA as a Development Specialist until 1991.

He was also a visiting researcher of the International Food Policy Research Institute to study post-harvest loss in Java, Indonesia from 1986 to 1988.

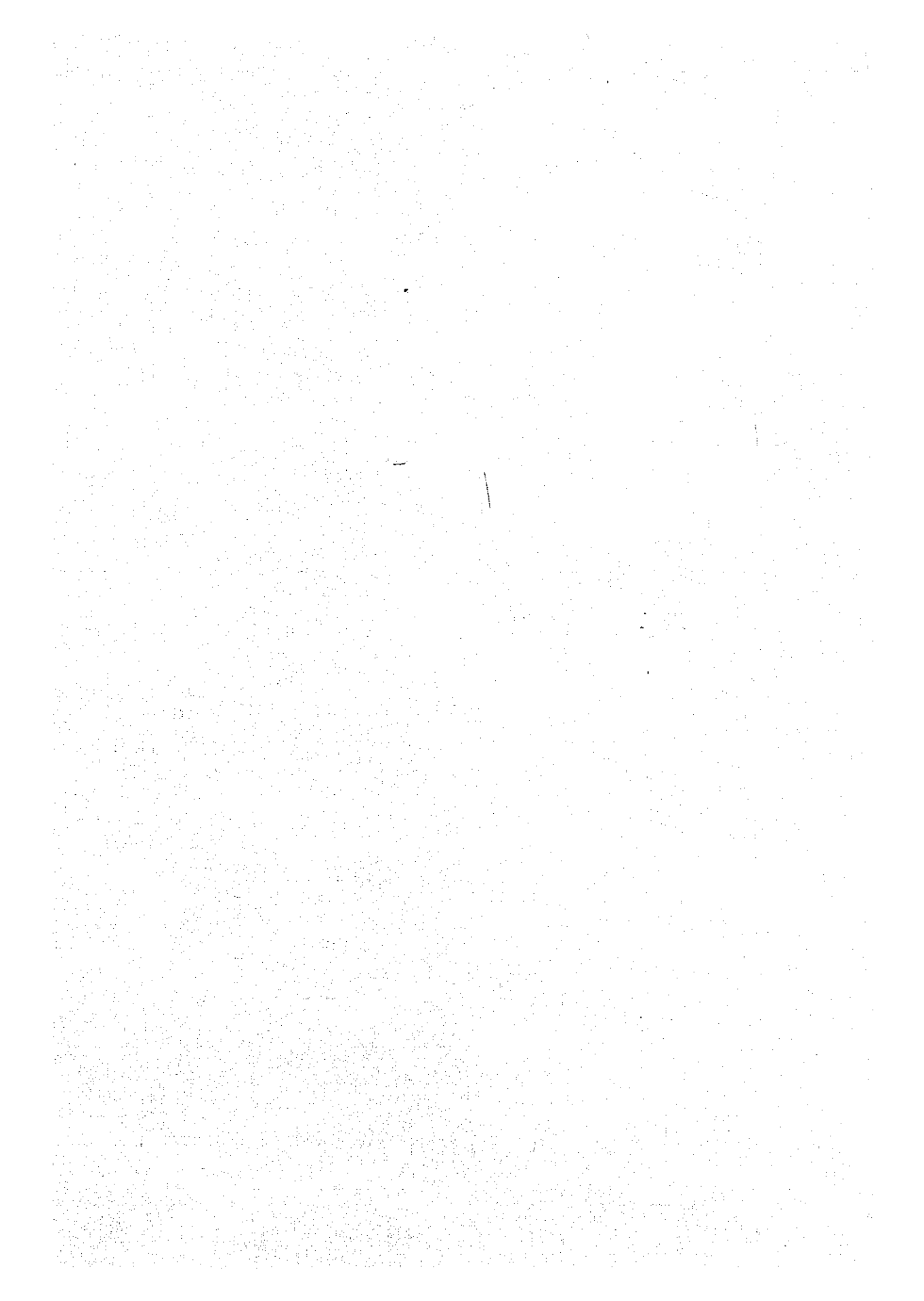
Dr. Tomomatsu has been Assistant Professor, Agricultural Department, Utsunomiya University, since May, 1991.

Monkombu Sambasivan Swaminathan

Global Board of Directors, The Hunger Project

Dr. Swaminathan worked for many years for twelve international organizations, including FAO, WHO, and International Union for the Conservation of Nature and Natural Resources. Among the many posts he is currently serving in is Chairman of the International Mangrove Association.

Dr. Swaminathan has been a member of Global Board of Directors, The Hunger Project, since its inauguration in 1977.



JICA