

**Joint Assessment Study on
JICA and AUDA-NEPAD Partnership
under the TICAD process**

Final Report

November 2024

Japan International Cooperation Agency (JICA)

KPMG AZSA LLC

6R
JR
25-008

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
List of Figures.....	4
List of Abbreviations	8
Executive Summary.....	12
1 Project Overview	17
1-1 Introduction.....	17
1-1-1 Background and Objectives	17
1-2 Approach and Methodology	19
1-3 Limitations of the Scope	20
1-4 JICA and AUDA-NEPAD Partnership under TICAD.....	22
2 Significance and Results of the TICAD 30-year process	28
2-1 Transformation of TICAD.....	28
2-1-1 TICAD I (1993):	
Establishment of the process and Intellectual Conference.....	29
2-1-2 TICAD II (1998) and TICAD III (2003):	
Materialization of support and inclusion of “peace” agendas.....	30
2-1-3 TICAD IV (2008):	
Shift to emphasis on economic growth and institutionalization of follow-up	32
2-1-4 TICAD V (2013):	
Focus on the Private Sector, Investment Promotion, and Co-hosts of AUC.....	33
2-1-5 TICAD VI (2016):	
First TICAD in Africa, pursuing sustainability	35
2-1-6 TICAD 7 (2019) and TICAD 8 (2022):	
Emphasizing continuity and responding to the international environment.....	37
2-2 Impact of TICAD.....	38
2-2-1 Impact on international aid trends	38
2-2-2 Permeation and establishment of the concept of ownership and partnership.....	43
2-3 Development of Japan/JICA Cooperation with Africa.....	48
2-3-1 Impact on the Government of Japan.....	48
2-3-2 Impact on development assistance agency, JICA	49
2-3-3 Impact on the business community	52
2-3-4 Impact on civil society.....	55
2-4 Development of AUDA-NEPAD.....	56
2-4-1 Overview of AUDA-NEPAD	56
2-4-2 Origin and History of AUDA-NEPAD	57
2-4-3 Cooperation between AUDA-NEPAD and Japan/JICA	59
2-4-4 TICAD and AUDA-NEPAD	60
2-5 Trends in direct investment from Japan to Africa (including through third countries).....	61
2-5-1 Trends in Amount of Direct and Indirect Investment and Number of Projects from Japan	

(2012-2023)	62
2-5-2 Sector Breakdown by Direct and Indirect Investment amount (2019-2023)	64
2-5-3 Destination countries of direct and indirect investment (2019-2023)	67
2-5-4 Breakdown of Indirect Investment by Third Countries (2012-2023)	69
2-5-5 List of Major Investing Companies and Projects (2019-2023)	70
3 Impacts of selected initiatives of JICA's cooperation	74
3-1 Food and Nutrition.....	74
3-1-1 CARD (Coalition for African Rice Development)	74
3-1-2 SHEP (Smallholder Horticulture Empowerment & Promotion)	83
3-2 Education	91
3-2-1 School for All	91
3-3 Healthcare	102
3-3-1 Universal Health Coverage (UHC).....	102
3-4 Climate Change	108
3-4-1 Climate Change	108
3-5 Peacebuilding	123
3-5-1 Peacebuilding	123
4 Impacts of selected initiatives of JICA and AUDA-NEPAD partnership.....	128
4-1 Infrastructure Development.....	128
4-1-1 Corridor Development.....	130
4-1-2 One Stop Border Posts (OSBPs)	145
4-1-3 Results of Corridor Development and One Stop Border Post from a perspective of JICA's cooperation	152
4-1-4 Program for Infrastructure Development in Africa (PIDA)	157
4-1-5 Summary of impact created by the projects funded by JICA.....	170
4-2 Initiative for Food and Nutrition Security in Africa (IFNA)	172
4-2-1 Overview of the initiative	172
4-2-2 Case study- The pilot projects under IFNA	173
4-2-3 Results, Impact and Contribution of the Partnership	176
4-2-4 Gaps, Challenges and Lessons Learnt of IFNA	180
4-2-5 Alignment to the Continental Frameworks and the TICAD Matrix	183
4-2-6 Summary of impact created by the initiative funded by JICA	183
4-3 The Africa Kaizen Initiative (AKI).....	185
4-3-1 Overview of the initiative	185
4-3-2 Quantitative Evaluation	186
4-3-3 Case Study of Kaizen projects reviewed	188
4-3-4 Results and Impact and contribution of the partnership	190
4-3-5 Gaps, Challenges and Lessons Learnt of KAIZEN	195
4-3-6 Alignment to the Continental Frameworks and the TICAD Matrix	198
4-3-7 Summary of impact created by the projects/initiatives funded by JICA	199
4-4 Home Grown Solutions (HGS) Accelerator for pandemic Resilience.....	201

4-4-1 Overview of the initiative	201
4-4-2 Results, Impact and Contribution of the Partnership	202
4-4-3 Gaps, Challenges and Lessons Learnt of HGS Accelerator	203
4-4-4 Cohorts of the HGS Accelerator:	204
4-4-5 Alignment to the Continental frameworks and the TICAD Matrix	204
4-4-6 Summary of impact created by the projects/initiatives funded by JICA	205
4-5 Summary findings for initiatives of JICA and AUDA-NEPAD partnership	207
4-5-1 JICA contribution	207
4-5-2 AUDA-NEPAD contribution.....	209
4-5-3 Alignment to Agenda 2063, the Continental Frameworks and the TICAD Matrix	211
5 Megatrends in Africa and Challenges	213
5-1 Identification of medium- to long-term megatrends in Africa.....	213
5-2 Sorting out priority development agenda and directions for medium- to long-term initiatives .	222
5-2-1 Summary of JICA and AUDA-NEPAD initiatives for medium- and long-term issues	222
5-2-2 Comparative advantage of Japan/JICA.....	225
5-2-3 Engagement with other development partners (potential synergies, overlap).....	231
6 Recommendations for future JICA and AUDA-NEPAD initiatives	232
6-1 Priority areas for future programming for Infrastructure Development.....	232
6-2 Priority areas for future programming for IFNA.....	233
6-3 Priority areas for future programming for The Africa Kaizen.	233
6-4 Priority areas for future programming for Home Grown Solutions Accelerator.	233
Appendix 1: Interviewees and Focus Group Discussions conducted	234
Appendix 2: Methods of keyword Analysis	236
Appendix 3: Documents analysed by the keyword analysis	238
Appendix 4: Detailed projects funded by the JICA.....	243
Appendix 5: Results, Impact and Contribution of the Partnership	249
Appendix 6: US Dollars to Japanese Yen Exchange Rates	269
Appendix 7: Aspirations and goals of Agenda 2063.....	270
Appendix 8: Alignment to continental frameworks.....	271
Bibliography	272

List of Figures

Figure 1 Study content and methodology	19
Figure 2 Cooperation between JICA and AUDA-NEPAD	22
Figure 3 Overview of the TICAD 30-years process.....	29
Figure 4 African Forums held by Major Countries and Regions	40
Figure 5 Keyword Analysis of African Development and International Development Strategy Papers of Donor Countries and Regions.....	43
Figure 6 Analysis of African Development and International Development Strategy Papers of Donor Countries, Regions, and International Organizations.....	45
Figure 7 Keyword Analysis of “The Comprehensive Development Framework” (Word Cloud).....	47
Figure 8 Breakdown of Technical Assistance by Region (FY2000 – FY2021).....	50
Figure 9 Breakdown of Grant Aid by Region (FY2008 – FY2021).....	51
Figure 10 Breakdown of Loan Aid by Region (FY 2012 – FY 2021).....	52
Figure 11 Trends in Foreign Direct Investment in Africa from Japan (1996 – 2022)	54
Figure 12 Reference to NEPAD in strategy documents of key doners and development partners	58
Figure 13 History in AUDA-NEPAD and its relationship with Japan/JICA	61
Figure 14 Trends in direct and indirect investment inflows	63
Figure 15 Trends in number of direct and indirect investment projects	64
Figure 16 Sector Breakdown by direct investment amount (2019-2023).....	65
Figure 17 Major countries and amounts of investment in the top 3 sectors for direct investment (2019-2023).....	65
Figure 18 Sector breakdown by indirect investment amount (2019-2023)	66
Figure 19 Major countries and amounts of the top 3 sectors in indirect investment (2019-2023).....	66
Figure 20 Sector breakdown by direct and indirect investment amount (2019-2023)	67
Figure 21 Major investment destination countries and amount of Top 3 sectors in direct and indirect investment (2019-2023)	67
Figure 22 Direct investment amount by destination countries (2019-2023).....	68
Figure 23 Indirect investment amount by destination countries (2019-2023)	68
Figure 24 Direct and indirect investment amount by destination countries (2019-2023)	69
Figure 25 Amount of investment and number of projects in indirect investment by third countries (2019-2023)	70
Figure 26 List of investment source companies with the largest number of projects in direct investment (2019-2023).....	70
Figure 27 List of Indirect Investment Source Companies (2019-2023).....	71
Figure 28 Top 25 Direct Investment Projects (2019-2023)	72
Figure 29 List of indirect investment projects (2019-2023)	73
Figure 30 Overview of CARD	74
Figure 31 List of CARD projects used for quantitative evaluation.....	76
Figure 32 Average rate of improvement in paddy rice productivity through the CARD project	78
Figure 33 Representative Example (Ghana)	78
Figure 34 Representative Example (Madagascar).....	79

Figure 35 Estimation method and the results in Kijima et al. (2012).....	80
Figure 36 Estimation methods and the results in Kijima (2022).....	81
Figure 37 Strengths of JICA in CARD.....	82
Figure 38 Overview of SHEP	83
Figure 39 List of SHEP projects used for quantitative evaluation.	86
Figure 40 Horticultural income improvement of Small-scale Farmers	87
Figure 41 Representative example (Kenya).....	87
Figure 42 Representative example (Malawi).....	88
Figure 43 Results of RCT in SHEP PLUS (Kenya)	88
Figure 44 Strengths of JICA in empowering smallholder farmers.....	90
Figure 45 Overview of School for All.....	91
Figure 46 Experimental Design and the results of the RCT in Burkina Faso	94
Figure 47 Estimation method and results of interrupted time-series analysis in Niger	95
Figure 48 Estimation method and results of DID analysis in Niger.....	96
Figure 49 Experimental design and results of the RCT in Niger	97
Figure 50 Experimental design and the results of the RCT in Madagascar	98
Figure 51 JICA's Strengths at School for All.....	100
Figure 52 Overview of Universal Health Coverage (UHC)	102
Figure 53 Strengths of JICA in UHC	106
Figure 54 Overview of Response to Climate Change	110
Figure 55 List of renewable energy projects used for quantitative evaluation.....	112
Figure 56 Annual average power generation and annual average CO2 emission reductions by renewable energy projects.....	113
Figure 57 List of rural water supply projects used for quantitative evaluation.....	113
Figure 58 List of Urban water supply projects used for quantitative evaluation	115
Figure 59 Results of rural water supply projects.....	116
Figure 60 The trend of access to drinking water in rural areas of Sub-Saharan Africa	117
Figure 61 Results of urban water supply projects	117
Figure 62 The trend of access to drinking water in urban areas of Sub-Saharan Africa	118
Figure 63 List of irrigation projects used for quantitative evaluation	118
Figure 64 Results of irrigation projects	120
Figure 65 JICA's Strengths in Responding to Climate Change	121
Figure 66 Overview of Peacebuilding.....	123
Figure 67 Strengths of JICA in Peacebuilding.....	126
Figure 68 Overview of Infrastructure Projects funded by JICA	129
Figure 69 Alignment to Continental Strategic Frameworks	131
Figure 70 Image of DID analysis	132
Figure 71 Estimated impacts of corridor development on regional GDP.....	133
Figure 72 Northern Corrido's Arrangement.....	133
Figure 73 Examples of projects that JICA has funded	134
Figure 74 Cargo Volumes and Waiting Time in Mombasa Port.....	135

Figure 75 Cargo Volume in the Northern Corridor	136
Figure 76 Efficiency in Port of Mombasa	136
Figure 77 West Africa Growth Ring's Arrangement.....	138
Figure 78 Regional Strategy for WAGRIC	139
Figure 79 The results from the improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders.....	140
Figure 80 The results of the development on the Lome- Ouagadougou corridor	140
Figure 81 Cargo Volume and Efficiency in the Ports in the West Africa Growth Ring.....	141
Figure 82 Nacala Corridor's arrangement.....	142
Figure 83 Nacala Port Development Project	143
Figure 84 Cargo Volume in Nacala Corridor	144
Figure 85 Efficiency in the Port of Nacala	145
Figure 86 OSBP spots that JICA has supported.....	147
Figure 87 Border dwell time in Rusumo and location of Rusumo.....	149
Figure 88 Customs clearance time in Kazungula and the map of Kazungula.....	150
Figure 89 Strengths of JICA in Corridor Development and OSBP	156
Figure 90 PIDA Priority Action Plan	157
Figure 91 PIDA Projects funded by JICA	160
Figure 92 Summary of general PIDA Targets and Impacts	161
Figure 93 Container throughput and Containerization rate of Mombasa Port.....	163
Figure 94 Priority Areas for Future Funding	164
Figure 95 The results from the improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders (Reiterate)	165
Figure 96 Power Pool Member Countries	167
Figure 97 Projects funded by JICA	167
Figure 98 Highway extending from Abidjan to Dakar	169
Figure 99 Summary of the impact created by the Infrastructure Development funded by JICA.....	171
Figure 100 Development of ICSA across Africa.....	173
Figure 101 Strength of JICA in IFNA	182
Figure 102 Summary of the impact created by the IFNA funded by the JICA.....	184
Figure 103 Africa Kaizen Project.....	186
Figure 104 List of KAIZEN projects used for quantitative evaluation	187
Figure 105 Results of quantitative evaluation on KAIZEN.....	188
Figure 106 Strengths of JICA in KAIZEN	197
Figure 107 Summary of the impact created by the KAIZEN funded by JICA	200
Figure 108 Home Grown Solutions accelerators across Africa	202
Figure 109 Impacts created through the partnership on Home Grown Solutions	202
Figure 110 Cohorts of the Home-Grown Solutions Accelerator	204
Figure 111 Summary of the impact created by the Home-Grown Solutions funded by JICA.....	206
Figure 112 Summary of Available Financial Information for 5 Selected Initiatives	207
Figure 113 PIDA projects funded by loans and grants	208

Figure 114 OSBP projects funded by loans and grants	209
Figure 115 Contributions of AUDA-NEPAD under each initiative	209
Figure 116 Summary of alignment to continental frameworks and the TICAD Matrix.....	212
Figure 117 Steps for this section.....	213
Figure 118 List of identified megatrends.....	213
Figure 119 JICA and AUDA-NEPAD's Existing Efforts to Solve Medium- and Long-Term Challenges in Africa	225
Figure 120 Keywords for Japan/JICA's comparative advantage and disadvantages.....	225
Figure 121 Summary of Comparative Advantages of Japan/JICA	226
Figure 122 Summary of Comparative Disadvantage of Japan/JICA	229
Figure 123 Opinions and Insights from Experts	231

List of Abbreviations

Abbreviation	Official name
ACET	African Centre for Economic Transformation
ACHEST	African Centre for Global Health and Social Transformation Database
AEWs	Agricultural Extension Workers
AfCFTA	African Continental Free Trade Area
AFD	Agence Française de Développement
AfDB	African Development Bank
Africa CDC	Africa Centres for Disease Control and Prevention
AIDA	Accelerated Industrial Development for Africa
AKI	Africa KAIZEN Initiative
ALM	African Leadership Meeting
APME	SME Promotion Agency
ASA	Africa-South America Summit
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency-New Partnership for Africa's Development
BCG	Boston Consulting Group
BDS	Business Development Service
CAADP	Comprehensive Africa Agriculture Development Programme
CAFI	Central African Forest Initiative
CARD	Coalition for African Rice Development
CASSCOM	County Agriculture Sector Steering Committee
CHNs	Community Health Nurses
CNTC	County Nutrition Technical Committee
COGES	Comités de Gestion d' École
COVID-19	Coronavirus Disease 2019
DAC	Development Assistance Committee
DAD	District Agricultural Department
DBSA	Development Bank of South Africa
DFID	Department for International Development
DID	Difference in Differences
DNO	District Nutrition Officer
DPL	Development Policy Loan
DPS	Directorate of Health
EAC	East Africa Community
ECOWAS	Economic Community of West African States
EKI	Ethiopian Kaizen Institute

Abbreviation	Official name
EPA	Economic Partnership Agreement
ESIA	Environmental, Social Impacts Assessment
EU	European Union
FAO	Food and Agriculture Organization
FCDO	Foreign, Commonwealth & Development Office
FDA	French Development Agency
FGDs	Focus Group Discussions
FOCAC	Forum on China-Africa Cooperation
FOIP	Free and Open Indo-Pacific
FY	Fiscal Year
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GHS	Ghana Health Service
GRIPS	National Graduate Institute for Policy Studies
GSB	Gender Smart Business
HDP NEXUS	Humanitarian-Development-Peacebuilding Nexus
HGS	Home Grown Solutions
HH	Household
IBM	Integrated Border Management
ICSA	IFNA Country Strategy for Action
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
IFNA	Initiative for Food and Nutrition Security in Africa
IT	Information Technology
JICA	Japan International Cooperation Agency
JSC	Joint Steering Committee
KEFRI	Kenya Forestry Research Institute
KEMRI	Kenya Medical Research Institute
KOICA	Korea International Cooperation Agency
KPA	Kenya Port Authority
KRA	Kenya Revenue Authority
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MINPMEESA	Ministry of SMEs, Socio-Economy and Handicrafts and the SME Promotion Agency
MIYCN	Mother, Infant and Young Child Nutrition
MoALF&C	Ministry of Agriculture, Livestock, Fisheries and Cooperatives

Abbreviation	Official name
MOC	Memorandum of Understanding
MoFA	Ministry of Food and Agriculture
MoH	Ministry of Health
MoU	Memorandum of Understanding
MSA	Multi Sectoral Approach
MSEs	Micro and Small Enterprises
NAPSA	New Approach for Peace and Stability in Africa
NCC	National Coordination Committee
NCD	Non-Communicable Diseases
NEPAD	New Partnership for Africa's Development
NFA	Nutrient Focused Approach
NGO	Non-governmental Organizations
NINJA	Next Innovation with Japan
NRDS	National Rice Development Strategy
NSA	Nutrition Sensitive Agriculture
NSDI	National Spatial Data Infrastructure
NTD	Neglected Tropical Disease
OAU	Organization of African Unity
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OSBP	One-stop Border Post
PAP	Priority Action Plan
PAPA	Pan-African Productivity Association
PAU	Pan African University
PCR	Polymerase Chain Reaction
PDAF	Provincial Directorate of Agriculture and Fisheries
PIDA	Programme for Infrastructure Development in Africa
PKO	Peacekeeping Operations
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
RCT	Randomized Control Trial
RECs	Regional Economic Communities
RTG	Rubber-Tired Gantry
SAATM	Single African Air Transport Market
SAPP	Southern African Power Pool
SBCC	Social and Behaviour Change Communications
SDGs	Sustainable Development Goals

Abbreviation	Official name
SEZ	Special Economic Zone
SGBV	Sexual and Gender-Based Violence
SGR	Standard Gauge Railway
SHEP	Smallholder Horticulture Empowerment and Promotion
SPAE	Provincial Services of Economic Activities
SSGs	Ship to Shore Gantry cranes
STAP	Short-Term Action Plan
TaRL	Teaching at the Right Level
TEU	Twenty-foot Equivalent Unit
TICAD	Tokyo International Conference on African Development
U.S.	United States
UHC	Universal Health Coverage
UK	United Kingdom
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNTFHS	United Nations Trust Fund for Human Security
USAID	United States Agency for International Development
USD	United State Dollar
VC	Venture Capital
VPIC	Virtual PIDA Information Centre
WAEMU	West African Economic and Monetary Union
WAGRIC	West African Growth Ring Corridor
WAPP	West African Power Pool
WASH	Water, Sanitation and Hygiene
WB	World Bank
WEBs	Wider economic benefits
WFP	World Food Programme
WHO	World Health Organization
WIAD	Women In Agriculture Development
ZRA	Zambia Revenue Authority

Executive Summary

The government of Japan, in partnership with the United Nations and the United Nations Development Programme (UNDP), the World Bank, and the African Union Commission (AUC), holds the Tokyo International Conference on African Development (TICAD) as an international forum to discuss and agree on concrete initiatives for African development among a wide range of actors from Japan, Africa, and the international community. The conference has been organised eight times since its first gathering in 1993.

Over the 30 years, TICAD has evolved as a process of unique multi-stakeholder forums about African development with the transformation of themes, priorities, co-organisers, and participants. Since its inception, TICAD emphasized the importance of ownership and partnership for the African development, which has remained its two core principles. Although the government of Japan leads the discussions and there are bilateral meetings between Japan and African countries during the TICADs, the agenda and priority areas have been prepared beforehand through discussions with co-organisers in order to incorporate and develop the various aspects and issues related to African development over the years.

While co-hosting TICAD III in 2003, the government of Japan hailed Africa's establishment of NEPAD and focused on its collaboration and technical co-operation with the NEPAD Secretariat as part of their cooperation agenda. **JICA has launched and implemented a wide range of initiatives under the TICAD process, which have produced concrete development results, while AUDA-NEPAD has been also implemented its wide range development cooperation approach.**

To date, the two development agencies have successfully fostered their partnership. This joint study between JICA and AUDA-NEPAD assessed the following various projects jointly implemented by the two organizations with a view to determine current and future alignment to the continental strategic frameworks.

Agriculture, food and nutrition

CARD: As the pioneer project focusing on the rice promotion, CARD initiative by JICA influenced other donors to develop rice cultivation programs. The existing surveys show that **rice productivity increased by an average of 1.69 times** through CARD.

SHEP: The SHEP approach innovatively adopted a market-oriented framework with the concept of “produce to sell” which allows farmers to be aware of what they should produce to sell. The community approach taking into consideration gender equality in the family contributes to the improvement of family relationships. The existing study on SHEP PLUS project in Kenya shows that **horticultural income of the treatment group increased by 66.4%** compared to the control group.

IFNA: As the continental-wide initiative jointly launched by JICA and AUDA-NEPAD, IFNA expanded its operations in all African countries based on the IFNA Yokohama Declaration 2019 at TICAD 7. With the Multi Sectoral Approach and the Nutrition Focused Approach to improve nutrition and food security, there are **increase in the percentage of households with kitchen gardens** solely for the purpose of vegetable production and consumption, including the case in Ghana which increased **from 14% to 95%**.

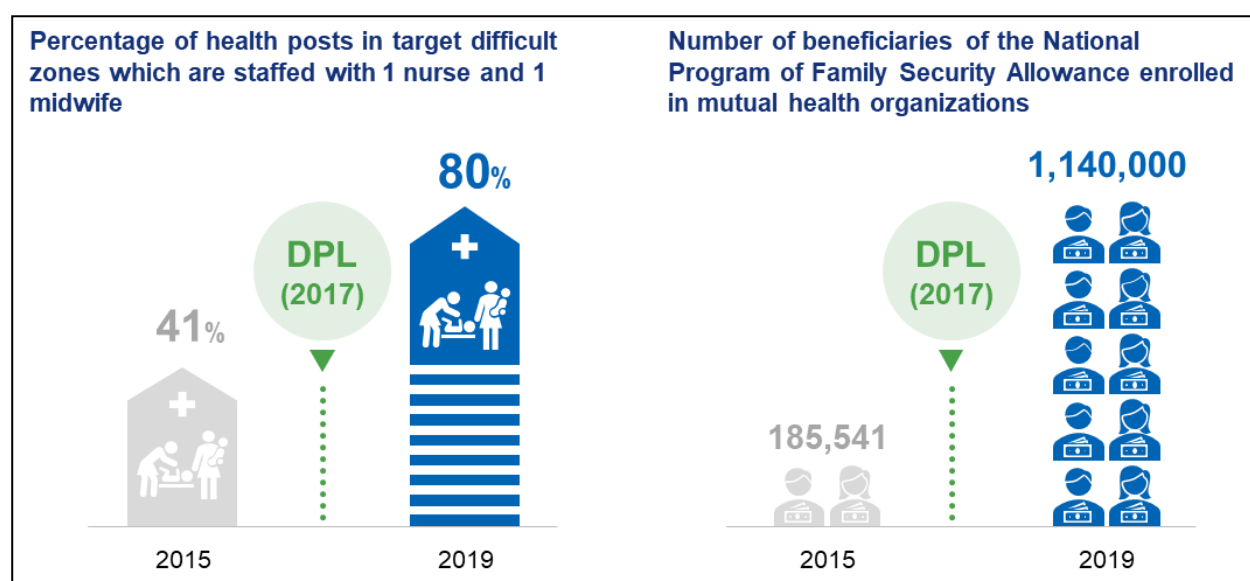
Education

School for All: JICA has been taking a community-wide collaboration approach with the School for All projects which supports the establishment of School Management Committees to identify and address educational issues in the community and lead to improvements in access to education and the quality of

learning. Some studies show the impact of the projects, including **the 7.1% pt increase in enrolment rates, 2.4% pt decrease in dropout rates, and 5.7% pt increase in teacher attendance rates** in Burkina Faso.

Healthcare

Universal Health Coverage: Since UHC was positioned as the “Japan Brand” at TICAD V in 2013, Japan has consistently advocated UHC in every TICAD and JICA has extended its cooperation in several countries through technical and financial cooperation. Some major outcomes can be seen in African countries. With the development policy loans given to Senegal in 2017, **the percentage of health posts in target difficult zones which are staffed with 1 nurse and 1 midwife increased from 41% in 2015 to 80% in 2019, and the number of beneficiaries of the National Program of Family Security Allowance enrolled in mutual health organizations increased from 185,541 in 2015 to 1,140,000 in 2019.**



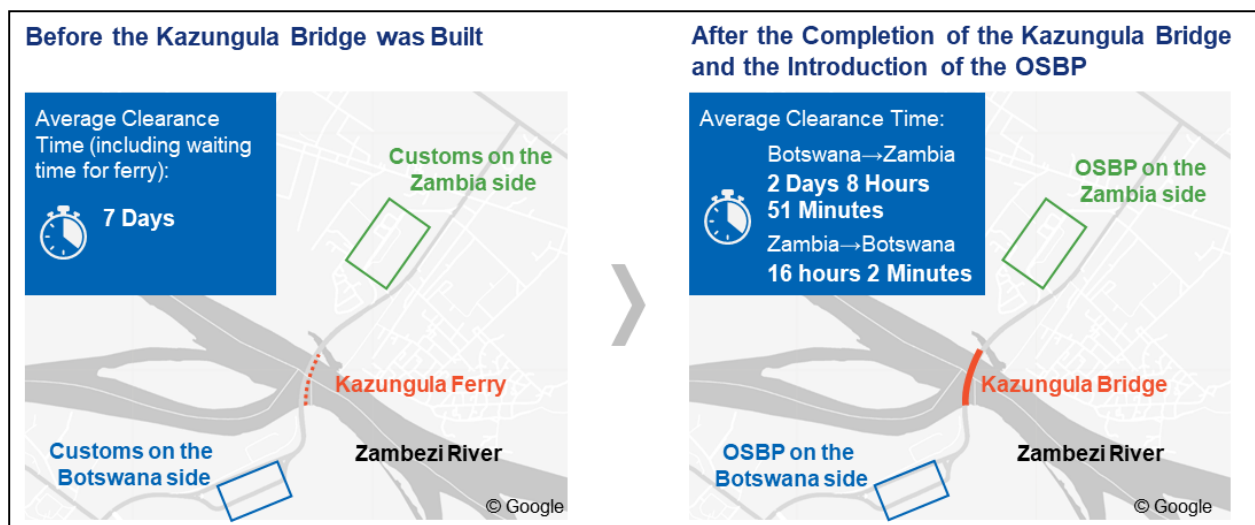
HGS Accelerator: JICA and AUDA-NEPAD launched the HGS accelerator initiative in 2020 in response to the COVID-19 pandemic. During the pandemic, a number of African healthcare companies devised local solutions through development of products and services which now HGS initiative supports to kickstart and expand their operations. To date the HGS accelerator has supported 36 companies and among those, 28 companies have raised over \$46 million in capital. **Through HGS, over 13 million patients have been served in the past 3 years under, approximately 4,600 direct and indirect jobs created, and the manufacturing value add of the companies supported is over \$20 million.**

Infrastructure development

Corridor Development: JICA/Japan presented the concept of “comprehensive” corridor development to Africa at TICAD V in 2013. Since then, JICA came up with a comprehensive package that include soft/hard infrastructure development, socio-economic development, and industrial development and it has now been mainstreamed into corridor development projects through collaboration with AUDA-NEPAD. Through the cooperation, **the road transport volumes and port handling volumes increased with reduced transportation costs and shortened dwell times at the Northern Corridor and the West Africa Growth Ring.**

At the Nacala Corridor, the volume of exports and imports transiting to Malawi increased, and the cost of transporting tracks reduced significantly, as the cumulative transit time reduced from 30 hours to 15 hours by 2017, and the border crossing time for trucks at Malawi decreased from 12 hours to 3 hours by 2017.

OSBP: The establishment of OSBP has simplified border procedures and facilitated trade between land-locked countries which can reduce the dwelling time of cargo and passengers at the borders and result in significant economic benefits. The OSBP source book jointly prepared by AUDA-NEPAD and JICA compiles a know-how in planning and operating OSBPs and lessons learnt from the other OSBPs. For some cases such as the Rusumo, Kazungula, Namanga, Mutukula, Lunga Lunga/Horo Horo, and Nemba/Gasenyi I, **reduction in the clearance time and/or transit time, increase of the trade volume, improvement of revenue collection, and a better collaboration between agencies have been reported as some of the contributions.**

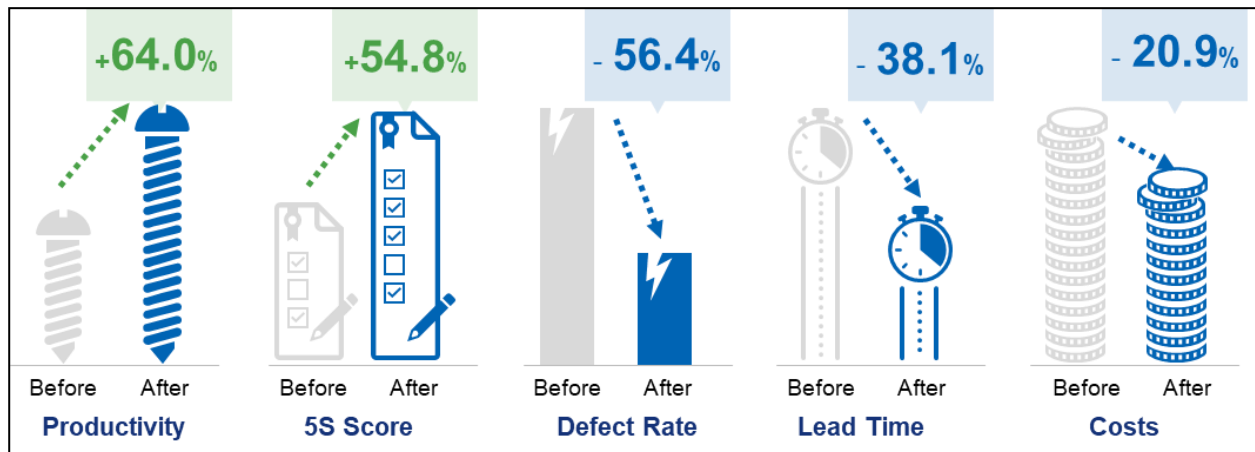


PIDA: PIDA was adopted in 2012 as an extended term adaptive infrastructure development programme. It embodies Africa’s continental plan for physical infrastructure development in transport systems, energy access, ICT networks and transboundary water resources. Under PIDA PAP1, JICA has offered 19 ODA loans to African countries, all of which are valued at about \$3.6 billion. For PIDA PAP2, JICA has provided loans and technical assistance in form of grants to over 15 infrastructure projects. The JICA and AUDA-NEPAD partnership has supported several projects, including the Mombasa Port Development Project in Kenya that has achieved all the targets set at the start of the projects including **the container throughput, total tonnage of vessels, annual containerization rate, and containership average waiting time**, in addition to **the reduced congestion at the Port, the improvement of cargo-handling operations, and the better management and enhancement of customer services and cooperation between authorities.**

Kaizen

Kaizen (AKI): A Japanese process-focused concept to promote continuous improvement in productivity, cost and quality, “Kaizen”, has been introduced to the African continent since the announcement at TICAD VI in 2016 under the Africa Kaizen Initiative 2017-2027 launched jointly by AUDA-NEPAD and JICA. The contributions have been made in various aspects such as in **productivity, profitability, expansion of**

employment and investment in companies, as well as the improvements in working environment that leads to the realization of decent work. More concretely, Kaizen activities have resulted in 64% improvement in productivity, 54.8% improvement in 5S score, and 56.4% decrease in defect rate. In addition, the improvement of lead time by 38.1% and the reduction of costs by about 20.9% have been brought.



Climate change

JICA has been contributing to the **forestry conservation, renewable energy projects including geothermal power generation, and implementation of the climate change adaptation measures** just to name a few towards the issue of climate change. In 2022, JICA conducted 79 projects in 27 countries, and the amount of aid provided amounted to 71.2 billion yen (JPY) in Africa.











Peacebuilding

JICA has been actively working on local administrative capacity building and community support in the field of peacebuilding. Furthermore, in order to respond to the protracted crisis of refugees and displaced person, JICA has provided cooperation that combines humanitarian assistance and development cooperation, the Humanitarian-Development-Peace Nexus. JICA's contribution have fostered among the local governments the self-reliance and a mindset that they are in a position to serve the community in an inclusive and functional way. It has helped to **reduce the risk of violence and conflicts, to strengthen the ability to responds to national and social crises, and to increase the budgets from central government thus the local governments can engage in more substantial activities for the development of their communities**. JICA has also developed a planning tool to ensure transparency in local development planning process by (1) reflecting local community's voices through participatory practices and (2) objectively measuring priorities of development projects with certain evidence.

The study also identified following **10 megatrends in Africa for year 2030-2050** through the analysis.

- Megatrend #1:** Africa's **population** will be more and young
- Megatrend #2:** Africa's **cities** will be more populated
- Megatrend #3:** The continent will be **vulnerable to climate change**
- Megatrend #4:** Africa will move quickly into **Digital Technology**

- Megatrend #5:** Africa will be a more active source of **Innovation and Entrepreneurship**
- Megatrend #6:** The region will be more open to **intercontinental cooperation**
- Megatrend #7:** Deeping **Good Governance** – Inclusion, democracy, and security
- Megatrend #8:** **Infrastructure** deficits
- Megatrend #9:** Africa will fight for **Epidemics and Pandemics**
- Megatrend #10:** Achieving the **Sustainable Development Goals**

<p>Megatrend #1</p> <p>Africa's population will be more and young</p> <p>By 2050, the population of the African continent will have doubled to approximately 2.5 billion, and approximately 60% of the population will be under the age of 25.</p> 	<p>Megatrend #2</p> <p>Africa's cities will be more populated</p> <p>By 2050, about 1 billion more inhabitants will be concentrated in Africa's urban areas. Urban populations will triple from their current levels, and the number of megacities with populations of 10 million or more will increase. (currently Cairo, Lagos, and Kinshasa)</p> 
<p>Megatrend #3</p> <p>The continent will be vulnerable to climate change</p> <p>Africa's share of global greenhouse gas (GHG) emissions is less than 4%, though 35 of the 50 countries in the world considered to be most at risk from climate change impacts are African countries.</p> 	<p>Megatrend #4</p> <p>Africa will move quickly into Digital Technology</p> <p>Africa's digital technology sector, including software, cloud, and Internet services, is growing tremendously, with the Internet economy reaching \$712 billion by 2050.</p> 
<p>Megatrend #5</p> <p>Africa will be a more active source of Innovation and Entrepreneurship</p> <p>The African region has a higher percentage of its working-age population starting their own businesses* than other regions. Africa has a strong track record of innovation and entrepreneurship, including mobile payments and digital healthcare platforms. * 22% in Africa, 18% in Latin America, 13% in Asia</p> 	<p>Megatrend #6</p> <p>The region will be more open to intercontinental cooperation</p> <p>African Continental Free Trade Area (AfCFTA), signed by all African countries, became operational in January 2021, and if the potential of the AfCFTA is fully leveraged, a continent-wide market will be formed.</p> 
<p>Megatrend #7</p> <p>Deeping Good Governance – Inclusion, democracy, and security</p> <p>Efforts towards further good governance will be promoted, as it will not be possible to achieve the 2030 SDGs or implement Agenda 2063 effectively unless institutional reforms are implemented to strengthen good governance supported by the rule of law.</p> 	<p>Megatrend #8</p> <p>Infrastructure deficits</p> <p>Infrastructure development in Africa requires USD 130-170 billion per year, while current infrastructure spending is around USD 75 billion. The situation of inadequate infrastructure is therefore likely to gradually worsen, increasing instability and hindering potential growth.</p> 
<p>Megatrend #9</p> <p>Africa will fight for Epidemics and Pandemics</p> <p>The African region is always at risk for outbreaks of infectious diseases. Africa Centers for Disease Control and Prevention (Africa CDC) tackles to strength the capacity of the public health institutions.</p> 	<p>Megatrend #10</p> <p>Achieving the Sustainable Development Goals</p> <p>No region is more in need of achieving the SDGs than the African continent. While all sub-Saharan African countries are expected to make some progress toward each SDGs goal by 2030, 18 are estimated to achieve only about half of the overall goals by 2030.</p> 

1 Project Overview

1-1 Introduction

1-1-1 Background and Objectives

The Government of Japan, the United Nations, the United Nations Development Programme (UNDP), the World Bank, and the African Union Commission (AUC) co-organise the Tokyo International Conference on African Development (TICAD) as an international forum for diverse actors from Africa, Japan, and the international community to discuss and agree on the progress of African development and initiatives to be taken. So far, a total of eight summit-level conferences have been held between 1993 and 2022, with the ninth conference scheduled for 2025.

TICAD, with its two main principles of respecting African ownership and promoting partnership with development partners, has promoted discussions and concrete actions by diverse actors toward better African development. Throughout this TICAD process in such situations, Japan International Cooperation Agency (JICA), the Japan's Official Development Assistance (ODA) implementation agency, has been evolving its development cooperation approach in Africa, while African Union Development Agency-New Partnership for Africa's Development (AUDA-NEPAD), the development arm of African Union, has been also evolving itself. To date, the two development agencies have successfully fostered their partnership.

Against this background, JICA and AUDA-NEPAD have agreed to conduct a joint assessment study to review the 30-year journey of TICAD, focusing on African development in alignment with Agenda 2063 is anchored on the African Continental Free Trade Agreement (AfCFTA) and other Continental Frameworks. Informed by Africa's key development agendas, the study aims to identify the direction and potential aspects of collaboration between the two agencies. This report is also expected to use to communicate with opinion leaders in Africa and Japan and encourage greater understanding of the results and significance of TICAD and JICA and AUDA-NEPAD partnership.

This report provides the detailed findings of the Joint Assessment Study of the TICAD with focus on JICA and AUDA-NEPAD Partnership and the need to align of the development initiatives with the Agenda 2063 - Second Ten-Year Implementation Plan (STYIP) 2024-2033 and other AU continental sector policies and strategies. In addition, priority areas for future collaboration under the JICA and AUDA-NEPAD partnership were identified. This involved identification of priority initiatives that can accelerate to the realization of the Agenda 2063 STYIP.

The Joint Assessment Study of the JICA and AUDA-NEPAD Partnership under the TICAD Process was conducted under two phases. Phase 1 of the Study was conducted in Japan. Phase 1 focused on identifying the influence of the Tokyo International Conference on African Development (TICAD), the evolution of TICAD, the growth of AUDA-NEPAD and the results of the development cooperation implemented by JICA under the TICAD process. This study particularly focused on the impact of TICAD on aid trends in Africa and the relationships with the international community. The scope of the 1st phase of the study include as follows:

- Validate the impacts on African development of 30 years of the TICAD process, the changes in

TICAD over this period, the results of the development cooperation implemented by JICA under the process, and the growth of AUDA-NEPAD, the development institution of the African Union (AU).

- Assessing how JICA's initiatives have contributed under TICAD process, focusing on initiatives of food and nutrition, education, healthcare, climate change building¹.
- Identify a priority development agenda for the next decade and propose directions for JICA cooperation considering the challenges currently confronting Africa, and global and African megatrends to 2050.

The primary focus of phase 2, which was conducted mainly by our research team in Africa, was to assess and summarize the alignment between the results and impacts of 6 selected initiatives of JICA - AUDA-NEPAD partnership versus the goals and targets outlined in the TICAD Matrix. In addition, the study also aimed at identifying the direction and potential aspects of collaboration between the two agencies. The assessment scope covers Programme for Infrastructure Development in Africa (PIDA), Corridor Development, OSBP, IFNA, AKI and HGS and focused on four objectives:

- Assessing how TICAD initiatives have contributed to infrastructure improvements across the Continent, examining specific projects under AUDA-NEPAD and JICA partnership and their outcomes.
- Exploring the alignment of TICAD's efforts (all initiatives including PIDA) to the goals of the African Continental Free Trade Area (AfCFTA), focusing on assessing how past and future TICAD initiatives can further support the AfCFTA's inclusive and accelerated implementation.
- Assessing and summarizing the alignment between the results and impacts of major initiatives of JICA and AUDA-NEPAD partnership and the goals and targets outlined in the TICAD Matrix. This involved assessment of initiatives like the PIDA, OSBPs, Corridor Development, AKI, HGS and IFNA.
- Identifying challenges for future collaboration between JICA and AUDA-NEPAD in the medium to long-term, focusing on priorities that are clearly articulated in the Agenda 2063 Second Ten Year Implementation Plan.

The report further provides the approach and methodology applied throughout the assignment and is structured under six sections. Section 1 of the report describes the overview of this project. Section 2 covers the results of the TICAD 30-year process, Section 3 covers the project the impacts of major initiatives of JICA's cooperation, Section 4 covers the impact of major initiatives of JICA - AUDA-NEPAD partnership and their alignment to the First and Second Ten Year Implementation Plans of Agenda 2063 and other AU continental frameworks, Section 5 covers megatrends in Africa and related challenges. In addition, the final section covers the priority areas for future collaboration under the JICA and AUDA-NEPAD partnership initiatives.

¹ The initiatives of corridor development, OSBP, IFNA, AKI undertaken under AUDA-NEPAD and JICA partnership have been assessed under Phase 1 in Japan as well. However, for convenience, these initiatives of AUDA-NEPAD and JICA partnership are aggregated in the result of Phase 2 in this report.

1-2 Approach and Methodology

This study employed a mixed-methods approach, combining both qualitative and quantitative analysis. It is relied on both primary and secondary research to gather insights and data points required to complete the qualitative and quantitative analysis.

Primary data was gathered through interviews of experts and/or focus group discussions with key program leads and experts in various development domains². The experts to conduct interviews were carefully selected by JICA and the respective projects team. Interviews with experts were conducted online, and on-site surveys were not conducted in conjunction with this study. Also, the eligibility criteria for program leads were jointly defined by JICA and AUDA-NEPAD teams and formal introductions to the program leads to the entities under review were made by JICA and AUDA-NEPAD.

Primary data collection was complemented with secondary data, largely featuring analyses of relevant documents such as reports published by development partner / international organizations, JICA project reports, such as the "Report on the Discussion and Survey on the Proposed Strategy and Action Plan for TICAD V in Africa (Project Research: Survey on the TICAD 20 Anniversary Review)" prepared by JICA in 2013, and sector-specific reports to make effective use of existing documents and to proceed the study efficiently. Furthermore, desktop research was conducted based on the available reports from a range of entities engaged in delivering and utilizing the services of TICAD processes.

Other secondary data sources included biennial progress and performance reports on the implementation of Agenda 2063, evaluation report of the First Ten Year Implementation Plan of Agenda 2063, report of the first phase of the impact assessment of TICAD process on Africa's development landscape and Agenda 2063 Second Ten Year Implementation Plan. The research findings on the initiatives were aligned to the TICAD matrix, Agenda 2063 and AfCFTA goals to determine whether the projects contributed towards the actions and strategies of the Agenda 2063 Second Ten Year Implementation Plan.

Figure 1 Study content and methodology

Research Item		Methodology
Section 1	Project Overview	N/A
Section 2	Significance and Results of the TICAD 30-year process <ol style="list-style-type: none">1. Impact of TICAD2. Transformation of TICAD3. Development of Japan-JICA Cooperation in Africa4. Development of AUDA-NEPAD	Desktop survey Linguistic analysis ³ Interview survey

² Please see Appendix 1 for the list of interviewees and focus group.

³ For the linguistic analysis, reports and strategy documents on African development and international development issued by donor countries and international organizations excluding Japan were visualized and analyzed using Word cloud, TopicRank, Co-occurrence analysis and Semantic Similarity techniques. The analysis only covers documents written in English. For an overview of each approach, examples of the results of the analysis, and documents subject to linguistic analysis, please refer to Appendix 2.

Research Item		Methodology
Section 3	Impacts of selected initiatives of JICA's cooperation <ol style="list-style-type: none"> 1. Food and Nutrition (CARD/ SHEP) 2. Education (School for All Project) 3. Health Sector (UHC) 4. Climate change (water resources, renewable energy development, forest conservation, irrigation, disaster risk reduction, etc.) 5. Peacebuilding 	Qualitative analysis (Literature and interviews) Quantitative analysis
Section 4	Impacts of selected initiatives of JICA and AUDA-NEPAD partnership <ol style="list-style-type: none"> 1. Infrastructure Development (Corridor Development/ PIDA / OSBP) 2. Initiative for Food and Nutrition Security in Africa (IFNA) 3. Africa Kaizen Initiative (AKI) 4. Home Grown Solutions (HGS) Accelerator Program 	Qualitative analysis (Literature, interviews, and focus group discussion) Quantitative analysis
Section 5	Megatrends in Africa and Challenges <ol style="list-style-type: none"> 1. Medium- to long-term megatrends in Africa 2. Priority development agenda and directions for medium- to long-term initiatives 	Desktop survey Interview survey
Section 6	Conclusion and Recommendations for future JICA and AUDA-NEPAD partnership	Interviews and focus group discussion

In the qualitative analysis of Section 2 and 3, this study verifies the results and impacts of major initiatives. The verification was conducted based on the project evaluation reports of projects linked to each initiative. Firstly, quantitative data was obtained from Africa Department and JICA's website. The available quantitative data was examined and the methods of quantitative analysis for each initiative were considered. Instead of simply comparing the results before and after a project, it was evaluated whether the impact of JICA's intervention could be estimated. To conduct quantitative analysis, it was necessary to request additional quantitative data and to confirm the existence of the data in the relevant department in each sector. Therefore, an online briefing was held with the relevant departments and the evaluation department of JICA. Subsequently, discussions were held with the relevant departments to confirm the quantitative data available at present, impact analyses conducted to date, data constraints, etc., and to identify the directions of quantitative analysis that are most appropriate in this study, as well as the papers to be cited. Quantitative analysis of this study was carried out using the method agreed with each relevant department.

1-3 Limitations of the Scope

The study has several following limitations:

- The aim of this study is to conduct a high-level review of how the efforts by JICA and AUDA-NEPAD make contributions and impacts under TICAD process. Therefore, the scope of this study is analysing impacts of the initiatives by JICA and AUDA-NEPAD, and verifying the alignment of TICAD matrix and Agenda 2063. The interrelations between TICAD-related initiatives and other

international development programs are not covered in this study.

- As described above, the detailed evaluation of each individual project by JICA and AUDA-NEPAD is not the purpose of this study. Therefore, OECD/DAC evaluation criteria, which is often used for the evaluation of individual projects, is not applied as the review methodology of this study.
- To conduct the high-level review, the information was collected from expert interviews, focus group discussions, and existing reports and data to extract the impacts, effects and challenges. The collection of input from the direct beneficiaries of the JICA and AUDA-NEPAD projects is not included in the scope of this study, however it would be important and useful for more detailed evaluation project. Thus, it is suggested to conduct the interviews to the direct beneficiaries when conducting the detailed evaluation for the future.
- This study attempts to conduct the quantitative impact analysis of initiatives which has not often been conducted in the past. For comprehensive analysis, both quantitative and qualitative analysis were implemented to show not only qualitative impacts but also numerical facts. The quantitative analysis aims to examine how the initiative has given impact to the direct beneficiaries of the projects based on existing reports and data. On the other hand, qualitative analysis utilized secondary sources such as the expert interviews and existing post-evaluation reports, and the primary information from direct beneficiaries were not collected. Therefore, the results of the quantitative analysis and qualitative analysis cannot be simply reconciled and do not necessarily support each other.
- For quantitative analysis, if the predefined target values of the projects' evaluation parameters and control group data (to identify the treatment effects of interventions) were available, it would have been possible to analyse the differences between the base, current, and target values, or to apply causal inference methods. The information was not often found in existing reports and data. Since collecting new data was not in the scope of study, it became limitations for quantitative analysis of this study. Additionally, the lack of data prevented the identification of macro-economic impacts (e.g., regional GDP and job creation) caused solely by the TICAD process.
- The reporting on financial contribution of the JICA and AUDA-NEPAD partnership is largely extracted from financial information provided by JICA. The financial information is not exhaustive and simply illustrates the commitment made by JICA. Specifically, in regard to the part of Infrastructure Development in Section 4, we were only availed with financial information dating from 2012 to date as the prior financial information was not provided.
- The country borders or names do not necessarily reflect official endorsement or acceptance by JICA. The maps in this report are only for illustrative purposes and do not imply the expression of any opinion on the part of JICA, concerning the legal status of any country or territory or concerning the delimitation of frontiers or boundaries.

1-4 JICA and AUDA-NEPAD Partnership under TICAD

In 1993, the Government of Japan, the United Nations, the United Nations Development Programme (UNDP), the World Bank, and the African Union Commission (AUC) co-organised the Tokyo International Conference on African Development (TICAD) for African countries, Japan, and the international community to consider and adopt initiatives for Africa's development. The two underlying principles of the cooperation under TICAD are respect for African ownership and partnership. During the G8's Kananaskis Summit in 2002, Japan committed to collaborate with the African Union on the implementation of the Africa Action Plan, which focused on trade, sustainable development, economic growth, debt relief, health, agricultural productivity and governance systems.

Since JICA announced its support for NEPAD at TICAD III in 2003, they have continued to promote their cooperation under this Partnership. The first Memorandum of Understanding (MoU) signed by both parties in 2014 has been expanded through three revisions. The figure below illustrates how the partnership and cooperation have been evolving between JICA and AUDA-NEPAD under the TICAD 30-years process.

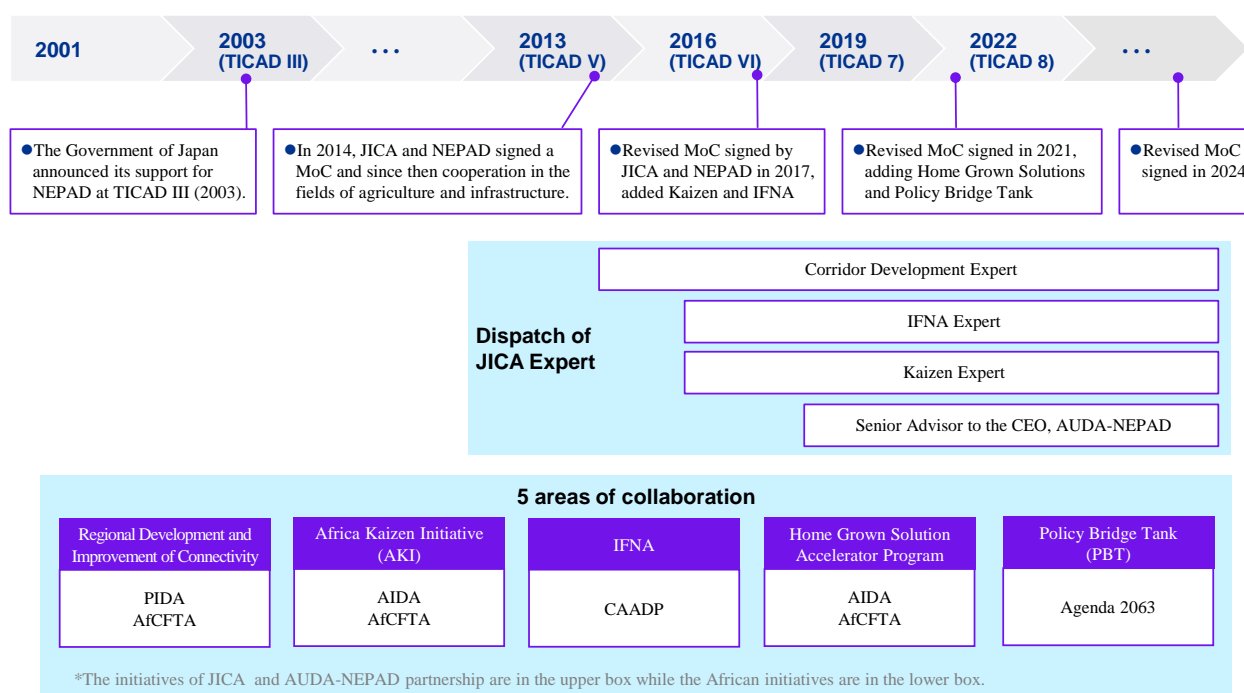


Figure 2 Cooperation between JICA and AUDA-NEPAD

AUDA-NEPAD and JICA have implemented various collaborations aligned with the AU's Agenda 2063 and associated sectoral agenda such as PIDA, AfCFTA, Accelerated Industrial Development of Africa (AIDA), and Comprehensive Africa Agriculture Development Programme (CAADP). Currently, the AUDA-NEPAD headquarter in Midrand, South Africa is staffed with five JICA experts who are attached to such collaboration areas. We summarize below the various initiatives funded under the JICA and AUDA-NEPAD partnership.

Agenda 2063 and Continental Frameworks

The partnership between Africa and Japan, facilitated by The Tokyo International Conference on Africa's Development (TICAD), is closely aligned with Agenda 2063 and its ten-year implementation plans, as well as key continental frameworks such as PIDA, and CAADP. Japan's support for Africa's long-term development goals, defined in Agenda 2063, is channelled through the TICAD framework. Furthermore, Japan has shown its commitment to fostering interconnectedness, economic growth, and industrialization, particularly through its flagship initiatives that focus on infrastructure and trade facilitation

African Union's Agenda 2063: Agenda 2063 is Africa's development blueprint to achieve inclusive and sustainable socio-economic development over a 50-year period. The continent aims to achieve this objective through the realization of 5 ten-year implementation plans. The First Ten-Year Implementation Plan of Agenda 2063, spanning 2014 to 2023, outlined a set of goals, priority areas and targets that the continent aimed to achieve at national, regional and continental levels. Against this background, the African Union Commission (AUC) and the African Union Development Agency (AUDA-NEPAD) were tasked by policy organs of the African Union to coordinate and prepare continental-level biennial performance reports to track progress made towards the goals and targets of Agenda 2063.

African Continental Free Trade Area (AfCFTA): As a flagship initiative of Agenda 2063, the AfCFTA which entered into force in July 2019 and became operational in January 2021 is a key pillar of the African Union's (AU) strategy to boost Africa's economic growth. The agreement aims at unifying the African continent's markets and eliminating tariffs within the African region. Its objectives include:

- Creating a single market for goods, services, facilitated by movement of persons in order to deepen the economic integration of the African continent and in accordance with the Pan African Vision of "An integrated, prosperous and peaceful Africa" enshrined in Agenda 2063.
- Creating a liberalized market for goods and services through successive rounds of negotiations.
- Contributing to the movement of capital and natural resources and facilitate investments building on the initiatives and developments being undertaken by the State Parties and RECs.
- Laying the foundation for the establishment of a Continental Customs Union at a later stage.
- Promoting and attaining sustainable and inclusive socio-economic development, gender equality and structural transformation of the State Parties.
- Enhancing the competitiveness of the economies of State Parties within the continent and the global market.
- Promoting industrial development through diversification and regional value chain development, agricultural development and food security.
- Resolving the challenges of multiple and overlapping memberships and expedite the regional and continental integration processes.

The operation of the AfCFTA is expected to have a variety of effects, including market expansion in Africa, trade facilitation, infrastructure development, job creation, and increased foreign investment. To-date, all 55 AU members except Eritrea have signed this agreement. Additionally, only 47 have ratified it.

In December 2022, the African Continental Free Trade Area (AfCFTA) Secretariat and JICA signed a

Memorandum of Cooperation and endorsed commitment to strengthen ties in four priority areas including Industrialization and Value chain, Trade facilitation and Corridor development, Learning from Association of Southeast Asian Nations (ASEAN) and Capacity development and Advocacy.

Furthermore, a joint effort between AUDA-NEPAD, JICA, AfCFTA Secretariat and AUC took place on 17 July 2024 in Accra, Ghana to officially launch the "AIDA/AfCFTA Country Impact Assessment Guide." The aim of this guide is to establish a standard measurement for evaluating the various socio-economic outcomes of implementing AfCFTA and AIDA in function with other relevant continental frameworks. AUDA-NEPAD led the development of the guide with assistance from JICA, in collaboration with the AfCFTA Secretariat and the AUC. The guide will be implemented across African Union member states to measure the effects of industrialization and AfCFTA's initiatives, paving the way for increased trade within the African continent driven by industrialization and the promotion of AfCFTA activities.

Continental Frameworks: Several continental frameworks have been developed to guide the growth of key sectors like agriculture, trade, transport, energy, and mining. These sectors are essential for supporting AU Member States in reaching their development goals. For example, in agriculture, the CAADP promotes sustainable farming, market access, and food security. In trade, AfCFTA work to increase intra-African trade by reducing tariffs and improving cross-border policies. In infrastructure, PIDA supports building transport corridors and other infrastructure to enhance connectivity. In the area of industrialization, AIDA provides strategies for implementation on industrial development. These frameworks are included among the priority areas of Agenda 2063's ten-year implementation plans to ensure coherence, alignment, and shared progress across the continent. These examples are not exhaustive but highlight some of the primary frameworks driving development in these sectors. More details are as follows:

The Programme for Infrastructural Development in Africa (PIDA): PIDA provides a unified framework for African stakeholders to develop the essential infrastructure needed for more integrated transport, energy, ICT, and transboundary water networks. By enhancing these networks, PIDA aims to boost trade, promote economic growth, and create jobs across the continent. As a multisector initiative, PIDA is dedicated to supporting Africa's integration by improving regional infrastructure, addressing the infrastructure deficit that limits Africa's global competitiveness, transforming business operations, and fostering a well-connected and prosperous Africa. PIDA's long-term planning for regional infrastructure has been coordinated by the African Union Commission (AUC), AUDA-NEPAD, the African Development Bank (AfDB), and the United Nations Economic Commission for Africa (UNECA), working in collaboration with stakeholders across Africa.

Comprehensive Africa Agriculture Development Programme (CAADP): Launched by the AU in 2001, CAADP aims to increase agricultural productivity in Africa by at least 10% of the national budget through public investment in agriculture and rural development, and by at least 6% per year. The CAADP has four priority areas, including those closely related to JICA's CARD, SHEP and IFNA: (1) extending the area under sustainable land management and reliable water control systems, (2) improving rural infrastructure and trade-related capacities for market access, (3) increasing food supply, reducing hunger, and improving responses to food emergency crises, and (4) improving agriculture research, technology dissemination and adoption.

Economic Development Initiatives

Corridor Development: Corridor development is a concept that was championed by JICA for infrastructure developments to be designed and organised along regional economic corridors. The core driver for corridor development is to activate the economies of landlocked countries and inland regions through access to markets beyond borders. This development facilitates trade with reduced transport costs and improved transit time, creating Wider Economic Benefits (WEBs) in the long term. JICA prioritized 3 economic corridors, **the Northern Corridor** (Kenya, Uganda, Rwanda & Burundi), the **Nacala Corridor** (Mozambique, Malawi, and Zambia) and the **West African Growth Ring** (Cote d'Ivoire, Ghana, Togo, Burkina Faso, and Benin).

PIDA (Programme for Infrastructure Development in Africa): PIDA, an AU initiative in partnership with AUDA-NEPAD, AfDB, and UNECA, aims to accelerate infrastructure development across the African continent. This infrastructure development programme has categorized its priorities into the short-term (2012-2020), medium-term (2021-2030) and long-term (2031-2040) to ensure that the project implementation addresses the highlighted needs in alignment with the agreed strategic framework and the Priority Action Plans (PAP). The Programme for Infrastructure Development in Africa Priority Action Plan (PIDA PAP1) had 51 programmes with 409 projects across the four major sectors: Transport, Energy, Water, and ICT. Currently, infrastructure development projects are being carried out in accordance with the second phase of the PIDA Priority Action Plan (PAP 2). The conceptual basis and selection criteria of PIDA PAP 2 was formally adopted as the Integrated Corridor Approach. Under this approach, PIDA PAP 2 projects are selected based on their potential to promote regional connectivity, economic development, sustainability, and job creation. The Integrated Corridor Approach also aligns with the AU Agenda 2063 goals, which emphasize inclusive growth and sustainable development across the continent. PIDA PAP 2 has 69 projects including 28 Transport Projects, 18 Energy Projects, 12 Water Projects and 11 Information Communication Technology (ICT) projects.

One Stop Border Posts: The One-Stop Border Posts (OSBPs) are a trade facilitation initiative geared to create efficiency in border control processes. These OSBPs promote regional economic development and trade facilitation through harmonized customs processes, shared infrastructure, inter-agency dialogue and data exchange or integrated systems. The first fully functional OSBP in Africa was established at Chirundu which is the border between Zambia and Zimbabwe in 2009. Between 2014 and 2015, 76 OSBP sites were identified. 10 were completed in East, South and West Africa. While 12 were under construction, 5 were under planning and 49 were pending either design or construction. In 2022, a PIDA Data collection exercise reported about 120 OSBPs had been planned or implemented in Africa. JICA supported 14 OSBPs out of which 12 have reported significantly reduced waiting and clearance times. For instance, Chirundu OSBP reduced the clearance waiting time to hours, with most vehicles cleared within a day and stopping time from 1-2 hours to 20 minutes for cars. Details are discussed in section 4 of this report.

African Kaizen Initiative: Kaizen is a Japanese process- focused concept that aims to promote continuous improvement in quality and productivity. In Africa, projects regarding Kaizen have been implemented by JICA in 9 countries including Egypt, Ethiopia, Kenya, Tanzania, Zambia Ghana, Tunisia, Cameroon, South Africa. AKI (Africa Kaizen Initiative) seeks to further spread the Kaizen approach across Africa and boost

the competitiveness of African businesses in collaboration with AUDA-NEPAD and other development partners. Efforts includes measures such as developing human resources who can propagate the Kaizen approach, strengthening the capabilities of organizations responsible for the dissemination of the Kaizen approach, and encouraging the adoption of the Kaizen approach within companies, with an objective extending through 2030. The five key strategies of AKI is as follows.

- Advocating at the policy level (publication of joint research/books)
- Creating and strengthening the functions of Centres of Excellence (COE) for Kaizen approach dissemination (promotion of cooperation in third countries)
- Standardizing Kaizen in Africa (formulation of a handbook, creation of an award)
- Networking with Kaizen promoting institutions around the world (holding of the Africa KAIZEN Annual Conference and Award Ceremony for the Africa KAIZEN Award)
- Enhanced capacity of public private partnership for Africa's industrialization and the African Continental Free Trade Area (AfCFTA) goals

The creation of a standard training curriculum and the guidelines for the establishment of a qualification system for KAIZEN consultants are the examples of efforts made by AKI. These activities enabled to expand KAIZEN activities at the same quality throughout Africa. AKI has also provided places for mutual learning by holding Africa KAIZEN annual conferences to share good cases of KAIZEN and capacity-building trainings for Centre of Excellence (COE).

Home Grown Solutions (HGS): The Home Grown Solutions (HGS) Accelerator Program is a joint initiative between JICA and AUDA-NEPAD from 2020. It is designed in response to persistent health gaps in the African healthcare system such as low healthcare capacity and a reliance on external supply chains that were exacerbated by the COVID-19 pandemic. The initiative supports the development of local solutions by African innovative private companies to enhance the continent's resilience to such shocks in its health system. HGS has expanded its area of interventions from East Africa to entire African continent and is currently expanding its target sector from only medical and health sector to agribusiness sector and beyond.

Social Development Initiatives

Initiative for Food and Nutrition Security in Africa (IFNA): The Initiative for Food and Nutrition Security in Africa (IFNA) was jointly launched by JICA and AUDA-NEPAD in Nairobi, Kenya in August 2016. The initiative implemented 3 pilot projects in Kenya, Ghana and Mozambique. IFNA supports countries in **translating priority nutrition policies and strategies into specific intervention actions** through formulation of the IFNA Country Strategy for Actions, generally referred to as ICSA. ICSA is a government led action plan developed in a participatory multi-sectoral manner, to allow concentration of limited resources to the highest priority nutrition actions.

IFNA's implementation is premised on two approaches which aim at improving nutrition and food security. These include:

- **The Multi Sectoral Approach (MSA)** which fosters collaboration with other sectors and stakeholders including agricultures, water sanitation and health, education.

- **The Nutrition Focused Approach (NFA)** which focuses on promoting the production and consumption of specific nutritionally rich foods to address malnutrition challenges.

Country ICSA documents for Ghana, Kenya and Mozambique prioritised nutrition issues that were addressed by pilot IFNA projects. These included:

- Child stunting and iron deficiency anaemia was prioritised in Mozambique and Kenya.
- Iron deficiency anaemia in Ghana.

2 Significance and Results of the TICAD 30-year process

In this section, the significance and results of the TICAD 30-year process were investigated, analysed, and verified from the following four perspectives: "Transformation of TICAD," "Impact of TICAD," "Development of Japan/JICA cooperation with Africa," and "Development of AUDA-NEPAD.". The discussion from each viewpoint is described below.

2-1 Transformation of TICAD

TICAD has so far been held 8 times, from TICAD I in October 1993 to TICAD 8 in August 2022. TICAD had been held once every 5 years until TICAD V in 2013, and the conferences after TICAD VI have been held once every 3 years since 2016. Initially, the Government of Japan, the United Nations, and the Global Coalition for Africa (GCA)⁴ co-hosted the TICADs. Since TICAD V, it has been co-hosted by the United Nations Development Programme (UNDP), the World Bank and the African Union Commission (AUC) under the leadership of the Government of Japan. In terms of the number of participating countries, the number of participating leaders and ministers, and the number of participants in various side events held in conjunction with the TICAD summits, TICAD is the largest international conference hosted by the Government of Japan and is positioned as the "axis" of the Japanese government's African foreign policy.

The central agenda, direction, and theme of TICAD have been gradually changing each time, reflecting changes in the political and economic situations of African countries. The 30-year history of TICAD can be roughly divided into the first half from TICAD I (1993) to TICAD III (2003), and the second half after TICAD IV (2008). Broadly speaking, until TICAD III that can be categorized as the first half of the process, ideological discussions focused on development issues and concepts of the support for Africa were the main topics. On the other hand, from TICAD IV, in response to the recovery of economic growth in African countries, the main themes have been to accelerate economic growth and encourage Japanese companies to expand their business into Africa (Takahashi (2017)). The following is an outline of how TICAD has evolved over time, highlighting the principles, policies, and development agendas emphasized in the declaration documents issued at each TICAD.

⁴ Global Coalition for Africa (GCA) is a coalition of the willing that was created on the occasion of the African Conference held in the Maastricht, Netherlands in 1990.

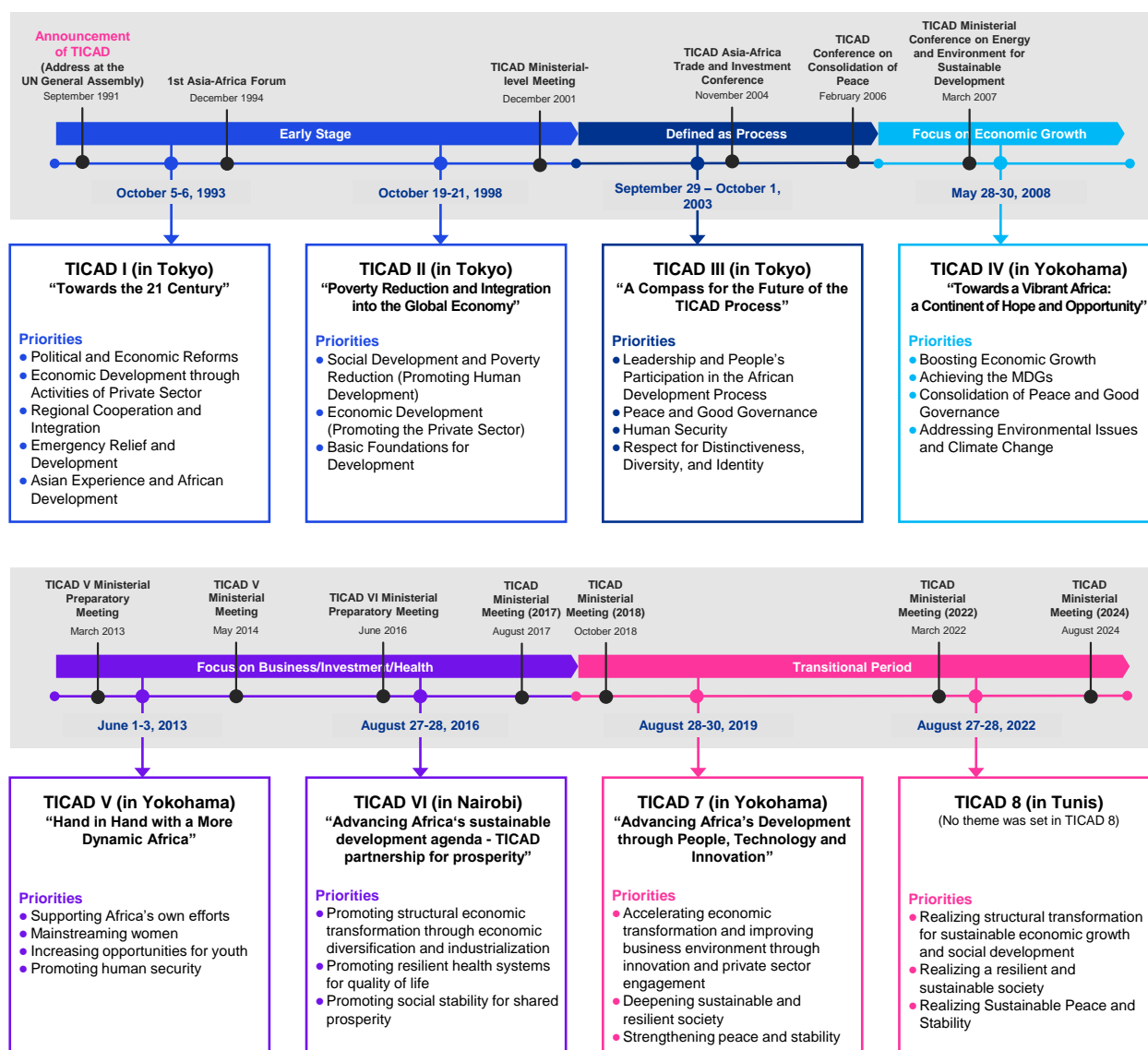


Figure 3 Overview of the TICAD 30-years process

2-1-1 TICAD I (1993): Establishment of the process and Intellectual Conference

The Tokyo Declaration on African Development adopted at TICAD I included several development agendas that would be repeated many times during the next 30 years of TICAD, including self-reliance of African countries, poverty alleviation, emphasis on education and health, infrastructure development, regional cooperation and integration, and promotion of private sector activities.

Of these development agendas, the most notable is the sharing of "self-reliance of African countries" and "Asian experience". In regard to the self-reliance, the Tokyo Declaration emphasizes the need for democratization and good governance based on the recognition that the political and economic structures of African countries hinder sustainable development. On its website, the Ministry of Foreign Affairs summarized that the success of TICAD I was to make it clear "that the extent to which assistance would be provided depended on the response of African countries (including democratization, good governance, etc.)", and

“the fact that the African countries accepted the Tokyo Declaration, which referred to their very frank recognition of their own shortcoming and responsibilities and their determination to improve them, was itself indicative of the changing times”, and made it clear that the success of African development depends on the ownership of African governments themselves (Ministry of Foreign Affairs (1993 a)).

On the other hand, the Tokyo Declaration emphasizes the importance of promoting South-South cooperation between Asian and African countries, stating that "The very diversity of successful Asian countries gives hope that lessons can be drawn for African development." (Ministry of Foreign Affairs, 1993 b).

Although it is not included in the Tokyo Declaration, what is noteworthy in considering the subsequent 30 years of TICAD is that Ministry of Foreign Affairs decided not to announce specific amounts of aid at TICAD I. The Ministry of Foreign Affairs did not promise any aid to the high-level officials of African countries coming to Japan on the sidelines of the conference, but instead held TICAD I as an "intellectual conference" aimed at discussing how African development should be (Shirato, 2020). As described in more detail below, the Government of Japan changed this policy at TICAD IV, and the style of expressing the specific amount of assistance in the keynote speeches delivered by the Prime Minister at the beginning of the conference has been established to this day. The question of whether the TICAD is a "pledge conference" or an "intellectual conference" is also related to the content of the statements made at each TICAD, and is an important issue in considering the transformation of the nature of TICAD.

2-1-2 TICAD II (1998) and TICAD III (2003): Materialization of support and inclusion of “peace” agendas

Although there was a possibility that TICAD conferences would continue, as TICAD I included the phrase "Ultimately, we intend to hold a conference of a similar magnitude and membership at the latest before the turn of the century" in its Tokyo Declaration, the Government of Japan officially announced that TICAD II would be held in 1998 at the 9th General Assembly of the United Nations Conference on Trade and Development (UNCTAD) held in South Africa in April 1996, at the time of its announcement of the Japan's Initiatives on Assistance to Africa. From TICAD II, the United Nations Development Programme (UNDP) joined the co-organisers of TICAD.

While the policy of the "intellectual conference" established at TICAD I, which does not state the amount of assistance to Africa, was followed, there were two changes at TICAD II. The first change is the establishment of a style in which the main themes of the conference are clearly defined. In TICAD II, "Poverty Reduction and Integration into the Global Economy" was clearly stated as the primary theme of the conference in the Tokyo Agenda for Action. This was a major change from TICAD I, where the main themes of the conference had not been identified. The second change was the announcement of a concrete assistance plan for Africa, unlike TICAD I, which merely indicated the ideals and direction of African development. The announcement of a concrete assistance plan comprising numerical targets and a flagship project started at TICAD II and has continued to this day.

The Tokyo Agenda for Action, an outcome document of TICAD II, clearly states the ownership of African countries and their partnership with donors as basic principles and states the following three points: (1) strengthening coordination among donors, (2) regional cooperation and integration in Africa, and (3) South-

South cooperation between Asia and Africa. In addition, development issues in Africa were divided into 3 areas: (1) social development (education, health and population, measures to assist the poor, etc.); (2) economic development (private sector, industrial and agricultural development, external debt, etc.); and (3) basic foundations for development (good governance, conflict prevention and post-conflict development). The Illustrative List of Ongoing and Pipeline Projects/Programs was created that included about 370 development program/projects and numerical targets (Ministry of Foreign Affairs (1998)). While maintaining the policy of "not holding the pledging conference," concrete numerical targets such as "Japan aims to extend approximately 90 billion yen of grant aid over the next 5 years" and "training of 2,000 Africans over the next 5 years in Japan-sponsored training programs to be held in Asia and in North African countries" have been set forth, which is quite different from the time of TICAD I.

The Tokyo Agenda for Action of TICAD II referred to the holding of review meetings to assess the degree of achievement of these goals, suggesting that the Government of Japan has begun to be aware of the continuation of TICAD. TICAD III was thus held 5 years later in 2003. The TICAD Tenth Anniversary Declaration, which was adopted to commemorate the 10-year anniversary of TICAD process, has added two new elements to the "prototype" of TICAD that has been formed at the previous two TICADs.

First, as indicated by the title "New Challenges for African Development" at the beginning of the TICAD Tenth Anniversary Declaration, the importance of the "New Partnership for Africa's Development (NEPAD)" drawn up by the African Union (AU) in 2002 was emphasized at TICAD. NEPAD embodied the development vision based on African ownership that was emphasized at TICAD I and II. At the time of TICAD III, the AU was not a co-organiser of the conference, but TICAD III was epoch-making in that it was the first time that TICAD and the development initiative proposed by the African side were explicitly linked.

The second new element is the emergence of the concepts of "peace and good governance" and "human security" as "a compass for the future of the TICAD process" that Africa must move on to in the Declaration. In particular, "human security" was presented for the first time as an idea that Japan's development assistance should realize in the new ODA Charter, which was revised in the same year as TICAD III, and it became one of the concepts that will always be emphasized at subsequent TICADs. Although TICAD II's Tokyo Agenda for Action included conflict prevention and post-conflict development as a priority issue, TICAD III's agenda setting, which also emphasized issues of peace and security, was different from the previous two TICADs, which focused on economic and social development (Ministry of Foreign Affairs, 2003).

So far, we have taken a bird's-eye view of the main topics and management systems of each of the TICAD I, II, and III meetings during the inception of TICAD process, and followed how they have changed. The TICAD I was to discuss the general framework of the ideals and direction of African development. From the TICAD II, however, the style of presenting concrete assistance plans took root, and the agenda increased as the TICADs were held. In the TICAD III, it was linked to NEPAD, which embodies African ownership, and the foundation for donors, including the Government of Japan, to listen to African voices began to form.

Although TICAD has changed in this way, what was maintained through the initial stages I to III was the principle that conferences should not be made into pledges. For this reason, TICAD I to III are evaluated

as "The three TICAD conferences in the first half of its process seemed to be a fairly pure forum for discussing African development issues and assistance policies, partly because Japan's interests and strategic interests were weak." (Takahashi (2017)), and each conference repeatedly confirmed the concept that poverty and conflict should be addressed through human development centred on education and health and governance reforms.

2-1-3 TICAD IV (2008): Shift to emphasis on economic growth and institutionalization of follow-up

TICAD has made a major shift since TICAD IV, held in Yokohama in 2008. At the TICAD Asia-Africa Trade and Investment Conference held in 2004 as a follow-up to TICAD III, the participants emphasized that sustainable development in Africa requires not only expansion of ODA, but also private sector development and economic growth through expansion of trade and investment. At TICAD IV, which was held in response to this trend, the message "Towards a Vibrant Africa" was set forth. In the Yokohama Declaration, which presented the future African development efforts and directions, the international community listed "Boosting Economic Growth" as the first area in which to strengthen efforts for African development (Ministry of Foreign Affairs (2008 a)). Behind the setting of these agenda items was the rapid economic growth of African countries that took off in earnest in the 2000s, a new situation different from that of the 1990s involving Africa.

The Yokohama Declaration includes the "Achieving the Millennium Development Goals - MDGs" and "Consolidation of Peace and Good Governance" that are in line with the traditional TICAD process. Reflecting heightened interest in climate change issues, "Addressing Environmental Issues and Climate Change" was identified as a new challenge to be addressed (Ministry of Foreign Affairs (2008 a)). However, if we focus on the order in which they are referred to in the declaration, "Boosting Economic Growth" is listed as the top issue to be addressed, and it cannot be denied that the relative positioning of issues such as poverty reduction and governance reform has declined. Indeed, the importance of the private sector and economic growth has been mentioned since around TICAD I. However, the fact that TICAD was set at the top of the list of goals for economic growth was quite different from the previous three TICADs, which focused on issues such as education, health and human security.

In light of this emphasis on economic growth, Prime Minister Yasuo Fukuda announced at the opening ceremony of TICAD IV that Japan would double its ODA to Africa and implement assistance measures for Africa, including Japanese ODA loans of up to US \$4 billion over a 5-year period (Ministry of Foreign Affairs (2008 b)). Since TICAD IV, Japan's Prime Ministers have clearly stated the amount of aid to Africa at TICADs, which has greatly changed the policy of not making TICAD a pledge conference.

At TICAD IV, there were at least two changes in addition to the shift to a growth-oriented policy. The first is the institutionalization of follow-up through annual meetings of the Joint Monitoring Committee of the TICAD process to compile an annual progress report and holding ministerial-level follow-up conferences. Based on this new mechanism, ministerial follow-up meetings were held annually between 2009 and 2012 after TICAD IV. A major achievement of TICAD IV was the sharing of the importance of monitoring the progress of the achievement of development goals, rather than ending TICAD as a political event in which the leaders gather once every five years.

Another change was the mention of the UN Security Council in the Yokohama Declaration (Ministry of Foreign Affairs, 2008 a). It was the first time that a reference to the Security Council was made in the outcome document of TICAD, and both Japan and African countries agreed to recognize the necessity of Security Council reform. The reference to Security Council reform represents a step forward from the previous TICAD discussions focusing on African development, and a declaration of intent on issues related to the foundation of the international order. Since TICAD IV, Security Council reform has always been mentioned in the outcome documents of every TICAD. These facts suggest that the Government of Japan has begun to position TICAD as an opportunity to express its intention toward the international community.

As the Global Coalition for Africa (GCA), which was one of the co-organisers from TICAD I to TICAD III, dissolved in 2007, TICAD IV was co-hosted by the Government of Japan, the United Nations, UNDP and the World Bank, which joined the co-organisers from TICAD III. As the GCA, which had been joined by politicians from African countries, was dissolved, there were no co-organisers at TICAD IV to speak for African voices (Une (2016)). The issue on how to include African representative organizations as co-hosts was carried over to the next TICAD V.

2-1-4 TICAD V (2013): Focus on the Private Sector, Investment Promotion, and Co-hosts of AUC

African economic growth continued after TICAD IV, and investment in Africa by European, American, and Chinese companies focused on growth was on an increasing trend. Under these circumstances, TICAD V was held in 2013, and the emphasis on economic growth that was made clear at the previous TICAD IV became even more pronounced. In light of these major trends, the changes observed at TICAD V are summarized in three broad categories.

The first change seen at TICAD V was the clear emphasis on the role of the private sector in African development. In light of the rapidly growing situation in Africa, TICAD V adopted the Yokohama Declaration 2013 with the message of "Hand in Hand with a More Dynamic Africa.". The declaration states that "we determine to work together under the concept of 'Hand in Hand with a More Dynamic Africa' to accelerate growth, sustainable development and poverty reduction" as the strategic approach that TICAD seeks, and that "to this end, we will strengthen the economic bases of development through infrastructure and human resources development, economic diversification and promoting broad-based and private sector-led growth while pursuing equity and inclusiveness." as a means of achieving this goal. (Ministry of Foreign Affairs (2013 a)).

The strategic approaches also listed four objectives: "supporting Africa's own efforts," "mainstreaming women," "increasing opportunities for youth," and "promoting human security.". In addition to "promoting private sector-led growth," the declaration lists "accelerating infrastructure development," "empowering farmers as mainstream economic actors," "promoting sustainable and resilient growth," and "creating an inclusive society for growth," and "consolidating peace, stability and good governance" as priority areas to be addressed. However, the fact that the promotion of growth by the private sector precedes the promotion of social development and governance makes it clear that TICAD V sought to place greater emphasis on the private sector (Ministry of Foreign Affairs (2013a)). The media reports at the time of TICAD V confirmed that African participants requested investment rather than aid. The policy of placing private sector investment at the centre of problem solving rather than the traditional method of development assistance

funded by ODA was also welcomed by the Government of Japan, which has difficulties in increasing ODA due to financial difficulties (Hosoi (2024)).

The second change in TICAD V was the dramatic increase in efforts to promote Japanese companies' investment in Africa through the TICAD process, based on the policy of emphasizing the private sector as mentioned above. According to conventional thinking, the main player of African development in Japan was the JICA. At TICAD V, in addition to this, TICAD V sought to promote the expansion of Japanese companies into Africa and to seek solutions to African problems, while incorporating the benefits of African economic growth into Japan's interests.

In order to promote investment by Japanese companies, public-private partnerships have become active. Ahead of TICAD V, the "Council on Public-Private Partnerships to Promote TICAD V" was launched in August 2012. Ministry of Foreign Affairs, Ministry of Economy, Trade and Industry, and other member companies of Keidanren (Japan Business Federation) held a total of 4 meetings to discuss concrete measures for public-private partnerships and ways to promote infrastructure development, and submitted recommendations based on the discussions to Prime Minister Shinzo Abe. At the TICAD V plenary session, for the first time in TICAD history, a session with private sector named "Together with Africa, Japan will Prosper, Together with Japan, Africa will Thrive" was held in which leaders of African countries and representatives of Japanese companies met face-to-face. In addition, Keidanren hosted a networking meeting between leaders of African countries and representatives of Japanese companies (Fujio, 2019). After TICAD V, the Public and Private Sector Roundtable was established to develop and dissolve the Council on Public-Private Partnerships, and constant efforts were made by Government of Japan ministries and agencies and the business community to discuss ways to strengthen trade and promote investment with Africa.

At the opening ceremony, Prime Minister Abe announced that the public and private sectors would provide up to 3.2 trillion yen in assistance to Africa over the next 5 years, including 1.4 trillion yen in ODA, in order to realize the two elements of emphasizing the private sector and promoting investment by Japanese companies. Key elements of the package included the underwriting of up to 2 billion dollars in trade and investment insurance arrangements, the injection of 650 billion yen in public funds for infrastructure development, the development of 30,000 human resources for industry, and the promotion of universal health coverage (UHC) (Ministry of Foreign Affairs, 2013 b).

An expert we interviewed for this survey, who have been engaged in investment and public-private partnership in Africa for a long time, also explained that interest in TICAD from Japanese companies increased between TICAD IV and V. Many private companies attended TICAD V, and African leaders sent a message to thank the support governments so far and to look forward to receiving further investments from now on.

A third change in TICAD V was the co-host of the African Union Commission (AUC), the executive body of the African Union (AU). As mentioned earlier, the Global Coalition for Africa (GCA), one of the co-organisers of TICAD I to III, was dissolved in 2007, and TICAD IV was attended by the Government of Japan, the United Nations, UNDP and the World Bank. For this reason, African countries requested Japan to include some organization representing Africa as a co-organiser, and the AUC was decided to join the co-hosts in August 2010. With the holding of TICAD V, the TICAD process became a five-party co-hosting system consisting of the Government of Japan, the United Nations, UNDP, the World Bank, and the AUC,

and requests from the African side had a significant impact on the agenda setting, management methods, and content of outcome documents at each TICAD.

Seizing the timing at which the AUC joined the co-organisers, TICAD V's Yokohama Declaration 2013 emphasized that the TICAD process is an "open and inclusive international forum," and pointed out that the TICAD process is cooperating with the AUC and international organizations (Ministry of Foreign Affairs (2013 a)). TICAD is a multilateral conference that has been held jointly with the United Nations and other organizations since the outset of 1993 and is different from conferences such as the Forum on China-Africa Cooperation (FOCAC), which are based on bilateral relations with Africa. In 2010, 3 years before TICAD V was held, China reversed Japan's position on the gross domestic product (GDP) scale and began to exert significant influence over African countries. It was important to reemphasize the nature of TICAD as an international forum in order to differentiate it from similar conferences hosted by other countries.

2-1-5 TICAD VI (2016): First TICAD in Africa, pursuing sustainability

Aside from the theme and direction of the TICAD VI conference, there were major changes in terms of the location and duration of the conference. With the AUC as a co-organiser, TICAD VI in 2016 was to be held in Africa for the first time. Nairobi, the capital of Kenya, being chosen as the venue. Since then, TICAD has started alternately in Japan and Africa. In addition, from the viewpoint of responding to the rapid movement of the African economy, it was decided to revise the frequency of the conference, which had been held once every 5 years since TICAD I in 1993, and to hold the conference once every 3 years since TICAD VI.

As Kenya became the host country, Prime Minister Abe and many other Government of Japan officials visited Kenya. At the same time, many Japanese business managers visited Nairobi. In this way, TICAD VI became a major event with the participation of more than 11,000 people, including participants in the TICAD side events held at the venue as well as representatives of European and American development partner countries, international and regional organizations, civil society representatives such as NGOs, and university officials (Ministry of Foreign Affairs (2016 a)). In his speech at the opening ceremony, Prime Minister Abe announced that Japan would provide African countries with a total of US \$30 billion in financing for the next 3 years until 2018, including approximately US \$10 billion for high-quality infrastructure investment, 30,000 human resources for industry, 20,000 experts and policy human resources for infectious diseases countermeasures, and approximately US \$1.8 billion for climate change and natural disaster countermeasures (Ministry of Foreign Affairs (2016 b)).

In the sense that TICAD VI provided an opportunity for many Japanese business managers to visit Nairobi and explore business opportunities in Africa, it can be said that TICAD VI followed a policy of emphasizing the private sector. However, the themes set out at TICAD VI, and the adopted Nairobi Declaration provide at least two insights into the direction of TICAD.

First, TICAD VI emphasizes the pursuit of sustainable development. The message "Advancing Africa's sustainable development agenda – TICAD partnership for prosperity" issued at TICAD VI contrasts with the previous two messages "Towards a Vibrant Africa" of TICAD IV and "Hand in Hand with a More Dynamic Africa" issued at TICAD V. TICAD VI has weakened the nuance of its emphasis on growth and adopted the concept of "sustainability," thus changing its direction toward maintaining a balance by

reaffirming the importance of social development while pursuing private-sector-led economic growth.

Behind these changes were the adoption of the Sustainable Development Goals (SDGs) at the United Nations General Assembly in 2015, but as a more pressing issue for Africa, resource prices began to decline in 2014, the year after TICAD V, and the economic performance of resource-rich countries deteriorated rapidly. In addition, there was an Ebola virus outbreak in 3 West African countries between 2013 and 2015 and frequent terrorist attacks targeting civilians, particularly in the Sahel region south of the Sahara Desert.

For this reason, the Nairobi Declaration identified the following issues as challenges facing Africa: the decline of global commodity prices; and the Ebola outbreak; and radicalization, terrorism, armed conflict and climate change. In order to resolve these issues, the declaration positioned (1) Promoting structural economic transformation through diversification and industrialization, (2) Promoting resilient health systems for quality of life, and (3) Promoting social stability for shared prosperity, as priority areas for development. As the pillars of the resolution of issues in each priority area, the declaration emphasized (1) quality infrastructure and human resource development for "promoting structural economic transformation," (2) universal health coverage for "promoting resilient health systems," and (3) peacebuilding, fight against terrorism and violent extremism and empowering youth, women and persons disabilities by improving access to education, protection, and capacity building for "promoting social stability". In addition, the Nairobi Declaration made it clear that African countries would respect the Agenda 2063 adopted by the AUC in 2015 as their own ownership (Ministry of Foreign Affairs, 2016 a). In this way, TICAD VI was a conference aimed at addressing outstanding issues despite economic growth, and in the sense of reaffirming the importance of social development based on the ownership of African governments, it had an aspect of returning to the starting point of TICAD (Takahashi (2017)).

The second change seen at TICAD VI was the inclusion in the Nairobi Declaration of a new phrase concerning maritime security based on international law, such as "maintaining a rules-based maritime order in accordance with the principles of international law". Although the declaration did not mention the name of China by name, it is clear that the declaration was made with China in mind, which has made its rule in the South China Sea without regard to international law a *fait accompli*. The concept of Free and Open Indo-Pacific (FOIP) was also announced for the first time in Prime Minister Abe's keynote speech at TICAD IV, in order to establish a rules-based international order and to establish the indispensable principles for achieving stability and prosperity of the Indo-Pacific region, such as free trade, freedom of navigation, and the rule of law.

Since TICAD IV in 2008, issues not directly related to African development have not been explicitly mentioned in the outcome document of each TICAD, although the need for UN reform has been mentioned. Since TICAD VI, the description of freedom of navigation has always been included in the outcome documents of every TICAD. As this fact indicates, the TICAD process since TICAD VI has been playing a role as an opportunity for the Government of Japan to share the importance of various values such as freedom, democracy, and the rule of law with African countries, countries in other regions that are development partners, and international organizations, and to disseminate them to the international community (Shirato (2022)).

2-1-6 TICAD 7 (2019) and TICAD 8 (2022): Emphasizing continuity and responding to the international environment

As we have seen, in summary, TICAD prioritised the deepening of the development philosophy and the implementation of social development from I to III, and used IV as an opportunity to shift to an emphasis on economic growth, V added a focus on the private sector, and VI revised the course by incorporating sustainability. In this way, TICAD has been reflecting the current political and economic environment of Japan, Africa, and the international community.

During this period, the scale of TICAD continued to expand, and the number of side events other than the plenary sessions attended by government delegations from each country also continued to increase. In 2008, TICAD IV attracted 3,000 participants, 4,500 participants for TICAD V, and 11,000 participants for TICAD VI. At the beginning, only five heads of state attended the TICAD I in 1993. However, TICAD 7 in 2019 was attended by 42 heads of state (President, Prime Minister, etc.) from 53 African countries, and was a huge international conference attended by more than 10,000 participants, including representatives from 52 countries outside Africa, including the United States, Europe, and Asia, representatives from 108 international and regional organizations, and representatives from the private sector and NGOs.

However, although TICAD 7 was such a huge conference, TICAD 7 and the following TICAD 8 held in 2022 were more marked in the consistency and continuity of the process from the previous conference than in the changes, although changes reflecting the international situation were seen in detail.

TICAD7, under the message “Advancing Africa’s development through people, technology and innovation”, held 6 plenary sessions and 5 thematic sessions and adopted the Yokohama Declaration 2019 and the Yokohama Plan of Actions 2019. The Declaration emphasizes the significance of TICAD as a multilateral forum, stating that Agenda 2063 and the United Nations' Sustainable Development Goals (SDGs) should be in line with TICAD's goals. In addition, the results of TICAD V and VI were positioned as the basis of TICAD 7, and the Yokohama Action Plan 2013 -2017 and Nairobi Implementation Plan were continuously implemented, while the Yokohama Plan of Actions 2019 was clearly stated to be addressed. This underlines the consistency and continuity of the process. The declaration mentioned the three pillars namely (1) accelerating economic transformation and improving business environment through innovation and private sector engagement, (2) deepening sustainable and resilient society, and (3) strengthening peace and stability. The pillars are designed based on what have adopted at TICAD V. The need for reform of the United Nations and the description of freedom of navigation also remained unchanged (Ministry of Foreign Affairs (2019 a)).

However, there was a change at TICAD 7. In his speech, Prime Minister Abe introduced that Japan's private investment in Africa has exceeded US \$20 billion over the past 3 years and expressed his intention to work toward further investment expansion, but did not specify the total amount of assistance, including specific investment targets, in the future. The announcement of specific amounts of contributions by the Prime Minister that has been seen in TICAD IV, V and VI, was not followed by TICAD 7 (Ministry of Foreign Affairs (2019 b)).

The next TICAD 8 was held in 2022 while the COVID-19 pandemic continued. In accordance with the

principle that TICAD should be held alternately in Japan and Africa, TICAD was held in Tunis, the capital of Tunisia. From the viewpoint of infection control, in principle all side events were on-line, and the number of participants at the plenary session was limited to 100. Furthermore, just before the meeting, Prime Minister Fumio Kishida was found to have been infected with the COVID-19, and he was forced to attend the meeting online from Tokyo.

Since TICAD 8 was held under these special circumstances, it is difficult to assess the continuity and change of past conferences on the same ground. The three pillars of the priority areas included in the adopted Tunis Declaration are (1) realizing structural transformation for sustainable economic growth and social development, (2) realizing a resilient and sustainable society, and (3) realizing sustainable peace and stability (Ministry of Foreign Affairs (2022 a)).

To name a few new elements, TICAD 8, held in the aftermath of the coronavirus pandemic and the Russian invasion of Ukraine that began in February 2022, saw agenda items set to address these changes in the international environment. Development finance was also on the agenda as debt problems from China's excessive lending began to emerge in many emerging countries, including Africa. As a result, the Tunis Declaration focused on (1) the need for sound development finance, (2) the importance of global health, and (3) issues surrounding the international order (Ministry of Foreign Affairs, 2022 a).

2-2 Impact of TICAD

In its 30-year history, TICAD has continued to expand in scale, transforming into a conference that brings together participants from a wide range of fields. During the process, in which conferences were held once every 3 years (initially once every 5 years), follow-up meetings were also held by Ministers and officials. On the day of the TICAD conference, various side events were held by companies, NGOs, industry groups, and research institutions. TICAD VI and TICAD 7 attracted more than 10,000 participants. TICAD 30-year process is a history of enlargement, sophistication, complexity and diversification.

One of the reasons that TICAD has transformed into a huge conference is that the international environment surrounding Japan has changed and has raised Africa's priority in Japanese diplomacy. Has the Government of Japan, on the other hand, had any impact on the international community by transforming TICAD into a large-scale international conference and expanding the scope of its efforts? If so, what effect would that have? This section discusses the following two points in relation to this issue.

2-2-1 Impact on international aid trends

The first point to consider is whether the TICAD process has had any impact on the policies of other donors in African development and on international aid trends.

As showed in Figure 3, there are currently multiple forums on Africa similar to TICAD. Discussions are held at each meeting based on geographical or historical background and diplomatic strategy, and the meetings are used as a forum for announcing financial contributions and concluding a framework for cooperation. With the exception of forums hosted by France which has a history of requiring a large number of colonies in Africa and the League of Arab States, all of these forums began after TICAD, and it is not difficult to

imagine that each country referred to TICAD in the sense that TICAD took the form of inviting the leaders of African countries.

On the other hand, while many Africa-related forums have been held in a bilateral relationship between the African region and its home country or region, TICAD has been held as a multilaterally open forum since its inception by discussing topics with co-organisers, and many interviewees of this study referred to this as the uniqueness of the TICAD process. In addition, while many of the other African development forums are held as ad hoc, the format in which TICAD is held periodically every 3 or 5 years can be said to be a feature of TICAD, except for the Forum on China-Africa Cooperation (FOCAC), which also holds regular meetings.

Figure 4 African Forums held by Major Countries and Regions

	First forum	Number of forums until today	Recent forum	Overview of the most recent forum
New Africa-France Summit (former African-France Summit)	November 1973	28 times	October 2021	<ul style="list-style-type: none"> Reflecting the current stance of France building new relations with Africa expressed in the French presidential speech of 2017, the 28th Summit held in 2021 was different from the conventional format. Heads of governments did not attend, but about 3,000 people including African entrepreneurs, social activists, and artists participated as representatives of civil society. Five main topics include citizen engagement, entrepreneurship and innovation, higher education and research, culture, and sports. The Summit on Financing African Economies was held in May 2021, with representatives from 30 countries, including 20 African countries. The 27th Summit in 2017 brought together leaders from around the world to discuss cross-border jihad, governance challenges, and Africa's role in the migrant crisis in Europe, under the main themes of "Emergence, Economy and Development" and "Peace and Security".
Arab-African Summit	March 1977	4 times	November 2016	<ul style="list-style-type: none"> At its 4th Summit in 2016, entitled "Together for Sustainable Development and Economic Cooperation," the Malabo Declaration was adopted, pledging to strengthen Arab-African cooperation in sustainable development, peace and security. Peacekeeping got particular attention, and the Malabo Declaration states the active participation of Arab and African countries in the decision-making process and the strengthening of cooperation in capacity building and training between national peacekeeping centers.
Forum on China-Africa Cooperation (FOCAC)	October 2000	8 times	November 2021	<ul style="list-style-type: none"> The 8th forum in 2021 was held under the theme of "Deepen China-Africa Partnership and Promote Sustainable Development to Build a China-Africa Community with a Shared Future in the New Era". Unlike the 6th and 7th forums, the 8th forum was held only at the ministerial level, and the number of projects and of training opportunities planned decreased. In addition, the number of items of each cooperation field also decreased in the 8th forum. Up until the 7th forum, the emphasis was on infrastructure, but in the 8th, the term infrastructure was never used in a keynote speech by President Xi. On the other hand, the action plan for the next 3 years prioritizes trade promotion and indicates the goal of increasing imports from Africa to a total of US \$300 billion.
EU-AU Summit (former Africa-EU Summit)	April 2000	6 times	February 2022	<ul style="list-style-type: none"> At its 6th summit in 2022, A Joint Vision for 2030 was agreed. The Joint Vision indicated that EU would provide assistance and investment equivalent to €150 billion towards Agenda 2063, strengthen cooperation on peace and security, migration and mobility, and make a commitment to multilateralism.
Africa-Korea Forum	November 2006	5 times	March 2022	<ul style="list-style-type: none"> In 2022, the 5th forum was held under the theme of "Strengthening Korea-Africa cooperation in the post-COVID 19 era" with the AU, and delegations from 10 African countries participated. They discussed measures to strengthen cooperation in the areas of health, economy, peace and security. Korea showed their intention to strengthen the cooperation focusing on three visions of "expanding development cooperation," "establishing a government-level institutional foundation and expanding business exchange platforms for invigoration of economic cooperation," and "expanding cooperation in the field of peace and security by supporting the AU's activities for peace and security."
Africa-South America Summit (ASA)	November 2006	3 times	February 2013	<ul style="list-style-type: none"> The 3rd summit in 2013 was held by AU under the theme of "Strategies and Mechanisms to strengthen South-South Cooperation". Joint projects addressing common challenges of two continents in the following areas are planned ((1) Agriculture, Agro-Industry and Environment; (2) Educational and Cultural Issues; (3) Institutional Strengthening, Governance and Public Administration; (4) Peace and Security and Related Issues; (5) Social Issues, (6) Sports and Related Matters; (7) Science, Technology and ICT; (8) Trade, Investment and Tourism as well as Infrastructure, Transportation and Energy)
India-Africa Forum Summit	April 2008	3 times	October 2015	<ul style="list-style-type: none"> Technology development and capacity building have been emphasized at previous summits. At the 3rd summit in 2015, which invited leaders from 54 African countries and was the largest conference in the history of India, it was agreed that 50,000 African students would receive scholarships within 5 years and that a higher education institution would be established in Africa, in light of the fact that Agenda 2063 is aiming at a skills revolution in the African continent. For sustainable development, additional financing of \$10 billion over the next 5 years was indicated. In addition, new initiatives related to the Blue Economy, peacekeeping, and cybersecurity were announced, and a monitoring mechanism was agreed to be established.
Africa-Turkey Partnership Summit	August 2008	3 times	December 2021	<ul style="list-style-type: none"> The theme of the 3rd summit in 2021 was "Enhanced Partnership for Common Development and Prosperity," and 38 African countries participated. The joint declaration adopted said Turkey and Africa will focus on three main issues: peace, security and justice; human-focused development; and strong and sustainable growth. These sub-themes will be implemented through a joint action plan from 2022 to 2026 under the following 5 strategic cooperation areas: "Peace, Security and Governance", "Trade, Investment and Industry", "Education, Science-Technology-Innovation skills, Youth and Women Development", "Infrastructure Development and Agriculture", and "Promoting Resilient Health Systems". In addition, it was announced that an appropriate follow-up mechanism would be established.
U.S.-Africa Leaders Summit	August 2014	2 times	December 2022	<ul style="list-style-type: none"> The 2nd summit in 2022 was attended by 49 African leaders including the Chairman of the AUC. The 2nd summit with the purpose of the US to strengthen its ties with African partners focused on the topic of health, climate change, food security, conflict, and space cooperation. A business forum was held on the second day of the 3-day schedule, and the leaders' session on the third day discussed collaboration toward Agenda 2063.
Russia-Africa Summit	October 2019	2 times	August 2023	<ul style="list-style-type: none"> 49 countries participated in the 2nd summit in 2023, including leaders from 17 African countries. At the 2nd summit, the leaders agreed on the Declaration of the Summit, the prevention of the arms race in space, cooperation in the field of international information security, the Declaration of Strengthening cooperation in the fight against terrorism, and the Action Plan for the Russia-Africa Partnership up to 2026. After the meeting, it was announced that a 1.2 billion ruble infectious disease control assistance program would be launched for African countries and that agricultural supplies would continue.

The more important question is not the formal impact of the forum, but whether there is evidence that TICAD has had any impact on the policies and development strategies of these other donors and international organizations.

One important historical background of the 1990s, when the TICAD process was founded, was that Japan provided the world's largest amount of ODA from 1989 to 2001 (excluding 1990). Over the years, there has been criticism that Japan's development cooperation does not have an "aid philosophy." Japanese officials, when Japan became a top donor, worked to formulate and disseminate the philosophy of development cooperation. That was the reason behind the formulation of the first ODA Charter in 1992, the year before TICAD I was held.

The next step taken by officials in setting Japan's development cooperation policy in the ODA Charter was to play a leading role in the compilation of the "Shaping the 21 Century: The Contribution of Development Co-operation", commonly known as the DAC's New Development Strategy, adopted by the Development Assistance Committee of Organisation for Economic Co-operation and Development (OECD-DAC) in May 1996. The New Development Strategy is considered to have been an epoch-making document in the world of development cooperation in that it sets targets for aid in the 21 century and sets specific goals and deadlines for achieving them, with the aim of improving the lives of all people on earth.

The New Development Strategy included: (1) halving the proportion of people living in poverty by 2015; (2) universal primary education in all countries by 2015; (3) closing the gender gap in primary and secondary education by 2005; (4) reducing infants and children under age 5 mortality by 1/3, and (5) reducing maternal mortality by 1/4, emphasizing the importance of global partnerships to achieve these goals. The general framework of the goals for poverty eradication was incorporated into the Tokyo Agenda for Action of TICAD II held in 1998, 2 years later, and was further inherited by the "Millennium Development Goals (MDGs)" adopted at the United Nations Millennium Summit in 2000 and the "Sustainable Development Goals (SDGs)" adopted at the United Nations Summit in 2015.

Japan's ODA White Paper and the JICA's report (Japan International Cooperation Agency, 1998) repeatedly emphasize that Japan played a leading role in formulating the New Development Strategy, suggesting that Japan's development cooperation philosophy had a strong impact on international aid trends. Looking at the history of the MDGs and SDGs taking over the basic concept of development cooperation set out in the New Development Strategy, it can be said that the contribution of Japanese officials in the field of development aid to the formation of global development cooperation principles and ideas is extremely significant.

On the other hand, even if it is possible to evaluate Japan's international contribution in the world of development, it should be noted that Japan's diplomacy toward sub-Saharan Africa was not emphasized at the time of the first two TICAD conferences held in the 1990s. The incumbent prime minister's first official visit to Africa was in 2001 (by Prime Minister Yoshiro Mori), in contrast to China, where two heads of state, Yang Shangkun and Jiang Zemin, visited Africa four times in the 1990s. Indeed, at the G7 Kyushu-Okinawa Summit in 2000, the Government of Japan G7 Presidents invited three African presidents: President Mbeki of South Africa, President Obasanjo of Nigeria, and President Bouteflika of Algeria. However, the "On Japan's ODA (Wagakuni no ODA senryaku nit suite)" presented in July 2002 by the Task Force on External

Relations, an advisory body to Prime Minister Junichiro Koizumi, listed Asia and the Middle East as priority areas for aid, and excluded Africa (Shimomura (2022)).

In the first place, the ODA White Paper in 1993, when TICAD I was held, contained no mention of TICAD I. In the following 1994 edition, TICAD I was only referred to together with other international conferences, and there was no specific explanation about TICAD. Although TICAD appeared in the ODA White Paper in 1996, it focused on facts and did not elaborate on a plan to support Africa. In other words, there is no evidence that the Government of Japan has been actively promoting the significance of TICAD to the international community throughout the 1990s.

As mentioned earlier, TICAD I in 1993 did not promise any financial assistance, but instead was held as an intellectual conference with the aim of discussing how development in Africa should be. While it is common for the leaders of developing countries to expect some form of development assistance when they visit developed countries, TICAD I, which discusses only the principles and policies of development, was an unusual conference.

One of the reasons that African countries accepted this unusual policy of the Government of Japan was Africa's overwhelming weakness in the world immediately after the end of the Cold War. As of 1992 and 1993, just before TICAD I, Africa's ODA disbursements reached 14.8% of its GNP, which was by far the highest in comparison with Asia (0.9%) and Latin America (0.5%). In this context, the dramatic decline in the strategic significance of development assistance following the end of the Cold War and the inability of African countries to overcome poverty despite the large amount of aid that they have invested have created a climate of "aid fatigue" among Western donors. Major donors in the OECD-DAC have generally reduced their net ODA to sub-Saharan Africa over the course of the 1990s. In light of the economic downturn in Africa at the end of the Cold War, it was clear that the failure of African development was not simply due to a lack of funds. Under these circumstances, when Japan held TICAD I, African countries were not in a position to take the initiative in foreign negotiations, and the reality was that they could not reject the policy presented by Japan (Shimomura (2022)).

With regard to the significance of TICAD I, which was held under difficult conditions for African countries, the Ministry of Foreign Affairs of Japan said on its website, "TICAD I was held at a time when the Cold War ended and the international community's interest in Africa was weakening. It has created an opportunity to bring back interest in Africa.". Considering the current situation 30 years after countries around the world began to aim to strengthen their relations with Africa, there is no doubt that Japan, which held TICAD rather than the pledge conference, had foresight in the early 1990s, when Western donors were "weary of aid."

However, the biggest turning point for Western donors to increase their engagements in Africa was not the Government of Japan's approach or the influence of TICAD, but the terrorist attacks in the United States in September 2001 (the 9.11 terrorist attacks). The administration of then U.S. President George W. Bush Jr. thought that poverty and inequality in developing countries, including Africa, would become a hotbed of violent extremism, and decided to drastically increase ODA (Hirano, 2002). Western donors followed suit, and in March 2002, after the 9.11 terrorist attacks, the International Conference on Financing for Development in Monterrey, Mexico, listed Africa as one of the regions in which "ODA is particularly needed"

(Shimomura, 2022). At the G7 Kananaskis Summit held in June of the same year, the "African Action Plan" was formulated (Ministry of Foreign Affairs (2002)) to support the New Partnership for African Development (NEPAD).

Originally conceived of TICAD as a way to embody "active diplomacy = proactive diplomacy" that actively participated in the shaping of order in the international community, rather than "passive diplomacy" that bore the constraints of a defeated country in World War II, the leaders of the Ministry of Foreign Affairs, TICAD's jurisdiction authority, conceived the idea of TICAD in the early 1990s and succeeded in realizing it (Shirato (2020 b)). However, given the fact that diplomacy toward Africa was not so important in Japan's diplomacy prior to the 21st century, it is debatable whether the Government of Japan recognized TICAD as a diplomatic asset from the beginning, although the creation of the TICAD process by the Government of Japan can be said to have been "far-sighted" in later years. Rather, in the 21st century, as the international community stepped up its engagement with Africa, the Government of Japan itself became aware of the high value of TICAD as a diplomatic asset, and gradually began to utilize TICAD as an opportunity to communicate Japan's will to the international community.

2-2-2 Permeation and establishment of the concept of ownership and partnership

What would require deeper consideration about the impact of TICAD is the concept of "ownership" and "partnership," which was adopted by the Government of Japan at TICAD I and has been the guiding principle of TICAD for the next 30 years.

First, an analysis of keywords appearing in documents on bilateral aid strategies and cooperation policies issued by major donors in and after the 1990s found no explicit expression that Japan has been a driving force in discussions on African development (Figure 4). Keyword analysis of the donor countries and regions' strategic documents also showed no tendency for TICAD to expand Japan's influence within the donor community. The only exception was the document on the African Strategy released by the European Union in 2005, which noted the renewed interest in Africa by Japan, one of Africa's long-term partners.

Figure 5 Keyword Analysis of African Development and International Development Strategy Papers of Donor Countries and Regions

Document issuing country/region	Analysis Keywords and the Context			
	Japan	Tokyo	TICAD	Japanese
United States	-	-		-
United Kingdom	Refer to statistical data only	<ul style="list-style-type: none"> Decisions made in London, New York, or Tokyo have an important impact on the lives of many people in distant places. ("Eliminating World Poverty: A Challenge for the 21st Century" (1997)) 		
EU	<ul style="list-style-type: none"> While emerging economies such as Brazil, India, and China are showing interest in Africa's economic potential, 	-		

Document issuing country/ region	Analysis Keywords and the Context			
	Japan	Tokyo	TICAD	Japanese
	the United States, Japan, and Russia, which have been Africa's long-term partners, have shown renewed interest in Africa. ("EU Strategy for Africa" (2005))			
China	-	-		

In this study, we interviewed officials of the co-organisers who have been involved in the preparation and management of TICAD and experts on African development and asked them about their views on the impact of TICAD on the international donor community. In response to this, one expert stated that "Japan has rarely advocated something original that become a global agenda." while another expert stated that the plans formulated during the TICAD process were later shared throughout the United Nations. One example is the similarity between the MDGs adopted by the United Nations in 2000 and the Tokyo Agenda for Action of TICAD II in 1998. The Tokyo Agenda for Action listed specific numerical targets for various issues to be addressed in Africa. The targets set for achieving universal primary education, reducing child mortality, and improving maternal health, and preventing the spread of HIV/AIDS, malaria and other diseases were set as targets in the United Nations Millennium Development Declaration in 2000.

What about the concepts of ownership and partnership? The fact that Ministry of Foreign Affairs sums up the significance of TICAD I by stating, "It became clear that the extent to which assistance would be provided depended on the response of African countries (democratization, good governance, etc.)" shows that the Government of Japan is particular about "ownership".

Prior to the TICAD process, the sub-Saharan African economy had been in a long-term slump since the early 1980s, and many countries were unable to repay their debts. Western countries, as traditional donors to Africa, pressed African countries to adopt "sound macroeconomic policies" in exchange for financial support, but the reconstruction of the African economy was at the height of difficulties.

In TICAD I, the Tokyo Declaration explicitly stated that "we, the African participants, reaffirm our commitment to pursue and further strengthen political and economic reforms, in particular democratization, respect for human rights, good governance, human and social development, and economic diversification and liberalization." (Ministry of Foreign Affairs (1993 b)). At the time, Japan, which had little historical relationship with Africa, was an outsider in the donor community supporting Africa. It is fair to say that TICAD, in which Japan drew out promises from African countries to make self-help efforts, has left an epoch-making mark in the history of international assistance to Africa.

However, an analysis of keywords appearing in documents on bilateral aid strategies and cooperation policies issued by major donors in and after the 1990s showed that the development strategies of the United States and the EU included descriptions on "ownership" at the same time as TICAD was held, but there were no descriptions indicating that this was an effect of TICAD (Figure 5). The United States called on

African countries to take ownership, particularly in the context of peace and national security. In the EU, ownership was referred to in parallel with partnership, with particular emphasis placed on the exercise of ownership in the form of decisions by recipient countries themselves on development priorities for effective aid implementation.

Figure 6 Analysis of African Development and International Development Strategy Papers of Donor Countries, Regions, and International Organizations

Document issuing country/region	Analysis Keywords and Keyword Usage Context	
	Ownership	Partnership
United States	<ul style="list-style-type: none"> Seek ownership of the international community, including African countries, in the context of peace and national security (e.g., "Remarks by National Security Advisor Ambassador John R." in 2018) In Bolton on the Trump Administration's New Africa Strategy, the United States aims to ensure that countries in the African region take ownership of the peace and security of their region. 	<ul style="list-style-type: none"> Both the United States and the United Kingdom refer to national partnerships as well as partnerships with national institutions, the private sector, and external partners (Example: The United Kingdom "The UK Government's Strategy for International Development" in 2022 demonstrated its support to Ghana through the UK Aid and GAVI partnership and partnership with the Department of Foreign Affairs, Commonwealth and Development (FCDO), Fiscal Studies and the Overseas Development Institute, as well as the convergence of investments, trade, expertise, technology, science and diplomacy, and partnership with governments and citizens of middle-income countries to advance long-term reform and transformation). There are also many references to economic and trade EPAs (Example: 2014 U.S. "Joint Strategic Plan FY 2014 -2017 " mentions EPA and TPP).
United Kingdom	-	
EU	<ul style="list-style-type: none"> Be mentioned in parallel with partnerships Emphasizes ownership of development priorities by recipient countries for effective aid implementation (Assistance based on partnership and partner ownership, which is the "principle of development cooperation" to achieve maximum effectiveness, without strings attached) 	<ul style="list-style-type: none"> Be mentioned in parallel with ownership "partnership" is often used as the title of documents We are aware of the partnership of all stakeholders, not just the individual countries. Japan has concluded partnerships with Africa in areas such as infrastructure, green, EPA, migration and migration, and peace and security.
China	-	<ul style="list-style-type: none"> advocate strategic and cooperative partnerships with each African country South-South cooperation, a new type of partnership We have cultural, technological, infrastructure and connectivity partnerships.
OECD	<ul style="list-style-type: none"> sometimes mentioned in parallel with partnerships Increasing untied aid can enhance national ownership, and national ownership is important in the development process 	<ul style="list-style-type: none"> May be mentioned in parallel with ownership They say it is necessary to take a partnership approach to address complex challenges.
IMF	<ul style="list-style-type: none"> In the context of poverty reduction, strong ownership by developing countries towards achieving the target will make the implementation of the project more effective Participatory processes will improve ownership 	-
World Bank	<ul style="list-style-type: none"> sometimes mentioned in parallel with partnerships In the sense of local ownership, it is effective for civil society to participate in the project widely. 	<ul style="list-style-type: none"> May be mentioned in parallel with ownership The Comprehensive Development Framework advocated by the World Bank is an approach to development based on national ownership and partnership, and emphasizes partnerships with governments, civil society, aid agencies, and the private sector.

Document issuing country/region	Analysis Keywords and Keyword Usage Context	
	Ownership	Partnership
United Nations	<ul style="list-style-type: none"> to recognize the growing concept of ownership in African development and South-South cooperation 	<ul style="list-style-type: none"> One of the Millennium Development Goals (MDGs) was to build a global partnership for development, with the goal of addressing the needs of developing countries and promoting cooperation with the private sector. The Sustainable Development Goals (SDGs) include Goal 17: "Achieve the Goals through Partnerships," and the 2030 Agenda for Sustainable Development states that it will be implemented through the cooperative partnership of all countries and stakeholders in global solidarity.
UNDP	<ul style="list-style-type: none"> National ownership is not just a matter of government ownership, but also requires the participation of local authorities, civil society and communities (Human Development Report 2003). Based on the reference, the report states that when new development partners, such as emerging countries, are engaged in development, ownership is ensured by prioritizing the needs identified by developing countries (Human Development Report 2013). The 2020 African Development Strategy seeks to help countries and peoples in Africa not only achieve ownership of their development agenda but also make better use of old and new partnerships 	-
UNTFHS	<ul style="list-style-type: none"> that human security is based on national ownership Focus on participatory processes to ensure long-term sustainability through ownership 	<ul style="list-style-type: none"> The human security approach is one that the UN system is working in partnership with governments, NGOs and communities

Similarly, keyword analysis of aid policy documents and strategic documents issued by international organizations, etc. began to describe "ownership" at the same time as TICAD, but there were no descriptions linking TICAD with it. For example, in The Comprehensive Development Framework published by the World Bank in 2000, ownership is often mentioned in parallel with partnerships, as is the case with the EU. The frequency of occurrence of keywords including ownership was relatively high (highlighted keywords in Figure 6). The keyword "ownership" was the 15th most important topic, and "partnership" was the 8th most important topic. This document summarizes the concept and frequently asked questions on the Comprehensive Development Framework (CDF) proposed by President Wolfensohn of the World Bank in 1999. The CDF approach is considered to be a comprehensive and strategic approach to development based on national ownership and partnership. It is widely recognized that local ownership, not only of countries but also of civil society, is the key to enhancing the effectiveness and success of development projects. The CDF is also described as an effective tool for poverty reduction based on principles such as ownership and partnership of developing countries.



A closer look at the Tokyo Declaration of TICAD I reveals that the term "ownership" does not appear at all, although it does include text that evokes the importance of “the self-help effort of African countries.”. The term "ownership" in the context of development assistance first appeared in the official document of the OECD “Shaping the 21 Century: The Contribution of Development Co-operation” issued in 1996, 3 years after TICAD I (Hori (2014)), and the term "ownership" appeared in the TICAD outcome document in the Tokyo Agenda for Action of TICAD II in 1998.

TICAD acknowledged that it was one of the international frameworks that played an important role in the process of establishing, disseminating, and establishing the concept of "ownership" and that it had an

impact on NEPAD and the MDGs. As mentioned above, the Ministry of Foreign Affairs of Japan and JICA are confident that Japanese donors played a leading role in the formulation of the New Development Strategy of 1996. However, it is difficult to determine whether the concept of "ownership" is the original concept and terminology developed by TICAD.

2-3 Development of Japan/JICA Cooperation with Africa

While the previous section discussed the impact of TICAD on the international community, this section discusses the impact of the TICAD process in Japan.

2-3-1 Impact on the Government of Japan

Although TICAD I was held for the first time in 1993, Japan's diplomacy toward Africa during the 1990s and early 2000s was not highly regarded, and it was doubtful that the Government of Japan recognized the value of TICAD as a diplomatic asset. A shift from this situation has been confirmed since TICAD IV was held in 2008. The 2009 edition of the Diplomatic Bluebook contains the first mention of the importance of diplomacy towards Africa with "Relations with Africa, with its abundant natural resources and an enormous, ever-increasing population, also carry great significance for the future of the Japanese economy." (Ministry of Foreign Affairs, 2009). The 2010 edition of the Diplomatic Bluebook issued the following year, for the first time specified TICAD as the "axis" of Japan's diplomacy towards Africa (Ministry of Foreign Affairs, 2010).

At the time of TICAD I and TICAD II, the Division 1 and Division 2 of the Middle East and Africa Bureau played a central role in the preparation and operation of TICAD within the Ministry of Foreign Affairs, and the director general of the Middle East and Africa Bureau made the decision. However, since TICAD II, when it was confirmed that TICAD would be held regularly, it became virtually impossible for a single director to have jurisdiction over both the Middle East and Africa. In 2001, through organizational reforms at the Ministry of Foreign Affairs, the Africa Deputy Director-General was established within the Bureau of Middle East and Africa, and the African Deputy Director-General became the head of the field of diplomacy towards Africa. Following TICAD IV, TICAD was designated as the "axis" of Japan's diplomacy towards Africa, and in 2012, the "Organization of African Councilors" was upgraded to the "Department of African Affairs," whereby a system was established under the supervision of the Director of the African Affairs to enable Ministry of Foreign Affairs to concentrate on the preparation and operation of TICAD. In addition, the Ministry of Foreign Affairs sought to increase the number of overseas diplomatic missions to strengthen its relations with African countries. According to the Ministry of Foreign Affairs, the number of overseas diplomatic missions in Africa has steadily increased from 31 in June 2011 to 36 as of January 2024. In 2018, the Permanent Mission of Japan to the AU was established in the Ethiopian capital of Addis Ababa, accelerating moves to strengthen ties with the AU.

At TICAD V, the promotion of business by Japanese companies to African continent became an important issue, and the opportunities for ministries and agencies in charge of companies such as Ministry of Economy, Trade and Industry and Ministry of Land, Infrastructure, Transport and Tourism to engage in African policy and in TICAD increased. During the second Prime Minister Abe Administration (2012-

2020), the Economic Strategy Council for Africa, which was chaired by the Deputy Chief Cabinet Secretary and composed of vice ministers and director-general-level officials from TICAD-related ministries, began to be held at the Prime Minister's Official Residence in 2014, creating a framework for the government to discuss measures for Japanese companies to advance into African markets (Ministry of Foreign Affairs (2014)).

Looking back on the institutional reforms of the Ministry of Foreign Affairs since TICAD IV and the involvement of the Prime Minister's Office in TICAD under the second PM Abe administration, we can see that the growing importance of diplomacy toward Africa has increased the significance of TICAD and that TICAD has acted to change the way organizations and business are conducted within the government, and that this has updated the awareness of government officials regarding the importance of Africa.

The total amount of ODA provided by Japan to Africa has been on a moderate upward trend over the medium to long term. In 1993, when TICAD was held for the first time, ODA provided to Africa was US \$1.161 billion, which increased to US \$1.981 billion in 2021. However, although ODA to Africa has been on an increasing trend over the medium to long term, the amount of ODA fluctuates considerably from year to year; in 2006, it hit a record high for the past 30 years, reaching US \$2.696 billion, but in 2007, it decreased to US \$1.87 billion.

2-3-2 Impact on development assistance agency, JICA⁵

Since the main focus of Japan's postwar development assistance was Asian countries, the organization and operations of JICA were also designed around Asia for many years. According to the official in charge at the time, in the 1990s, when TICAD I and II were being held, the division in charge of JICA's projects for Africa was the Regional Section 3 within the Planning Department, and there were only 5-8 staff members.

However, following the establishment of the United Nations MDGs in 2000, TICAD III in 2003 focused on social development issues such as health and education. Since most of the African assistance measures that the Government of Japan announces at TICAD are implemented by JICA, the content of the main agenda at TICAD III inevitably strongly defines the organization of JICA and the direction of its projects.

In 2003, when TICAD III was held, Sadako Ogata, who had completed her duties as the United Nations High Commissioner for Refugees, became the president of JICA. Ogata set up the "three pillars" of JICA namely "on the ground," "public relations, efficiency, and speed," and "human security," and worked to strengthen the framework for development cooperation in Africa, where the security of many people has been threatened by conflict and poverty. In this way, JICA newly established the Department of Africa in April 2004. Within the department, a total of 4 teams were organised, with the Planning team at the top, and sub-regions of the East, Midwest and South. 3 months later, in July, the JICA set up a "Conference on African Assistance Measures" within the organization, with the director in charge of general affairs and planning as the chairman, the director in charge of Africa as the vice chairman, and the directors of relevant departments as members, and embarked on full-scale projects in Africa (Japan International Cooperation

⁵ The scope of "Africa" in JICA is "Sub-Saharan Africa", and North Africa is not included in "Africa" (North Africa is treated as part of the Middle East).

Agency (2019) pp. 33 -34).

As a result, the number of overseas offices in Africa was increased from 15 in FY 2003 to 24 in FY 2007. In addition, field offices were established in Sierra Leone, Chad, Sudan, and the Democratic Republic of the Congo. As of April 2024, it had expanded 23 offices and 8 branch offices. This system enhancement has made cross-continental cooperation possible, and projects such as One Stop Border Post (OSBP), mathematics and science education, School for All, One Village One Product (OVOP) Movement, KAIZEN, Coalition for African Rice Development (CARD), and measures against infectious diseases (HIV/AIDS and malaria) have been implemented in multiple countries in Africa to date.

JICA set a target of not only strengthening the system but also increasing the budget for projects in Africa, aiming to double the share of Africa in the JICA technical cooperation budget from 14% in FY 2003 to 28% in FY 2008. As a result, in FY 2008, technical assistance to Africa expanded to 25.6% of the total for each region on an expense basis, and grant aid jumped from 25.6% in FY 2003 to 45.8% in FY 2009 (Japan International Cooperation Agency (2019) pp.33 -34). Since then, technical assistance to Africa has increased. In FY 2021, expenses amounted to 42.7 billion yen, which accounted for 22% of the total amount, an increase of 77% from FY 2000 (Figure 7). The amount of grant aid is also on an increasing trend. In FY 2021, it increased by 55% from FY 2008 to 27 billion yen, but the total amount is 39% (Figure 8).

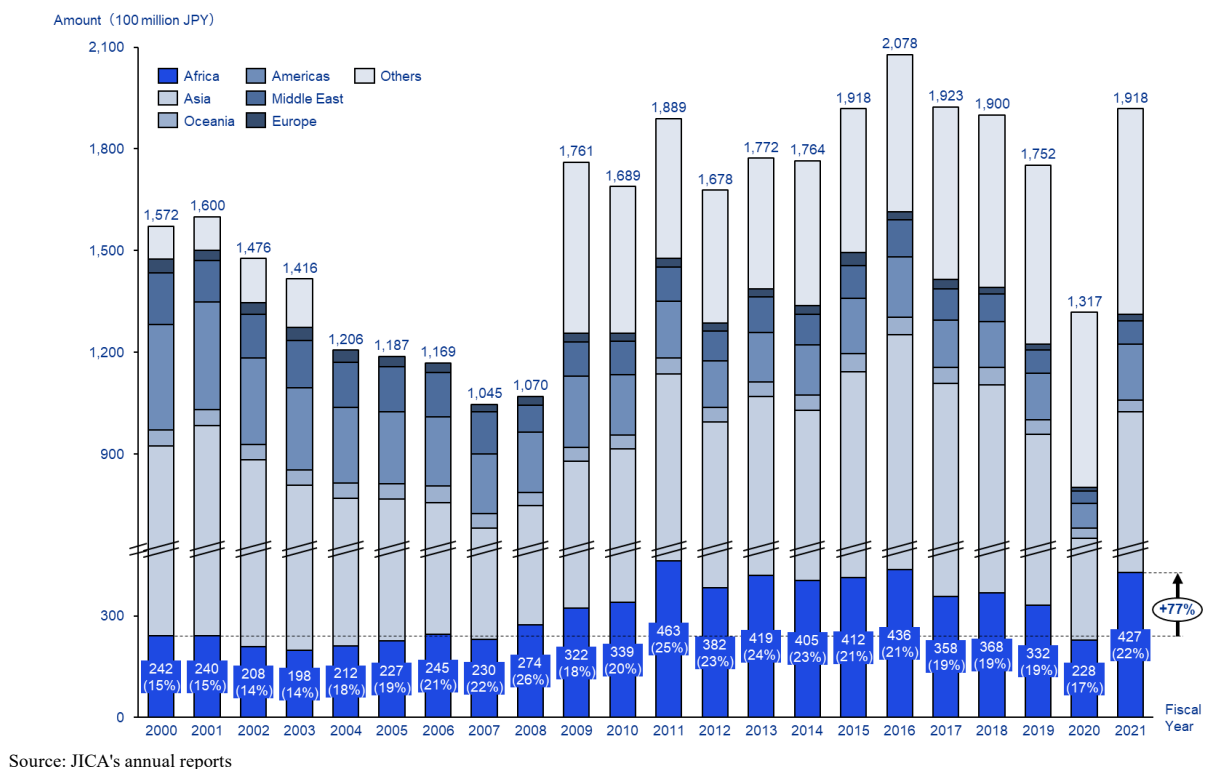
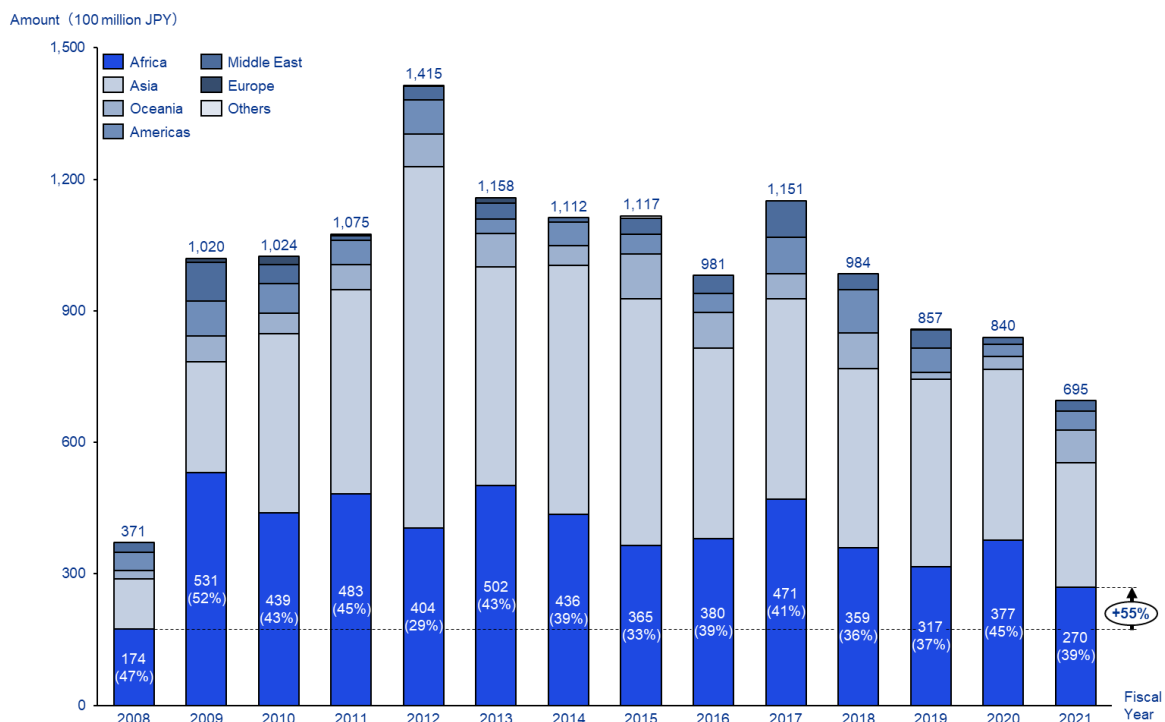


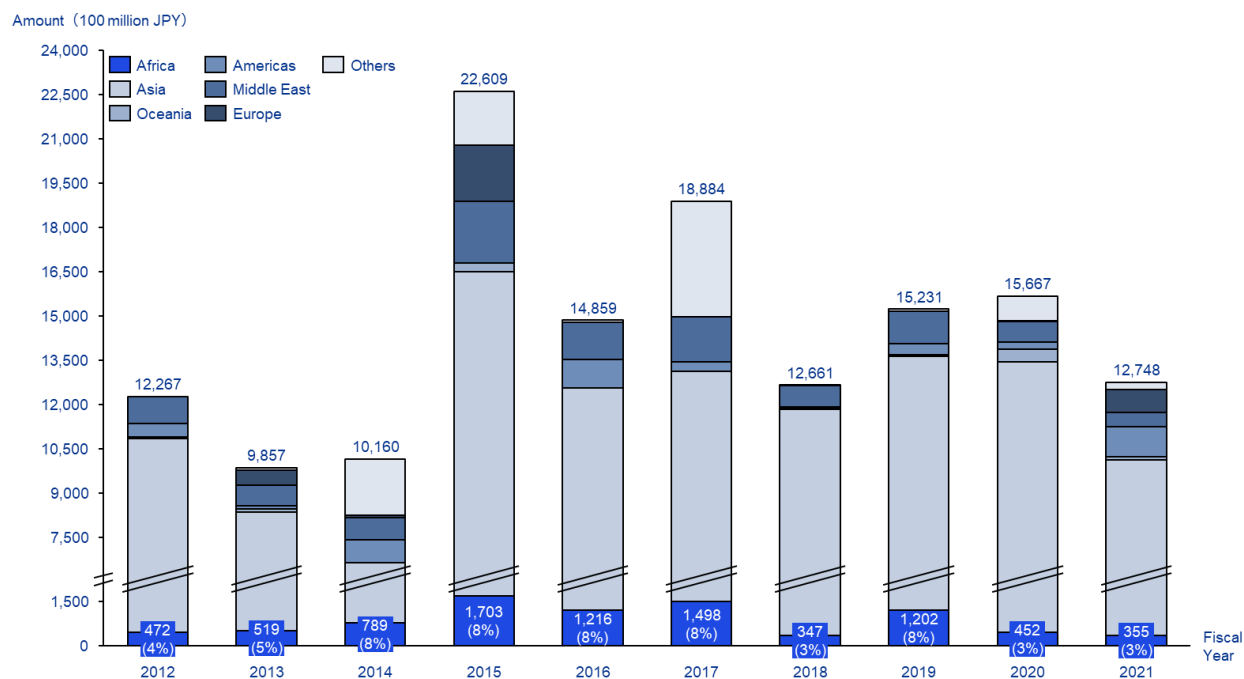
Figure 8 Breakdown of Technical Assistance by Region (FY2000 – FY2021)



Source: JICA's annual reports

Figure 9 Breakdown of Grant Aid by Region (FY2008 – FY2021)

On the other hand, before the Overseas Economic Cooperation Division of the Japan Bank for International Cooperation (JBIC) was integrated into JICA in October 2008, the cumulative debt problems of African countries had been a bottleneck for the implementation of assistance to Africa. However, at the G8 Gleneagles Summit in July 2005, it was agreed that Africa's debt would be reduced, so JBIC and the African Development Bank (AfDB) launched the Enhanced Private Sector Assistance for Africa (EPSA) in the same year. Based on EPSA, in FY 2006, ODA loans began to support African development, including 3 infrastructure development projects such as the Private Sector Assistance Loan (ODA loan of 11.5 billion yen) through the AfDB. (JICA (2019) p. 50). Furthermore, the Overseas Investment Loan Program by the Overseas Economic Cooperation Fund (OECF), which had been in effect since the 1970s, was abolished in 2001 following administrative reforms, but was officially resumed in October 2012. The loan aid combining ODA loans and overseas investment, and loans mainly covers Asia. Africa once accounted for 8% of the total, and although it exceeded 100 billion yen in some years, it remained below 10% between FY 2012 and FY 2021 (Figure 9).



Source: JICA's annual reports

Figure 10 Breakdown of Loan Aid by Region (FY 2012 – FY 2021)

In October 2008, 5 months after TICAD IV was held in May of the same year, the overseas economic cooperation departments of JICA and JBIC were integrated. As a result, the current JICA has been functioning as an integrated aid implementing agency of the Government of Japan since TICAD V in 2013. Since then, JICA has continued to expand projects related to assistance to Africa, and in 2014, it concluded a business partnership agreement with the NEPAD Program Coordination Agency (currently AUDA-NEPAD), the development promotion agency of the African Union (AU). Since the following year of 2015, JICA has been focusing its efforts on African development, such as the dispatch of experts on an ongoing basis.

The details of JICA's projects in Africa will be discussed in the next chapter. As we have seen, JICA has strengthened its framework for projects in Africa through TICAD, expanded its projects and budget, and expanded its range of activities as an organization. In addition, in the course of expanding the scope of their activities, interviewed experts have commented that "The Government of Japan and JICA have been providing support for the realization of people-centred development efforts, and in particular have a high affinity with UNDP's efforts." and that "JICA's cooperation is outstanding not only at the national level but also at the continental level, partly due to the large number of projects implemented through TICAD compared with other bilateral cooperation organizations."

2-3-3 Impact on the business community

After TICAD IV laid out policies emphasizing economic growth, the "Council on Public-Private Partnerships to Promote TICAD V" was established in August 2012 prior to TICAD V, and representatives from Ministry of Foreign Affairs, Ministry of Economy, Trade and Industry, Keidanren, and the Japan Association of Corporate Executives regularly discussed concrete measures for public-private partnerships and

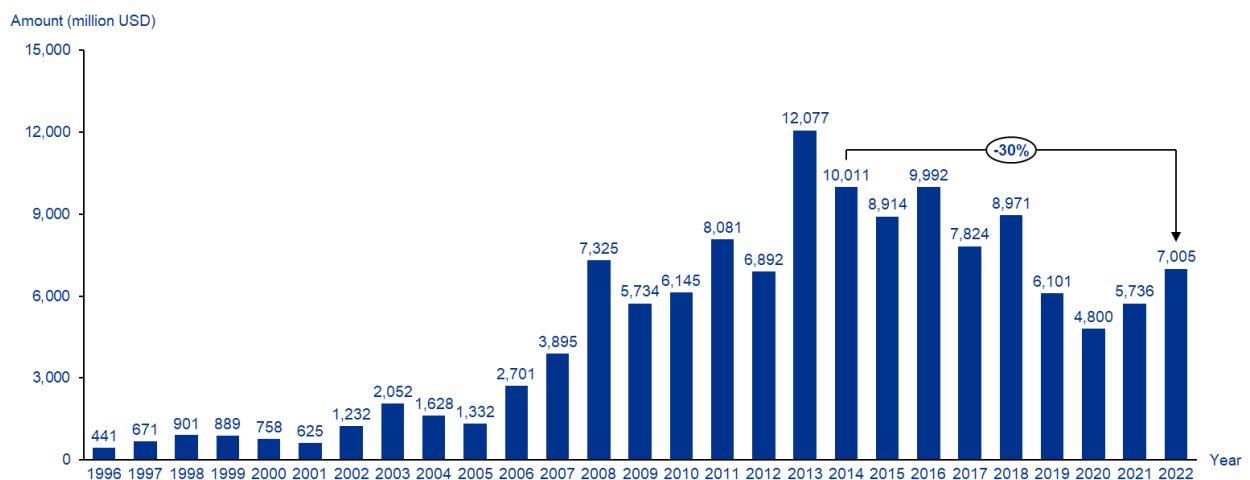
ways to promote infrastructure development, etc. Following TICAD V, the Public and Private Sector Roundtable was established to develop and dissolve the "Council on Public-Private Partnerships." Following TICAD 7 in 2019, the Japan Business Council for Africa (JBCA) has now been established as a permanent public-private partnership platform for the sharing of information and exchange of opinions on support measures for Japanese companies.

Since TICAD V, the Government of Japan and government-affiliated organizations have implemented various measures to encourage Japanese companies to invest in Africa. Key initiatives include the establishment of the special insurance for facilitating investment and credit to Africa under the Nippon Export and Investment Insurance (NEXI); expansion of the Facility for African Investment and Trade Enhancement, also known as FAITH, under the JBIC; the operation of the Enhanced Private Sector Assistance for Africa (EPSA), a joint initiative between the JICA and the AfDB; various seminars organised by the Japan External Trade Organization (JETRO) on African businesses; and the conclusion of investment agreements with Mozambique, Kenya, and Côte d'Ivoire under the leadership of Ministry of Foreign Affairs ———. These measures have often been designed and implemented as concrete measures to implement the commitments Japan made to African countries at TICAD.

According to the "Survey on the Number of Japanese Companies Expanding Overseas" conducted by the Ministry of Foreign Affairs, focusing on 4 types of enterprises - the overseas branches of Japanese companies, overseas subsidiaries and branches of Japanese companies in which Japanese companies have a 100% stake, joint ventures in which Japanese companies have a stake of 10% or more, and enterprises established overseas by Japanese - the number of Japanese companies that have expanded overseas was 344 in 2006, but has continued to increase since then, increasing approximately 2.8 times to 972 in 2022. During TICAD VI in 2016, the first TICAD to be held in Africa, business leaders from a number of major Japanese companies visited Nairobi, the capital of Kenya, as the venue for TICAD VI.

However, according to the 2023 World Investment Report of the United Nations Conference on Trade and Development (UNCTAD), Japan did not rank among the top 10 countries of FDI in Africa at the end of 2021, the top 10 countries are: (1) the United Kingdom (\$60 billion); (2) France (\$54 billion); (3) the Netherlands (\$54 billion); (4) the United States (\$45 billion); and (5) China (\$44 billion). Despite efforts by the Government of Japan, large Japanese companies have actually withdrawn investment from Africa in recent years. As a result, the outstanding amount of FDI in Africa, which was approximately US \$12 billion at the end of 2013 when TICAD V was held, continued to decrease, while Japan's FDI in Africa at the end of 2021 decreased to approximately US \$5.7 billion (Figure 10)⁶. Japan's gross domestic product is the world's fourth largest, but its investment in Africa lags behind that of small countries such as Singapore (\$21 billion) and Switzerland (\$17 billion). According to statistics on direct investment from Japan, it is difficult to say that various efforts made through the TICAD process have contributed significantly to the expansion of Japanese companies into Africa.

⁶ In recent years, Japanese companies have tended to invest in Africa from bases in the UK and the Netherlands that oversee the Middle East, Europe, and Africa. The investment from such locations is not statistically included in FDI from Japan, so it should be noted that statistical FDI does not necessarily indicate all investment from Japanese companies to Africa, but it is certain that Japan's FDI is on the decline.



Note: Due to changes in the criteria for balance-of-payments statistics, there is no continuity between data before 2013 and after 2014.
Source: Japan External Trade Organization (JETRO) Direct Investment Statistics

Figure 11 Trends in Foreign Direct Investment in Africa from Japan (1996 – 2022)

Based on the results of a survey of Japanese business managers on their views on business in Africa, Masahiro Okada (2022) pointed out that Japanese business managers' risk tolerance is lower than that of managers in other countries. Rather than overcoming the difficult business environment by enriching their own internal resources, they tend to cite African problems such as corruption and poor security as reasons for not investing in African markets.

In this survey, we also interviewed former managers of Japanese companies and an investor that have been involved in business in Africa for many years, as well as an expert working in the organization supporting the business expansion of the Japanese companies for a long time, and asked them their views on whether TICAD had an impact on the Japanese business community and its business development in the African continent and why Japanese companies' investment in Africa has not grown. According to a former executive of a large company, TICAD does not directly lead to an increase in investment by private companies, in other words, their entry into the African market, because decisions on investment by private companies are left to the management of each company. However, TICAD has a different significance for companies. The first is that TICAD allows the heads of state and ministers of African countries to meet directly with Japanese business leaders, enabling them to exchange views with African countries quickly and effectively on the formation of new projects in Africa. The other is that participation in TICAD allows Japanese companies to deepen their knowledge of Africa. Citing the "overwhelming lack of knowledge about Africa among Japanese management" as the reason for the slow growth in Japanese companies' investment in Africa, this former manager pointed out that the challenge is to increase the knowledge of corporate management about Africa.

According to an expert in the organization that has been supporting the overseas expansion of various Japanese companies for many years, all of the employees working in various parts of Africa are minorities, and they have a hard time persuading the head office in Japan. In such situations, Japanese companies hope that support from the Japanese government and public institutions will help them explain that the risk of anxiety at the head office can be reduced through that support, as much as possible. Thus, that kind of

support will help individual employees who are actively working to expand their businesses in Africa. In light of such opinions, it can be said that TICAD is one of the factors that gives support to the people in charge of Japanese companies who are working every day to create and succeed in African countries.

Managers from a Japanese company that has been actually expanding its business in Africa as part of its global expansion since the 2000s explained that TICAD V, held in Yokohama in 2013, was a good opportunity for Japanese companies that had already established operations in Africa to convey the seriousness of their efforts. At the same time, Japanese companies that had already established operations in Africa felt that TICAD had raised their expectations for Africa to a certain extent. On the other hand, some felt that the amount of ODA announced at TICAD V did not have a positive or direct impact on the development of local business. This was because TICAD was a framework that focused on contributing to infrastructure investment and human resource development, which are the foundations that support the lives and economies of people in Africa. It would take a relatively long period of time, from 20 to 30 years, for these efforts to produce tangible results.

On the other hand, an investor working to promote investment in Africa pointed out that, for the majority of Japanese companies, Africa is a region far from Japan, economically, culturally, and socially. Many Japanese companies see this as a difficulty in expanding their business in Africa. In Japan, decisions are often made to "If you can't do it, don't do it." but business development in Africa, where there are still many things that cannot be done, cannot proceed unless there is a willingness to do so. As for trends in Foreign Direct Investment in Africa, he also mentioned that it was not that TICAD did not contribute to the expansion of investment in Africa, but rather that Japanese companies did not respond to the message from African leaders at TICAD V that they wanted to accept more investment.

2-3-4 Impact on civil society

According to the Japan NGO Centre for International Cooperation (JANIC), there were about 400 non-profit international cooperation organizations in Japan as of 2021, and JANIC obtained information on 374 cases from 98 of them. According to the report, a total of 100 Japanese NGOs are active in 21 African countries, of which 14 were confirmed to be active in 2 countries each in Kenya and Uganda. This was followed by 9 organizations in the Republic of Congo and 8 organizations in South Sudan (Japan NGO Centre for International Cooperation, 2022).

Japanese NGOs began working in Africa in the 1980s, often triggered by responses to drought and hunger in Africa. The involvement of civil society in the TICAD process continues to be centred on NGOs that have been involved in humanitarian assistance and development cooperation in Africa since before TICAD I. Members of the Japan International Volunteer Centre (JVC), which has been active in Ethiopia and Somalia since the 1980s, began holding a citizens' symposium in 1993 at the time of TICAD I. Volunteers who organised the symposium established the Africa Japan Forum (AJF) in the following year, in 1994. To date, the AJF has been continuously involved in TICAD, taking on the role of the secretariat of the NGO coalition that is formed in conjunction with each TICAD.

After the conclusion of TICAD III, the TICAD Civil Society Forum (TCSF) was established under the

leadership of the AJF. Furthermore, the TICAD IV NGO Network (TNnet), which was formed toward TICAD IV, has been joined by 43 organizations, including local and international NGOs in Yokohama, the venue of TICAD IV, and the federation of NGOs has progressed. In 2008, TNnet approached NGOs from various African countries, and the Civic Commission for Africa (CCfA) was established as a network of African civil society working on TICAD (African Japan Forum (2017)).

Initially, the Government of Japan launched TICAD as a conference of governments and international organizations, so the voices of civil society were not reflected in TICAD discussions. However, NGOs have established a wide range of networks and actively organised proposals and symposiums to coincide with each TICAD. As a result, Ministry of Foreign Affairs has been able to have opportunities for dialogue with civil society, and at TICAD III, a dialogue session with civil society was set up for the first time at this conference. In June 2007, ahead of TICAD IV, the NGO-MOFA Regular Consultation meeting was launched, establishing a mechanism for Ministry of Foreign Affairs to engage in dialogue with civil society from the preparatory stage of TICAD. For the TICAD7, the meeting between Ministry of Foreign Affairs and Japan Citizen's Network for TICAD was held 3 times before the conference (Ministry of Foreign Affairs (2019c)).

In this way, TICAD has encouraged the solidarity of citizens with their own experiences and insights on African development and has contributed to the dissemination of knowledge about Africa in Japanese society. At the same time, the organisers of TICAD, the Government of Japan and international organizations, had the opportunity to deepen the quality of TICAD by accepting dialogue and criticism from citizens.

2-4 Development of AUDA-NEPAD

Since TICAD IV made clear the direction of emphasis on economic growth, media coverage of TICAD has tended to focus more on the issue of Japanese companies expanding into Africa. However, when we look back on the history of TICAD, the strengthening of the relationship between Japan and AUDA-NEPAD is a notable achievement of the TICAD process. The following sections summarize the outline and the history of AUDA-NEPAD, and to examine the role TICAD has played in the development of AUDA-NEPAD by trying to sort out the relationship with Japan.

2-4-1 Overview of AUDA-NEPAD

AUDA-NEPAD is a development implementing agency of the African Union (AU) having originated from the establishment of Secretariat for the promotion of New Partnership for Africa's Development (NEPAD) in 2002. The Secretariat then got reorganised as the NEPAD Planning and Coordination Agency in 2010 which again was reorganised into AUDA-NEPAD in 2019. The office is located in the outskirts of Johannesburg, South Africa. The former Prime Minister of Niger, Ibrahim Assane Mayaki was the first Chief Executive Officer of the AUDA-NEPAD. Now, Nardos Bekele-Thomas, having a long career in the UNDP, has served as the second CEO since 2022. The main tasks of the AUDA-NEPAD are to coordinate and implement development projects to realize the Agenda 2063 set by the AU in 2013, and to strengthen the capacity of African countries and institutions.

Agenda 2063 is a set of objectives for African development that should be realized by 2063, 50 years after 2013. It lists 7 aspirations, including (1) a prosperous Africa based on inclusive growth and sustainable development, (2) an integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance, (3) An Africa of good governance, democracy, respect for human rights, justice and the rule of law, (4) a peaceful and secure Africa, (5) an African with a strong cultural identity, common heritage, values and ethics, (6) an Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children, and (7) Africa as a strong, united, resilient and influential global payer and partner. It also lists 15 flagship projects, including "Integrated High Speed Train Network," "Formulation of an African Commodities Strategy," and "Establishment of the African Continental Free Trade Area (AfCFTA)" (Ministry of Foreign Affairs (2022b)).

AUDA-NEPAD, mandated to the implementation and coordination of continental policies at regional and national level, recognizes the limitation of the traditional 'silo' approach to development, and promotes a more sustainable integrated delivery model for greater transformative and sustained impacts at the community, national and regional spheres. Furthermore, institutional coordination will be required, in addition to alignment between the country's existing development priorities and plans with the domestication, monitoring and reporting of the Agenda 2063.

2-4-2 Origin and History of AUDA-NEPAD

The origin of AUDA-NEPAD goes back about 20 years. The Organization of African Unity (OAU), a predecessor organization of the AU, adopted the New African Initiative (NAI) at its July 2001 session as a plan to develop Africa on its own. It was renamed the New Partnership for Africa's Development (NEPAD) 3 months later in October of the same year.

NEPAD is a combination of two original African revitalization plans. The first is the Millennium Partnership for the African Recovery Programme (MAP) which began to be formulated around 1999 by President Thabo Mbeki of South Africa, along with Nigerian President Olusegun Obasanjo and Algerian President Abdelaziz Bouteflika, and the second is the Omega Plan for Africa, which was conceived by Senegal President Abdoulaye Wade at about the same time. The OAU agreed to integrate these 2 projects at a summit meeting in March 2001, and was later approved as an official development plan of the OAU jointly proposed by 5 countries: South Africa, Nigeria, Algeria, Senegal and Egypt, in July 2001.

The OAU evolved and renamed into the African Union (AU) in July 2002, and set up a Secretariat in South Africa to promote NEPAD. Led by the Dr. Mayaki, who assumed the post of Secretary General of NEPAD Secretariat in 2009, the Secretariat was reorganised as the NEPAD Planning and Coordination Agency (NPCA) in 2010, and in 2019, it was evolutionarily reorganised into the current AUDA-NEPAD, and Dr. Mayaki became the first CEO. The AUDA-NEPAD Secretariat is supervised by the steering committee, which is established within the AU, and by the leadership committee, which is an umbrella organization for the steering committee (Ministry of Foreign Affairs (2022b)) (Sunahara (2022)).

With regard to NEPAD, each donor country has referred to its efforts and assistance to Africa through NEPAD from the beginning in their strategy documents (Figure 11). NEPAD has been mentioned frequently in Government of Japan speeches and declarations at TICAD. In addition, although the actual involvement

is limited, there are descriptions in various Chinese documents that actively provide assistance to Africa through NEPAD.

Figure 12 Reference to NEPAD in strategy documents of key donors and development partners

Strategy documents of donor countries, regions, and international organizations		What is mentioned
United Nations	The Johannesburg Declaration on Sustainable Development (2002)	<ul style="list-style-type: none"> It states that it welcomes and directs stronger regional groups and alliances such as NEPAD to promote regional cooperation, improve international cooperation and promote sustainable development.
	Proposed Strategy Document – Advocacy and Communications Campaign for the NEPAD (2004)	<ul style="list-style-type: none"> A document issued by the United Nations Office of the Special Adviser on Africa, tasked with coordinating global advocacy for NEPAD assistance, provides a framework for advocacy and communication campaigns to support the implementation of NEPAD.
United States of America	Strategic Plan FY 2004 -2009 (2003)	<ul style="list-style-type: none"> It states that it work with NEPAD, which emphasizing good governance, the rule of law, and investment in people, and pursuing policies that address development in the context of national interests as a partnership based on priorities determined by the African side, rather than relying on the African side's requirements as viewed by donors illustrates African leaders' vision of how Africa should be responsible for its development.
United Kingdom	Eliminating World Poverty: Making Governance Work for the Poor (2006)	<ul style="list-style-type: none"> Peer reviews by the AU and NEPAD are beginning to show how to improve governance.
Germany	Africa and Europe - A new partnership for development, peace and a better future: Cornerstones of a Marshall Plan with Africa (2017)	<ul style="list-style-type: none"> The launch of the AU and the launch of NEPAD are indications that Africa wants to make a new start, and Germany and Europe need to listen to African countries and move away from the concept of donors and beneficiaries to an economic partnership based on initiative and ownership.
	Shaping the future with Africa: The Africa Strategy of the BMZ (2023)	<ul style="list-style-type: none"> It states that it expands its cooperation with African continental and regional institutions such as the AUDA-NEPAD and the African Development Bank.
EU	Towards a global partnership for sustainable development (2002)	<ul style="list-style-type: none"> It says it builds a framework for regional and sub-regional cooperation to address sustainability challenges in ongoing initiatives such as NEPAD.
	EU Strategy for Africa (2005)	<ul style="list-style-type: none"> While the AU and NEPAD present political and economic roadmaps and visions for the future in Africa, they state that the road to sustainable development in Africa remains long.
	The EU, Africa and China: Towards trilateral dialogue and cooperation (2008)	<ul style="list-style-type: none"> In addition to the creation of the AU and the strengthening of the role of RECs, the NEPAD and the AU Strategic Plan (2004 - 2007), as blueprints for Africa's economic development, state that they have become fundamental reforms in Africa's view of itself and how Africa engages with external partners.
China	Consolidating China-Africa Traditional Friendship and Deepening China-Africa All-round Cooperation (2004)	<ul style="list-style-type: none"> Citing the formation of the AU and the formulation of NEPAD as examples of solidarity and self-strengthening by African countries, he stated that China supports the development of the AU and the implementation of NEPAD.
	Joint Communiqué of the Third Round of Political Consultations between Chinese and African Foreign Ministers (2013)	<ul style="list-style-type: none"> In order to promote connectivity and integration, Japan will continue to deepen cooperation with African countries, the AU, RECs, and NEPAD organizations to help Africa realize its development potential.
	China-Africa Cooperation Vision 2035 (2021)	<ul style="list-style-type: none"> It states that it is actively participating in the implementation of continental scale projects such as the AUDA-NEPAD.
Japan (including statements at TICAD)	Prime Minister Koizumi's Opening Remarks at the TICAD Ministerial Level Meeting and Foreign Minister Tanaka's Speech (2001)	<ul style="list-style-type: none"> It welcomes the fact that NEPAD has been formulated as a comprehensive African development strategy by African countries as a whole and concrete efforts are being made toward its implementation and proposed that dialogue be deepened with a view to organic coordination between the TICAD and NEPAD processes.
	Chairman's Statement of the TICAD Ministerial Meeting (2001)	<ul style="list-style-type: none"> It is said that the spirit and goals of NEPAD are in line with those proposed by TICAD.
	Prime Minister Koizumi's Keynote Address at TICAD III (2003)	<ul style="list-style-type: none"> The most important theme of TICAD III is "gathering the wisdom and experience of the international community in African development to support NEPAD."

Strategy documents of donor countries, regions, and international organizations		What is mentioned
	TICAD 10 Anniversary Declaration (2003)	<ul style="list-style-type: none"> The TICAD process, together with NEPAD, states that it will challenge Africa's vision of turning the 21st century into an African century by maximizing resources, benefiting from trade and investment for autonomous and sustainable development.
	TICAD III Chair's Summary (2003)	<ul style="list-style-type: none"> At TICAD III, the future direction of the TICAD process, including support for NEPAD, was discussed, and the establishment of a follow-up mechanism was proposed to coordinate with NEPAD and all stakeholders. He also expressed his hope that TICAD would become a platform to mobilize support from the international community for NEPAD.
	TICAD IV Yokohama Declaration (2008)	<ul style="list-style-type: none"> Participants at TICAD IV stated that they confirmed the need to work actively with African governments, the AU and relevant organizations, in particular NEPAD, to resonate and effectively coordinate efforts to support African development.
	Communique of the First TICAD Ministerial Follow-up Meeting (2009)	<ul style="list-style-type: none"> It stresses the importance of closer collaboration between the African Union, NEPAD, RECs and TICAD IV programmes, particularly in infrastructure development projects and trade and investment promotion programmes, in order to accelerate growth and effectively reduce poverty across the continent.
	TICAD V Yokohama Declaration 2013 (2013)	<ul style="list-style-type: none"> Taking into account the NEPAD program, it is said that it would promote a new development framework with development partners, the private sector, civil society and academia.
	TICAD VI Nairobi Implementation Plan (2016)	<ul style="list-style-type: none"> It says that it would accelerate Africa's initiatives such as the African Infrastructure Development Programme (PIDA) between the African Union and NEPAD.
	TICAD 7 Yokohama Declaration 2019 (2019)	<ul style="list-style-type: none"> it welcomed the transition of NEPAD to AUDA-NEPAD.

2-4-3 Cooperation between AUDA-NEPAD and Japan/JICA

At the G8 Kananaskis Summit held in June 2002, the year following the AU's announcement of NEPAD, Africa's development was at the centre of the agenda, and the Africa Action Plan was formulated to support NEPAD. As a member of the G8, Japan committed to supporting and cooperating with the Action Plan, which listed priority areas to be addressed, including strengthening institutions and governance, trade, economic growth, promoting sustainable development, debt relief, health, and increasing agricultural productivity.

In the following year, 2003, at TICAD III, the Government of Japan welcomed Africa's announcement of NEPAD and put the coordination with NEPAD at the centre of the agenda. Japan has made it clear that it will support Africa's own development efforts by dispatching personnel and providing technical assistance to the NEPAD Secretariat.

Subsequently, as mentioned above, since NEPAD has been enriched in terms of both quality and quantity under Dr. Mayaki who started to serve as the Executive Director in 2009, JICA concluded the Memorandum of Cooperation (MOC) with the NPCA in 2014 and has gradually expanded its cooperation into five areas, including regional integration, the Africa Kaizen Initiative, the Initiative for Food and Nutrition Security in Africa (IFNA), Home Grown Solutions (HGS) Accelerator Program, and the Africa Policy Bridge Tank (APBT research cooperation), with dispatching personnel from Japan. At present, the AUDA-NEPAD Secretariat in Midrand in South Africa is staffed by a number of JICA experts (5 experts as of March 2024), who are engaged in various initiatives mentioned-above related to African development.

Some examples of JICA's specific cooperation are discussed in more detail in the next chapter, support for the functionalization of One-Stop Border Post (OSBP) has been provided as part of cross-country

infrastructure development. OSBP is a mechanism to improve immigration, customs, and quarantine procedures, which were previously implemented in both countries, so as to facilitate smooth border crossing of people and goods at the border. In addition to the OSBP, African countries are cooperating with the Home Growth Solutions (HGS) project launched by AUDA-NEPAD in 2020, which aims to solve social problems in the fields of health and medical care using African private companies.

According to former AUDA-NEPAD official, JICA and AUDA-NEPAD hold the AUDA-NEPAD/JICA Annual Consultation Conferences (A-JACC), and open discussions are held to share details of the progress and challenges of cooperation between both sides, which is one of the reasons for strengthening the cooperative relationship between JICA and AUDA-NEPAD.

2-4-4 TICAD and AUDA-NEPAD

A formal policy document of the OAU detailing the NEPAD was produced by The Heads of State and Government Implementation Committee (HSGIC) of the OAU, in Abuja, Nigeria, on October 23, 2001, 3 months after the adoption of NEPAD at the OAU General Assembly. The 67-page document starts with a political and economic analysis of Africa's position in the international community and divides it into 207 sections that address the importance of African leaders' political will, the conditions for achieving sustainable development, priority issues and necessary measures.

Section 42 of the document states: "NEPAD recognizes that in the past there have been attempts to develop a continent-wide development program. These have not been very successful for a variety of internal and external reasons, including doubts about Africans' own leadership and ownership, "which frankly acknowledges that lack of ownership by African countries has been a drag on African development (HSGIC (2001)).

As is mentioned, the Tokyo Declaration of TICAD I in 1993, did not use the term "ownership," but instead confirmed the importance of "self-help effort of African countries". In the Tokyo Agenda for Action of TICAD II, the terms "ownership" and "partnership" are clearly stated. The NEPAD was formulated in 2001, and from a time series perspective, it is possible that the direction set out by TICAD I and II had an impact on the concept of NEPAD by African leaders.

In this study, we interviewed several former officials and experts of international organizations about the relationship between TICAD and the birth of NEPAD. There was a response that denied the relationship between NEPAD and African leaders, saying, "NEPAD was conceived independently by African leaders," but a former high-ranking official of the United Nations from Africa, who was involved in the creation of NEPAD as an official, gave testimony that affirmed the relationship between the two sides.

According to the interviewee, the UNECA, under the auspices of the United Nations Economic and Social Council, based in Addis Ababa, the capital of Ethiopia, became aware of the need to launch African development initiatives on its own after TICAD II in 1998. At the summit level, South African President Mbeki, Nigerian President Olusegun Obasanjo and Senegalese President Wade demonstrated leadership in compiling the initiative and succeeded in garnering support from the G8, including Japan. "TICAD helped

steer Africa toward ownership and partnership" the former official said, noting that TICAD discussions helped formulate NEPAD.

In the UN Secretary-General's report "Road map towards the implementation of the United Nations Millennium Declaration" submitted to the UN General Assembly in 2001, although there was no direct mention of the impact of TICAD discussions, it was mentioned that NAI, the precursor to NEPAD, is an initiative that emphasizes African ownership and management. Since the UN Millennium Summit in 2000, African leaders have indicated a greater determination to take ownership of the African continent for the future.

As mentioned above, the term "ownership" is used in the context of development assistance in the OECD document "Shaping the 21 Century: The Contribution of Development Co-operation (DAC's New Development Strategy)" released in 1996. When African leaders envisaged NEPAD, "ownership" was not a TICAD proprietary patent. However, the concept of NEPAD was conceived by the OAU, the predecessor of the AU, and the UNECA, before the 9.11 terrorist attacks in the United States and before European and American donors returned to support Africa. TICAD focused on African development in the 1990s, when Western donors were suffering from "aid fatigue," and was an exceptional donor at the time. Given the unique value of TICAD in the 1990s and the veracity of the testimonies of the former senior officials who were actually involved in the formation of NEPAD, it seems certain that TICAD had an impact on the birth of NEPAD. In addition, in the Plan of Implementation of the World Summit on Sustainable Development issued in 2002, it is specifically stated that "the international community welcomes NEPAD and commits to implementing this vision, including, in particular, taking advantage of the benefits of South-South cooperation supported by TICAD.". In the following year, at TICAD III in 2003, which was not long after the NEPAD was launched, Japan announced that it would strengthen its cooperation with the NEPAD, leading to a strong relationship between Japan and the AUDA-NEPAD that continues to this day.

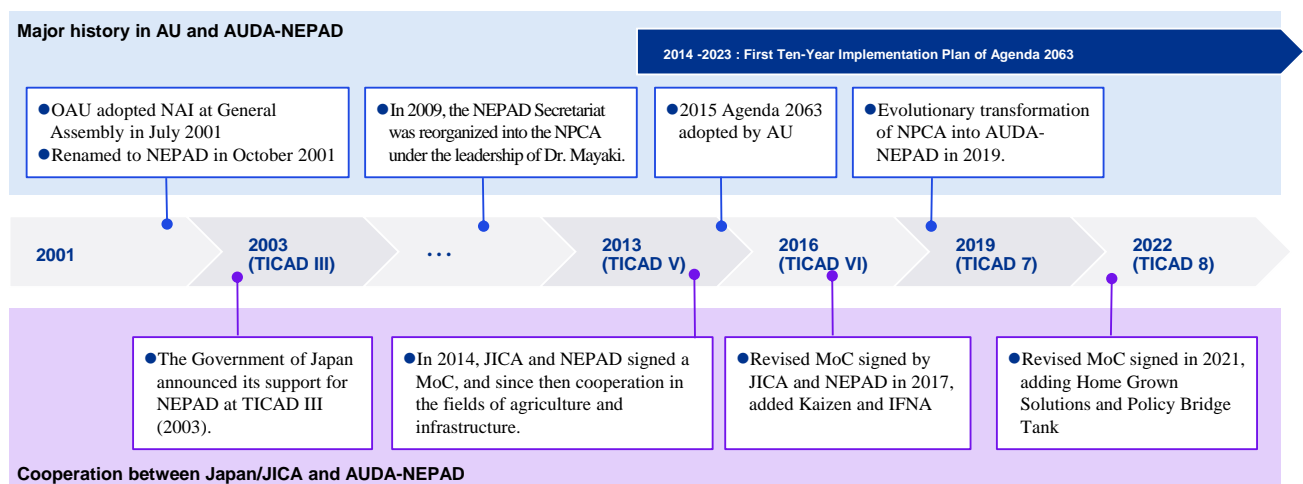


Figure 13 History in AUDA-NEPAD and its relationship with Japan/JICA

2-5 Trends in direct investment from Japan to Africa (including through third countries)

This chapter analyses trends in direct investments from Japan (including investments through third

countries) from 2012 to 2023 or the last 5 years (2019 to 2023) using fDi markets, a database of foreign direct investment provided by the Financial Times. Points to note in this analysis are as follows.

- The analysis data do not show the stock of direct investment (the total level of direct investment at a given time), but only the inflow amount (the amount of cross-border transactions related to direct investment over a certain period). The outflow amount, such as sales of local companies by Japanese companies, is not included in the fDi markets data and is therefore not included in the analysis. Due to these restrictions, the figures in fDi markets do not necessarily correspond to the FDI-related figures published by Japanese government agencies and international organizations.
- Direct investment from Japan is referred to as "direct investment," and investment from Japan via a third country is referred to as "indirect investment" for convenience.
- The criteria for direct investment and indirect investment are that the Japanese company as the investor owns at least 10% of common shares with voting rights in the investee.
- In the case of indirect investment, if the investment year of the third-country company to Africa is before the Japanese company acquires or invests in the third-country company, the inflow year will be modified to the year that the Japanese company acquired or invested in the third-country company. (Example: If Company A invests in Africa in 2015 and a Japanese company acquires Company A in 2017, the inflow year is 2017.) If the investment year of the third-country company is after the Japanese company acquired or invested in the third-country company, the inflow year will be the actual investment year.
- Mitsubishi Corporation invests in BBOX and Marubeni Corporation invests in Azuri Technologies in the U.K., but the exact ownership ratio is not disclosed. Therefore, in this analysis, it is assumed that the shareholder holds at least 10% of the common stock and is included in indirect investments.

2-5-1 Trends in Amount of Direct and Indirect Investment and Number of Projects from Japan (2012-2023)

Trends in Amount of Direct and Indirect Investment and Number of Projects are shown in Figure 13 and 14. Although data from 2003 onward is available in the fDi markets database, there were no investment projects that appear to be indirect investment from Japan from 2003 to 2011, and indirect investment projects were identified from 2012 onward. Therefore, graphs for changes in the number of direct and indirect investment projects were created with 2012 as the starting point.

Although there was no significant increase in direct investment immediately after TICAD V in 2013, 2016 recorded an inflow of US \$3,034 million, the largest inflow since 2012. It is possible that the focus on the private sector at TICAD V contributed to this background. Overall, although inflows decreased significantly after 2020 due to the impact of the COVID-19 pandemic, they showed a recovery trend in 2023. Major investments in 2016, 2017, and 2019, which had particularly large inflows, were fossil fuel-related

investments in Tanzania and Botswana in 2016 (invested by Koyo Soken and Marubeni), shipping-related investments in Egypt in 2017 (invested by Nippon Yusen, Mitsui O.S.K. Lines, Kawasaki Kisen), automobile-related investments in Algeria, South Africa, and Angola in 2019 (invested by Nissan and Toyota), and solar power-related investments in Zambia (invested by Toyota Tsusho). As for the relationship between the Toyota Tsusho Group and Angola in particular, in 1991 Toyota established Toyota de Angora (renamed CFAO Motors Angola in 2022), the first business investment in Africa, in a 50-50 joint venture with Lonrho, a British trading company. In 2020, Toyota de Angora opened the Toyota Angola Academy under the umbrella of the Angolan National Institute for Employment and Vocational Training (INEFOP) to train instructors in automobile maintenance, and the local subsidiary and JICA provide technical guidance. This academy was established based on the MOU signed between Toyota Tsusho and INEFOP at TICAD7, and it can be said that TICAD contributed to strengthening the relationship between private companies and Africa. It should be noted that a major investment in 2023 was the establishment of its own bases in 18 African countries by GoGlobal, which supports the introduction of overseas human resources and the establishment of local subsidiaries. The fact that the number of projects in the same year was relatively large relative to the amount of inflow is also due to the company's expansion into multiple bases. This move by the company indicates the high potential for Japanese companies to expand into Africa and for Japanese companies to utilize human resources in Africa in the future.

As for indirect investment, projects can be confirmed from 2012. Although the amount of inflow fluctuates depending on the year, it seems to have been on a gradual upward trend through 2019 before the COVID-19 pandemic. In particular, most of the investment in Côte d'Ivoire in 2019 was related to real estate (construction of commercial facilities) by the CFAO of France, which is a wholly-owned subsidiary of Toyota Tsusho. In order to develop markets in French-speaking Africa, Toyota Tsusho took an equity stake in the CFAO of France in 2012 and made it a wholly-owned subsidiary in 2016. In Côte d'Ivoire, the CFAO is involved in various fields such as manufacturing, food and beverage, retail distribution, and automobile sales. In fiscal 2022, Toyota Tsusho became the first Japanese company to reach 1 trillion yen in sales from its African business. Major indirect investment in 2023, when the COVID-19 pandemic began to diminish, was Mitsui & Co.'s participation in Wadi Poultry S.A.E of Egypt (through a holding company in Dubai) in 2013, which invested in a poultry business in Kenya.

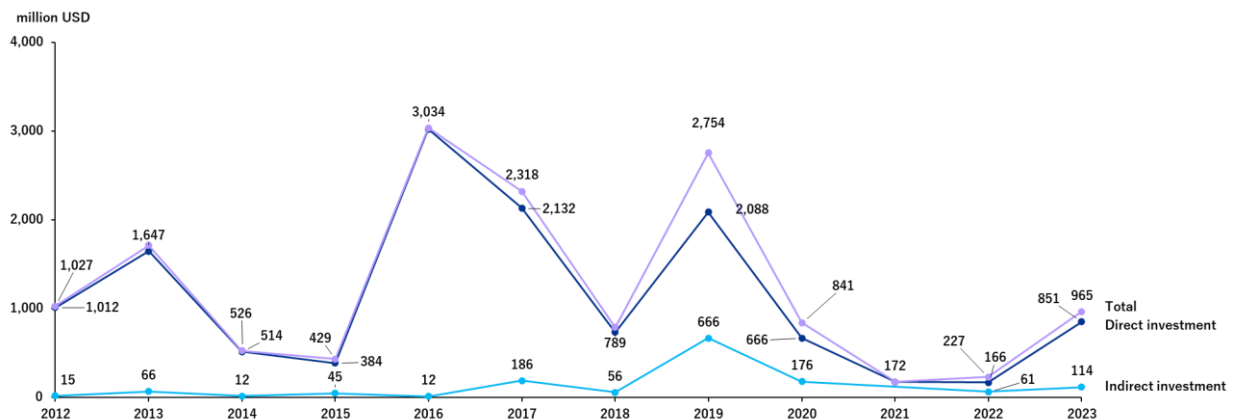


Figure 14 Trends in direct and indirect investment inflows

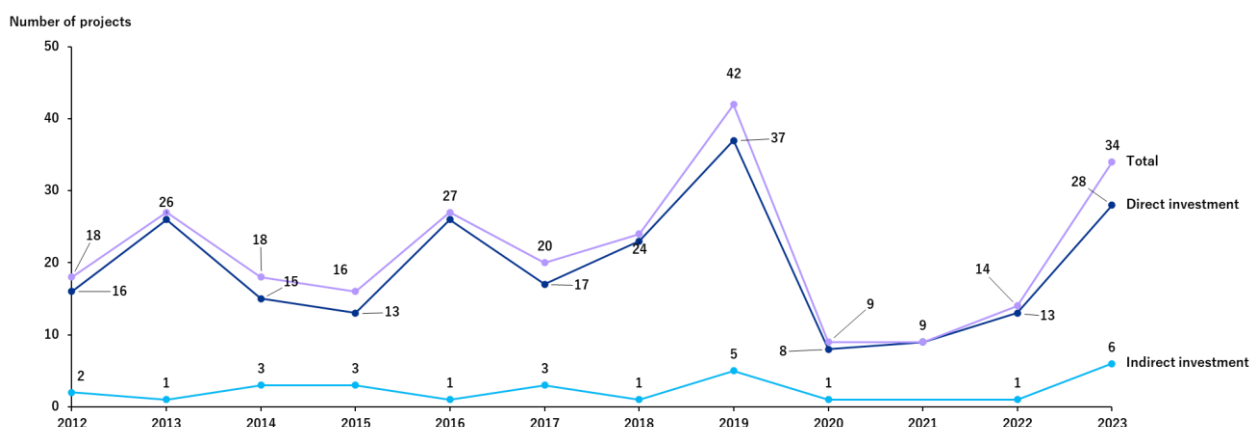


Figure 15 Trends in number of direct and indirect investment projects

2-5-2 Sector Breakdown by Direct and Indirect Investment amount (2019-2023)

Figure 15, 17 and 19 show the sector breakdown of direct and indirect investment over the last 5 years. Figure 16, 18 and 20 show the major countries and amounts of investment in the top 3 sectors.

As for direct investment, prior to 2018, many investments were related to resource extraction such as fossil fuels. However, since 2019, automobile manufacturing and business services (human resource services by GoGlobal mentioned above) have become major investment sectors. This indicates that investment businesses are shifting to secondary and tertiary industries. In addition, it can be seen that renewable energy, which considers the environment and sustainability, has become the mainstream in the energy sector despite the decrease in projects related to resource extraction. In addition, although not in the top ranking in terms of amount, industrial equipment ranks next to business services and automobile manufacturing in the number of projects, including machinery-related projects by DMG Mori Seiki, Komatsu, Torishima Pump Works, and others.

As for indirect investment, projects related to real estate (construction of commercial facilities) by CFAO to Côte d'Ivoire account for more than 60% of the total amount of inflow. In addition, projects in the food and beverage sector, which had no direct investment between 2019 and 2023, account for 9% of the total amount (aforementioned Mitsui & Co.'s participation in Wadi Poultry S.A.E). Investment in Morocco shows the inflow of 1 wind power plant construction project by a power generation company and a construction management company in which Mitsui & Co. and EDF Energy Renewables of France invested 40% and 60%, respectively.

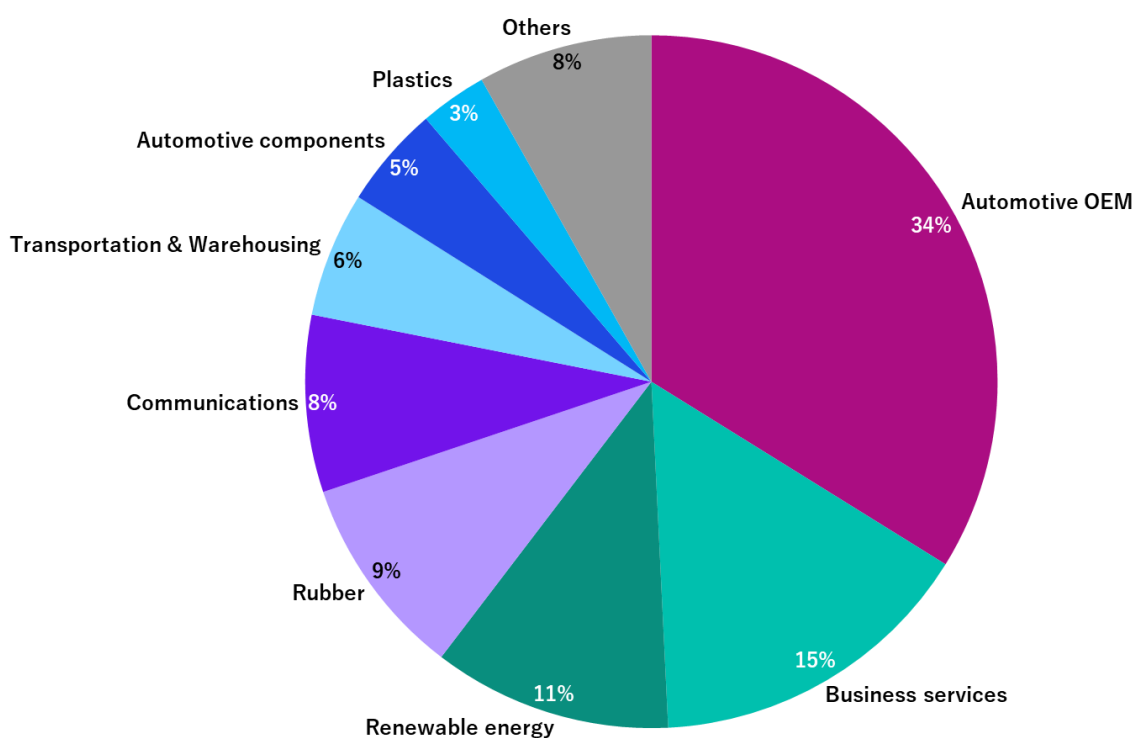


Figure 16 Sector Breakdown by direct investment amount (2019-2023)

Figure 17 Major countries and amounts of investment in the top 3 sectors for direct investment (2019-2023)

Unit: million USD

Country name	Amount of inflow (total 2019 - 2023)
Automotive OEM	
South Africa	452.8
Algeria	309.7
Angora	200.0
Business services	
Morocco	63.3
South Africa	55.6
Egypt	49.4
Renewable energy	
Zambia	393.2
South Africa	46.6

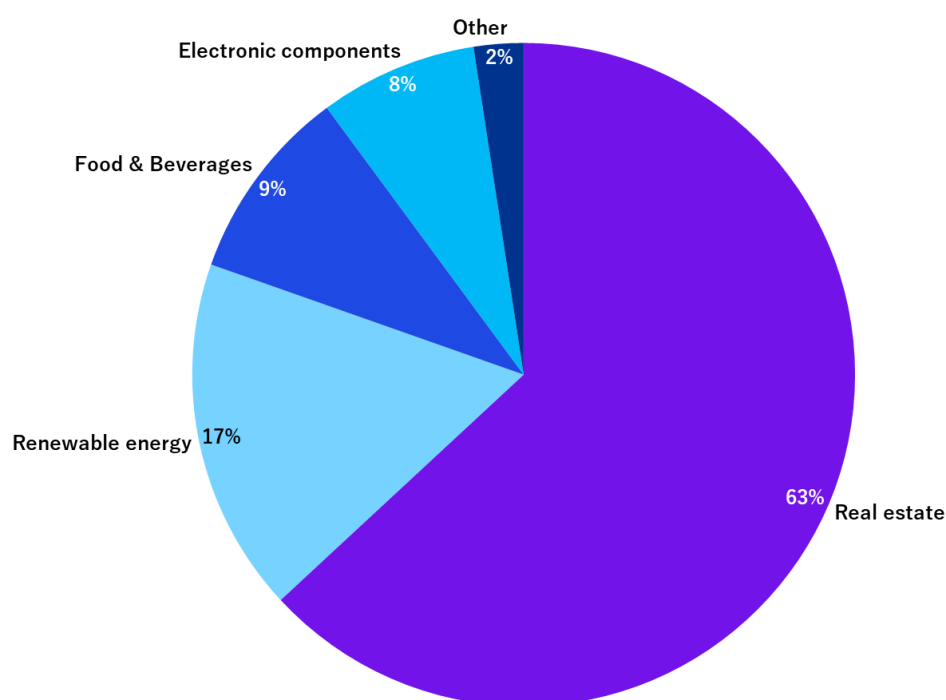


Figure 18 Sector breakdown by indirect investment amount (2019-2023)

Figure 19 Major countries and amounts of the top 3 sectors in indirect investment (2019-2023)

Unit: million USD

Country name	Amount of inflows (total 2019 - 2023)
Real estate	
Cote d Ivoire	640.9
Renewable energy	
Morocco	175.5
Food & Beverages	
Kenya	96.4

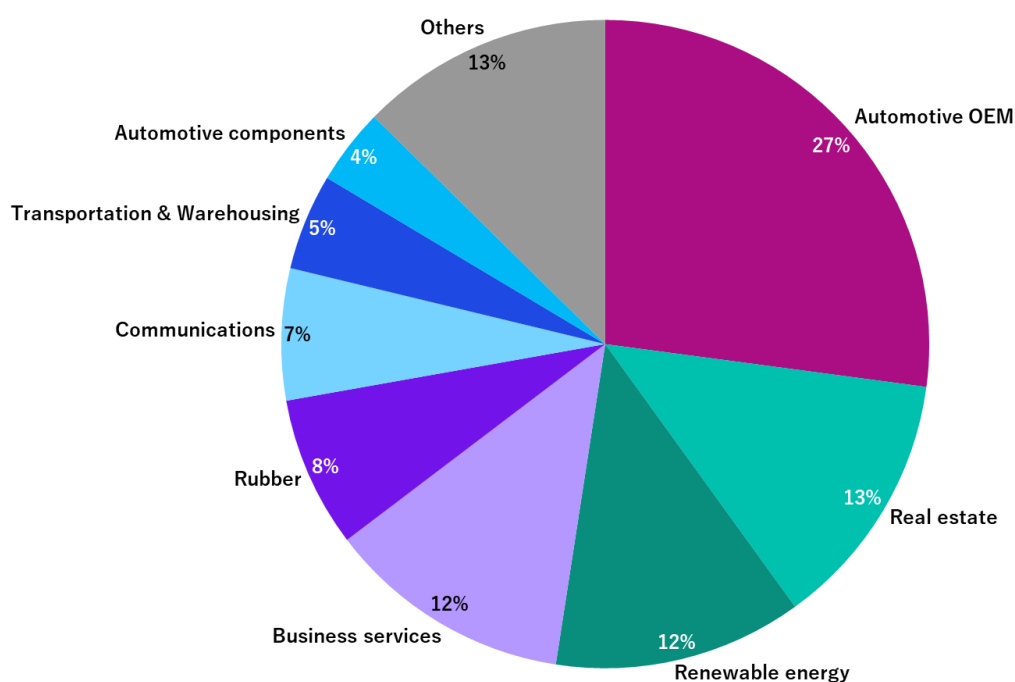


Figure 20 Sector breakdown by direct and indirect investment amount (2019-2023)

Figure 21 Major investment destination countries and amount of Top 3 sectors in direct and indirect investment (2019-2023)

Unit: million USD

Country	Amount of inflows (total for 2019 - 2023)
Automotive OEM	
South Africa	452.8
Algeria	309.7
Angora	200.0
Real estate	
Cote d Ivoire	640.9
Renewable energy	
Zambia	393.2
Morocco	175.5
South Africa	46.6

2-5-3 Destination countries of direct and indirect investment (2019-2023)

Figure 21 to 23 show the breakdown of direct and indirect investment by sector over the last 5 years. Countries with high GDP, such as South Africa, Egypt, and Morocco, rank among the top destinations for investment, while the destination countries of Toyota Tsusho and CFAO's investments such as Zambia (where Toyota Tsusho invested in solar power project) and Côte d'Ivoire (where CFAO invested in construction project of commercial facilities) also account for a large share of investment.

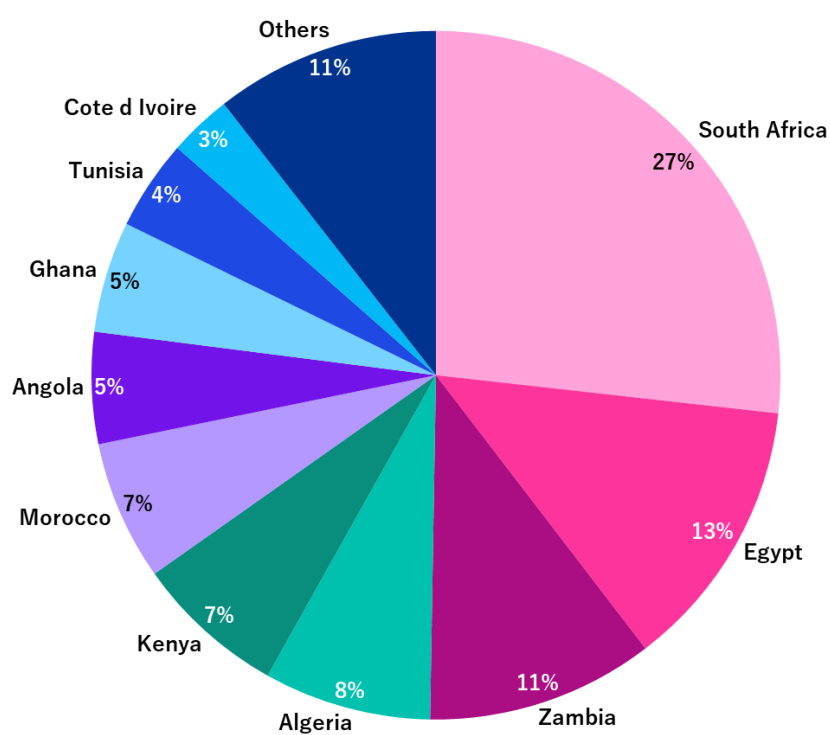


Figure 22 Direct investment amount by destination countries (2019-2023)

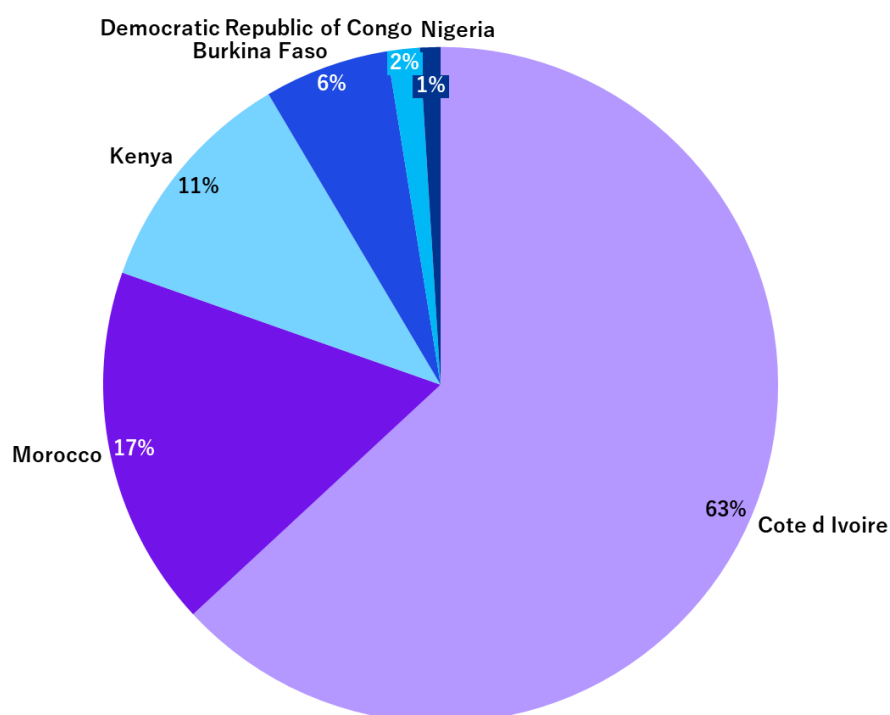


Figure 23 Indirect investment amount by destination countries (2019-2023)

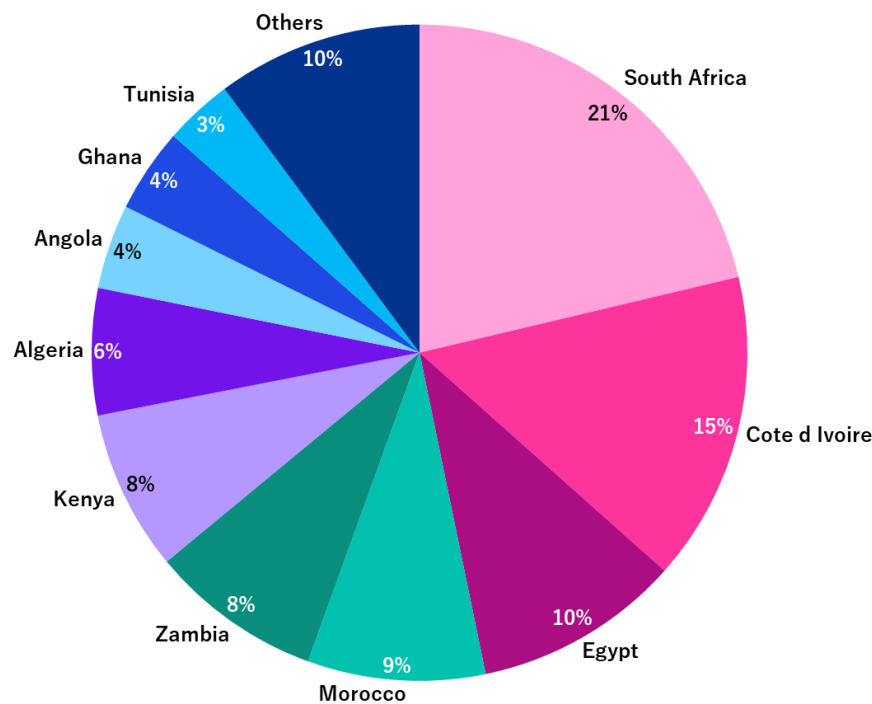


Figure 24 Direct and indirect investment amount by destination countries (2019-2023)

2-5-4 Breakdown of Indirect Investment by Third Countries (2012-2023)

Figure 24 shows a list of third countries of indirect investment between 2012 and 2023, as well as a breakdown of the amount of investment and the number of projects through each country. Since CFAO, a wholly-owned subsidiary of Toyota Tsusho, is located in France, France accounts for the majority of investment and projects. Most of the other countries through which investments are made are in Europe, and from Asia, only Singapore. Regarding the indirect investment project through Singapore, Ocean Network Express, which was established in Singapore by Nippon Yusen, Mitsui O.S.K. Lines, and Kawasaki Kisen in 2017, newly established its own office near the Port of Mombasa in Kenya in 2023. As JICA has cooperated for the development of Mombasa Port for many years, it is possible that the development of Mombasa Port with the cooperation of JICA was one of the factors behind the expansion of Ocean Network Express into Kenya.

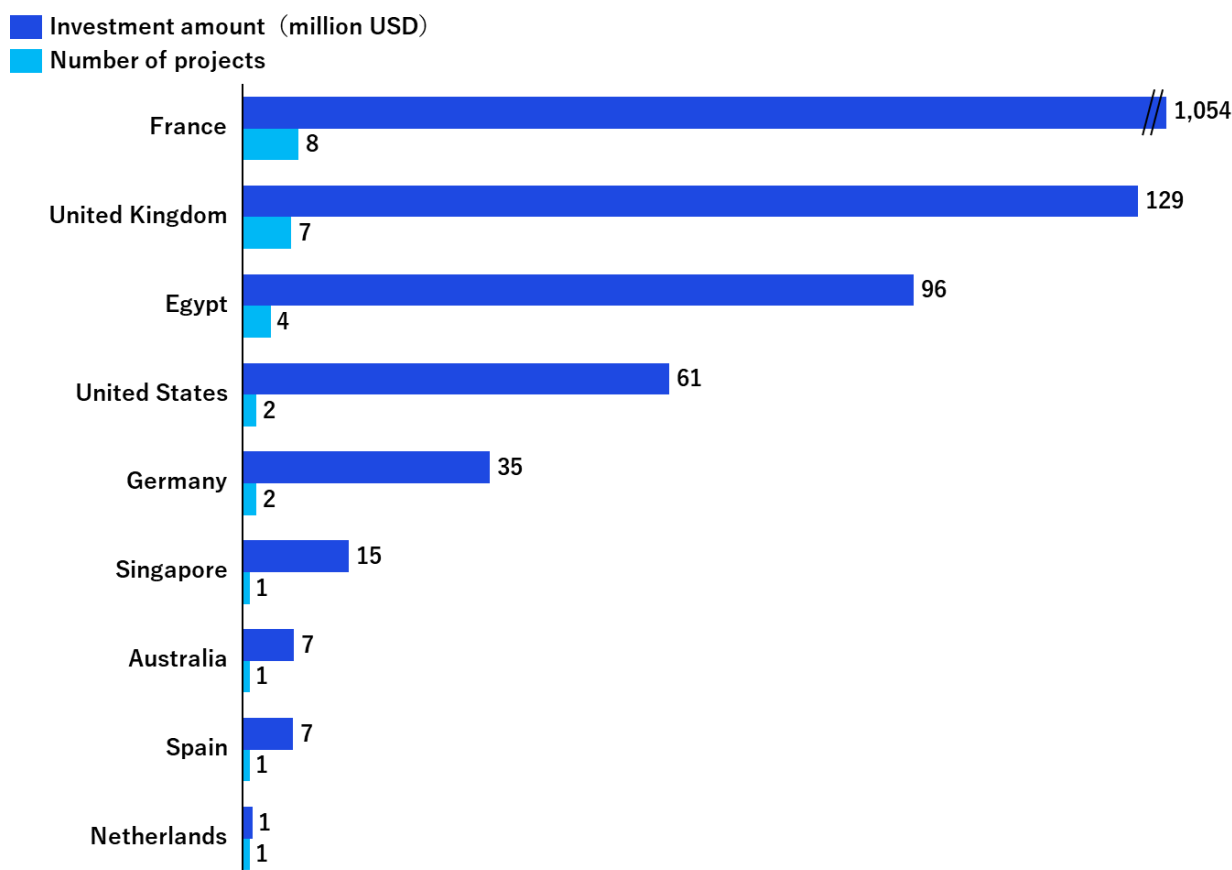


Figure 25 Amount of investment and number of projects in indirect investment by third countries (2019-2023) ⁷

2-5-5 List of Major Investing Companies and Projects (2019-2023)

The lists of major investment source companies and projects in direct investment and indirect investment from 2019 to 2023 are shown in Figure 25 to 28.

Figure 26 List of investment source companies with the largest number of projects in direct investment (2019-2023)

Parent Company	Investing Company	Sector	Number of projects
GoGlobal	GoGlobal	Business services	18
Toyota motor	Toyota South Africa	Automotive components, Automotive OEM, Renewable energy	4
	Toyota Tsusho	Automotive OEM, Renewable energy	3
	Toyota Motor	Automotive OEM	2
	total		9

⁷ In Egypt, Mitsui & Co. invested in Wadi Poultry S.A.E, which had invested in Kenya in 2013, through a holding company in Dubai in 2023.

Parent Company	Investing Company	Sector	Number of projects
Sumitomo Group	Sumitomo Group	Automotive components	2
	Sumitomo Electric Wiring Systems Europe	Automotive components	1
	Sumitomo Rubber South Africa	Rubber	1
	Sumitomo Rubber	Rubber	1
	total		5
Nissan	Nissan	Automotive OEM	3
	Nissan Motor	Automotive OEM	1
	total		4
Nippon Telegraph & Telephone (NTT)	Dimension Data Holdings (DiData)	Communications, Software & IT services	2
	NTT Data	Software & IT services	1
	Everis	Business services	1
	total		4

Figure 27 List of Indirect Investment Source Companies (2019-2023)⁸

Investing Company	Country of Location	Relationship with Japanese Companies	Sector	Number of Projects
Wadi	Egypt	Mitsui & Co. invested in Dubai via a holding company in 2023	Food & Beverages	4
BBOXX	UK	Mitsubishi Corporation has participated in equity since 2019	Electronic components	3
Azuri Technologies	UK	Marubeni is the largest shareholder since 2019	Consumer electronics	2
CFAO Group	France	Toyota Tsusho's wholly-owned subsidiary	Automotive OEM, Real estate	2
EDF Energy Renewables	France	Mitsui & Co. takes 40% stake in wind farm project in Morocco	Renewable energy	1
Ocean Network Express	Singapore	Nippon Yusen, Mitsui O.S.K. Lines and Kawasaki Kisen established in 2017	Transportation & Warehousing	1

⁸ Regarding Wadi's investment, although the projects are divided, it appears one single investment in Kenya since all the projects were around the same time. Although Mitsui & Co. invested in Wadi in 2023, Wadi actually invested in Kenya in 2013.

Figure 28 Top 25 Direct Investment Projects (2019-2023)

Project date	Investing company	Parent company	Destination country	Sector	Capital investment
Feb 2019	Nissan	Nissan	Algeria	Automotive OEM	309.7
Aug 2020	Dimension Data Holdings (Di-Data)	Nippon Telegraph & Telephone (NTT)	South Africa	Communications	306.5
Apr 2019	Nissan	Nissan	South Africa	Automotive OEM	213.1
Sep 2019	Toyota Motor	Toyota Motor	Angola	Automotive OEM	200.0
Sep 2019	Toyota Tsusho	Toyota Motor	Zambia	Renewable energy	196.6
Sep 2019	Toyota Tsusho	Toyota Motor	Zambia	Renewable energy	196.6
Aug 2019	Sumitomo Rubber	Sumitomo Group	Egypt	Rubber	166.1
Jul 2023	Mitsui OSK Lines (MOL)	Mitsui OSK Lines (MOL)	Kenya	Transportation & Warehousing	164.6
Feb 2020	Toyota South Africa	Toyota Motor	South Africa	Automotive OEM	162.5
Dec 2020	Toray Industries	Toray Industries	Tunisia	Plastics	123.4
Mar 2019	Suzuki Motor	Suzuki Motor	Ghana	Automotive OEM	89.0
Aug 2019	Toyota Motor	Toyota Motor	Cote d Ivoire	Automotive OEM	89.0
Nov 2019	Toyota Tsusho	Toyota Motor	Ghana	Automotive OEM	89.0
Nov 2019	Bridgestone	Bridgestone	Cameroon	Rubber	69.9
Nov 2019	Bridgestone	Bridgestone	Kenya	Rubber	69.9
Oct 2023	Itochu	Itochu	Egypt	Coal, oil & gas	63.4
Jul 2019	Nippon Express France (NEF)	Nippon Express	Morocco	Transportation & Warehousing	51.0
Jan 2021	Sumitomo Group	Sumitomo Group	Morocco	Automotive components	51.0
Jan 2023	Toyota South Africa	Toyota Motor	South Africa	Renewable energy	46.6
Mar 2019	Nissan Motor	Nissan	Egypt	Automotive OEM	45.9
Mar 2019	Nissan	Nissan	Egypt	Automotive OEM	45.9
Aug 2020	Suzuki Auto South Africa	Suzuki Motor	South Africa	Automotive OEM	41.0
Mar 2023	Sumitomo Rubber South Africa	Sumitomo Group	South Africa	Rubber	40.8
Aug 2023	Egypt Otsuka	Otsuka Holdings	Egypt	Consumer products	38.8
Oct 2019	Toyota South Africa	Toyota Motor	South Africa	Automotive OEM	36.2

Figure 29 List of indirect investment projects (2019-2023)

Project date	Investing company	Japanese affiliates	Source country	Destination country	Sector	Capital investment
2019	CFAO Group	Toyota Tsusho	France	Cote d Ivoire	Real estate	640.9
2020	EDF Energy Renewables	Mitsui & Co.	France	Morocco	Renewable energy	175.5
2022	BBOXX	Mitsubishi Corporation	United Kingdom	Burkina Faso	Electronic components	60.7
2023	Wadi	Mitsui & Co.	Egypt	Kenya	Food & Beverages	24.1
2023	Wadi	Mitsui & Co.	Egypt	Kenya	Food & Beverages	24.1
2023	Wadi	Mitsui & Co.	Egypt	Kenya	Food & Beverages	24.1
2023	Wadi	Mitsui & Co.	Egypt	Kenya	Food & Beverages	24.1
2019	BBOXX	Mitsubishi Corporation	United Kingdom	Democratic Republic of Congo	Electronic components	15.8
2023	Ocean Network Express	Nippon Yusen, Mitsui O.S.K. Lines, Kawasaki Kisen	Singapore	Kenya	Transportation & Warehousing	7.4
2023	CFAO Group	Toyota Tsusho	France	Nigeria	Automotive OEM	10.0
2019	Azuri Technologies	Marubeni	United Kingdom	Kenya	Consumer electronics	3.6
2019	Azuri Technologies	Marubeni	United Kingdom	Kenya	Consumer electronics	3.6
2019	BBOXX	Mitsubishi Corporation	United Kingdom	Kenya	Electronic components	1.7

3 Impacts of selected initiatives of JICA's cooperation

3-1 Food and Nutrition

3-1-1 CARD (Coalition for African Rice Development)

(1) Overview of the Initiative

Rice is the only grain of major consumption in Africa that has a high potential for expanding production within the region. Japan's rice assistance not only alleviates medium- to long-term food problems such as rising demand and grain prices, but also contributes to the promotion of rural areas' economy and reduction of poverty. JICA announced the establishment of CARD jointly with AUDA-NEPAD and the Alliance for a Green Revolution in Africa (AGRA) at TICAD IV in May 2008. CARD is a strategy to support self-help efforts to expand rice production in Africa and is aimed at working in partnership with interested rice-producing countries.

Phase 1 began in 2008 (TICAD IV), and as a result of implementing the following 4 approaches, the goal of "Doubled rice production in 10 years to 2018 (increased from 14 million tons/year to 28 million tons/year)" was achieved.

- Approaches which fit with each cultivation environment
- value chain approach
- human resources development approach
- South-South cooperation approach

Phase 2, which began in 2019 (TICAD 7), aims to further double rice production (increase from 28 million tons/year to 56 million tons/year) in the 12 years to 2030, and implements the RICE (Resilience, Industrialization, Competitiveness, Empowerment) approach.

Figure 30 Overview of CARD

Subject Country	Phase 1: 23 Countries Phase 2: 32 Countries
Implementation Period	Phase 1: 2008 - 2018 Phase 2: 2019 - 2030
Number of Items	Phase 1: 218 projects Phase 2: 12 projects (JICA projects only)
Relationship with AU Goals	<ul style="list-style-type: none">• Agenda 2063 Goal 5 " Modern Agriculture for increased productivity and production"• Consistent with the content of the AU initiative, the CAADP

(2) Contribution of CARD

JICA was the first to develop a strategy specifically for promotion of rice production. Continued efforts by JICA raised awareness of rice promotion among the African governments and other donor agencies, and expanded rice cultivation programs among donors. The CARD projects also led to positive social and psychological changes among farmers, including improved relationships, improved gender awareness, and

increased confidence in gaining new knowledge.

Impact at output level

- **Contribution through human resource development in Africa:** JICA has been contributing to the development of human resources who can contribute to the promotion of rice cultivation in Africa by strengthening various capacities of farmers, agricultural extension workers, and researchers regarding rice cultivation technology, seed production, and breeding and so on. For example, in cooperation with the International Rice Research Institute, 157 researchers and extension workers from 23 CARD countries have undergone third country training between 2011 and 2015.
- **Fostering a common understanding that "rice is important" to Africa**
 - In the early days of CARD, JICA was the first to develop a strategy specifically for the rice sector, and it was a pioneering effort. Considering the backdrop of the rapid increase in rice consumption within the African region, Japan has continued to emphasize the importance of rice production to the African government and related parties in order to foster a common understanding that rice is important.
 - In African countries, government commitments and ownership of rice promotion have improved, raising awareness of the importance of integration and alignment of the Government's top plan with the National Rice Development Strategy (NRDS).
- **Change in the attitude toward rice cultivation:** Rather than focusing only on the productivity and production volume of rice, CARD promoted the importance of raising price and quality competitiveness, which is a major issue in rice cultivation in Africa. This led to a change in Africa's attitude toward rice cultivation.
- **Improvement of farmers' livelihoods:** Many farmers have improved their livelihoods and are now able to spend cash on children's education, communications, medicine, homes, motorcycles and bicycles. Some farmers have developed business plans based on their financial knowledge gained through the CARD projects and received loans from financial institutions and private companies.
- **Improving Gender Awareness:** Awareness of women's roles has increased in both men and women, with women expressing their opinions and performing tasks that involve decision making rather than manual labour.

Impact at outcome level

- **Other donors' participation and promotion of investment:** Through continued efforts by JICA, African governments began to promote NRDS. Donors have come to recognize that cooperation in line with NRDS should be promoted in a way that respects African governments. Awareness among other donor agencies increased and interventions in the rice promotion sector were promoted. For example, in 2017, the Islamic Development Bank created a \$4.5 million rice program in the West

and East Africa region, and in 2023, the African Development Bank created a \$6.5 million rice regional program in 15 West African countries.

- **Broadening the content of rice cultivation cooperation, including capacity support for SMEs:** In order to distribute the harvested rice to the market, more support has been needed to improve management, financing and logistics capabilities. The scope of such support has been expanding, including support for private sectors to conduct business diagnoses, such as keeping books.

(3) Quantitative Evaluation

Using the data from the baseline and endline surveys of CARD projects conducted by JICA, we calculated the average increase in paddy rice productivity.^{9, 10} The results indicate that the paddy rice productivity increased by an average of 1.69 times. One of the best cases is the CARD project in Vakinankaratra, Madagascar, where paddy rice productivity rose 2.24 times.

There are 2 existing research papers that rigorously analysed the short-term effects, long-term effects, and spillover effects of CARD's training program, and we also summarize the results of these research here.

Data

- The analysis was conducted using data from 10 CARD projects by JICA, where data on paddy rice productivity exist for both the baseline and endline. The list of projects that were analysed is as shown in the following table.

Figure 31 List of CARD projects used for quantitative evaluation.

Project Name	Country	Start	End
Local Rice Promotion Project	Cote d'Ivoire	2014	2019
Project for Rice Productivity Improvement in Central Highland	Madagascar	2009	2015
Technical Assistance Support to Sustainable Irrigated Agriculture Development Project in Eastern Uganda	Uganda	2008	2011
Project for Sustainable Development of Rain-fed Lowland Rice Production in the Republic of Ghana	Ghana	2009	2014
Integrated Agricultural Development Project for Small Scale Farmers in Chokwe Irrigation Scheme	Mozambique	2007	2010
Project for Increasing Crop Production with Quality Extension Services in the Eastern Province	Rwanda	2010	2013
Project on Improvement of Rice Productivity for Irrigation Schemes in the Valley of Senegal	Senegal	2009	2014
Sustainable development of Rain-fed Lowland Rice Production Project, PHASE TWO	Ghana	2016	2021
Project for Rice Productivity Improvement and Management of Watershed and	Madagascar	2015	2020

⁹ Due to the lack of control data (data at the district and village level) to compare project results, it is not possible to extract the impacts of JICA intervention by DID analysis.

¹⁰ Although the target indicator for CARD is rice production, rice productivity was the most frequently reported indicator as an outcome of the CARD projects, so the changes in rice productivity are analyzed.

Project Name	Country	Start	End
Irrigated Area (PAPRIZ Phase2)			
Project for Improvement of Rice Production in Zambezia Province	Mozambique	2016	2021

Analysis Methods

- Using baseline and endline data from the 10 projects, the average improvement in paddy rice productivity per farmer was calculated. Instead of simply calculating pre- and post-project averages, weighted averages by the number of target farmers were calculated. Also, a 95% confidence interval for the average productivity improvement rate was calculated. The improvement rate of productivity for project i was denoted as y_i and the weight as w_i and each project's productivity improvement rate was assumed to be an independent and identically distributed distribution with mean μ and variance σ^2 .

- Average productivity improvement rate:

$$\bar{y} = \sum_{i=1}^N w_i y_i$$

- Variance of the average productivity improvement rate:

$$Var[\bar{y}] = \sum_{i=1}^N w_i^2 Var[y_i] = \sigma^2 \sum_{i=1}^N w_i^2$$

- Estimators of the variance of the average productivity improvement rate:

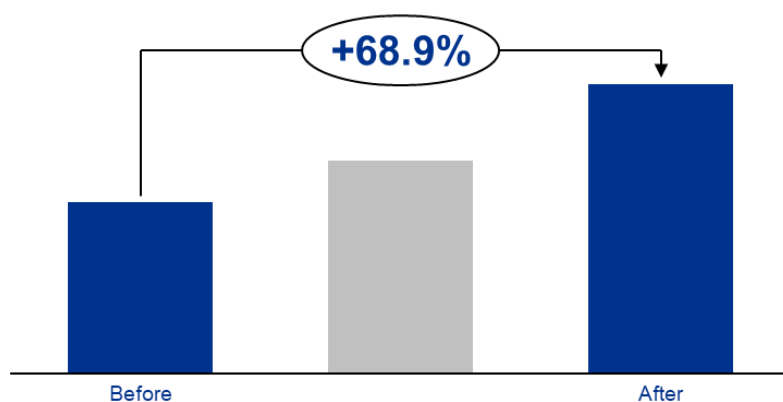
$$\bar{S}^2 = S^2 \sum_{i=1}^N w_i^2$$

- 95% confidence interval:

$$[\bar{y} - 1.96 \times \bar{S}, \bar{y} + 1.96 \times \bar{S}]$$

Results

- The analysis showed that the CARD project increased paddy rice productivity by an average of 1.69 times. The 95% confidence interval was [1.31 times, 2.07 times]¹¹.



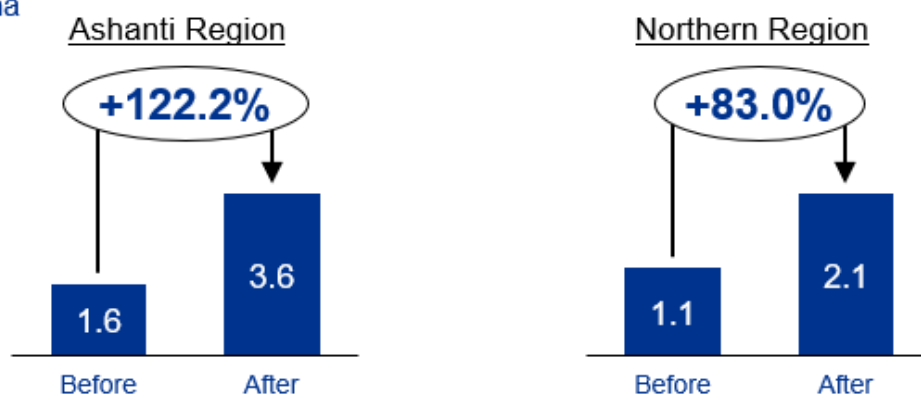
Source: Data in the ex-post evaluation, etc.

Figure 32 Average rate of improvement in paddy rice productivity through the CARD project

Representative Examples

- Ghana: Sustainable development of Rain-fed Lowland Rice Production Project, PHASE TWO (2016-21)

Unit: ton/ha



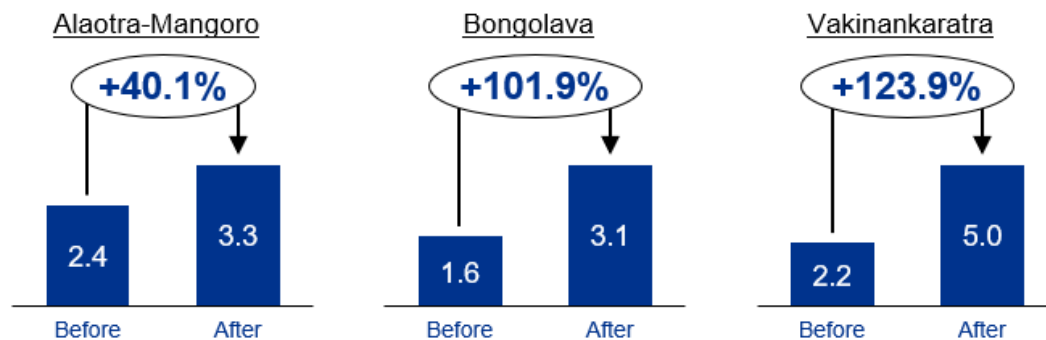
Source: Business Completion Report of Sustainable development of Rain-fed Lowland Rice Production Project, PHASE TWO

Figure 33 Representative Example (Ghana)

¹¹ Since the average productivity improvement rate was not calculated from the ratio of the average productivity before project implementation to the average productivity after project implementation, but was calculated from the average productivity improvement rate of each project, the productivity before project implementation and the productivity after project implementation are not shown here.

- Madagascar: Project for Rice Productivity Improvement in Central Highland (2008-11)

Unit: ton/ha



Source: Reports on the Evaluation Survey at the End of the Central Highland Rice Productivity Improvement Project (Extension Period)

Figure 34 Representative Example (Madagascar)

There are 2 research papers that give the results of analysis on the short-term effects, long-term effects, and spillover effects of CARD's training program. From 2009 to 2010, JICA implemented a training program in the rainfed lowlands of eastern Uganda, which included the construction of demonstration plots and irrigation canals, preparation of nursery beds, transplanting, weeding, harvesting, and threshing. Kijima et al. (2012)¹² estimated the short-term effects of the pilot project conducted in 2006 prior to the above training program, while Kijima (2022)¹³ estimated the long-term effects and spillover effects of the training program implemented from 2009 to 2010. Overviews of the research results from Kijima et al. (2012) and Kijima (2022) are below.

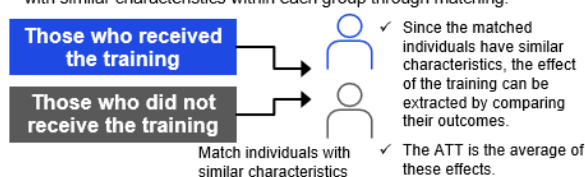
In Kijima et al. (2012), they estimated the extent to which the proportion of farmers practicing improved cultivation methods, yield, and profit per hectare increased due to the implementation of the training program, using propensity score matching. Propensity score matching is a method for estimating the average treatment effect on the treated (ATT) by matching individuals with similar characteristics between the treatment group (those who received training) and the control group (those who did not receive training) and comparing their outcomes. The estimation results showed that the proportion of farmers adopting cultivation methods such as bunding and line planting increased by 25.2% and 42.3%, respectively, and profit per hectare increased by \$634 USD for those who received training.

¹² Kijima, Y., Ito, N., and Otsuka, K. (2012). "Assessing the Impact of Training on Lowland Rice Productivity in an African Setting: Evidence from Uganda." *World Development* 40(8): 1619-33.

¹³ Kijima, Y. (2022) "Long-term and Spillover Effects of Rice Production Training in Uganda." *Journal of Development Effectiveness* 14 (4):395-415.

Estimation Method

- ❑ The average treatment effect on the treated (ATT) is the difference between the outcome for those who received the training and the counterfactual outcome for those who received the training if they had not received the training.
- ❑ However, the counterfactual outcome for those who received the training if they had not received the training is not observable.
- ❑ If the outcome for those who did not receive the training is substituted for the counterfactual outcome for those who received the training if they had not received the training, then the estimates would be biased if the characteristics of the group that received the training and the group that did not receive the training differed significantly.
- ❑ Therefore, in Kijima et al. (2012), propensity score matching was conducted to estimate the ATT by appropriately comparing individuals with similar characteristics within each group through matching.



Source: Kijima et al. (2012)

Estimation Results

- ❑ The table below summarizes the ATT obtained by matching using the radius matching method.
- ❑ By receiving the training, the number of farmers adopting practices such as bunding and line planting increased by 25.2% and 42.3%, respectively. These results are statistically significant at the 1% level.
- ❑ By receiving the training, profit per hectare increased by approximately \$634. This result is statistically significant at the 1% level.

Adoption of cultivation practice	Bunding	25.2%**
	Leveling	17.9%
	Line Planting	42.3%**
Yield (ton/ha)		0.785+
Profit (USD/ha)		634.1**

** Significance at 1%

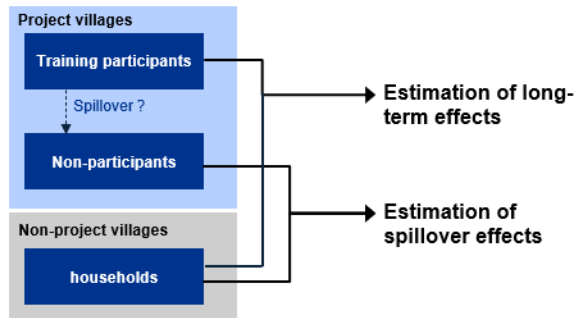
+ Significance at 10%

Figure 35 Estimation method and the results in Kijima et al. (2012)

Kijima (2022) estimated the long-term effects and spillover effects of a training program evaluated in Kijima et al. (2012), using the inverse probability weighting (IPW) method. The long-term effects of the training program were estimated by comparing the outcomes of training participants with those of residents in non-project villages. The spillover effects of the training program were estimated by comparing the outcomes of non-participants in project villages with the outcomes of households in non-training villages. The estimation results showed that while paddy rice yield did not increase in the short term, it did increase in the long term for those who received training. Furthermore, for non-participants in project villages, the area cultivated for rice and production volume increased significantly, indicating the presence of spillover effects in terms of cultivated area and production volume. However, since the rice yield of non-participants did not increase, it was suggested that although non-participants attempted to imitate the techniques taught in the training program, they were not successful.

Estimation Methods

- The long-term effects of the training program were estimated by comparing the outcomes of training participants with those of residents in villages where no training was conducted.
- The spillover effects of the training program were estimated by comparing the outcomes of non-participants in villages where training was conducted with the outcomes of residents in villages where no training was conducted.



Source: Kijima (2022).

Estimation Results

- While rice productivity did not increase in the short term from receiving the training, it increased in the long term. It was also found that for farmers who did not participate in the training program, their cultivated area and production volume of rice significantly increased.
- On the other hand, since the yields of non-participants did not increase, it was suggested that while non-participants attempted to imitate the techniques taught to the training participants, they were not successful in doing so.

Long-term effects	Yields (ton/ha)	0.539*
	Yields (ton/ha)	-0.128
Spillover effects	Production (ton)	0.428*
	Cultivation are (ha)	0.257**

** Significance at 1%

+ Significance at 10%

Figure 36 Estimation methods and the results in Kijima (2022)

(4) Gaps, Challenges and Lessons Learnt of CARD

Challenges:

- **Have no access to financing:** The private sector in Africa is often informal and has no access to financing. Even if farmers produce grain, it is difficult to build a stable supply chain because they are small businesses that buy it.
- **No actors who can perform logistics functions:** There is no private sector capable of handling products to consumers on a large scale.

Lessons Learnt:

- **Building a supply chain**
 - In order to promote the agricultural sector in the future, it is necessary to consider how to create a supply chain that efficiently delivers products from producers to consumers, instead of just looking at the rice fields.
 - To achieve this, it is necessary to strengthen the capacity of the private sector with their management skills, in order to have wholesalers and retailers with financial power who can handle products on a large scale in the supply chain.
 - In addition, it is necessary to secure stable quality and quantity of rice in order to build a supply chain, and the capabilities for farmers, extension workers and researchers will continue to be important.
- **Further involvement of AUDA-NEPAD:** Although AUDA-NEPAD is a member of the CARD Steering Committee, the roles, responsibilities, and actual contributions that AUDA-NEPAD plays

in CARD are currently limited and there is room for improvement toward more specific involvement of AUDA-NEPAD.

Comparative advantage of JICA:

JICA's assistance, including CARD, has the advantage of focusing on the details of the project site and encouraging the beneficiaries to change their behaviour and become aware of it, thereby creating a system that allows them to think and act on their own after the project is completed.

Figure 37 Strengths of JICA in CARD

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none"> • Does not focus on the creation of concepts and frameworks, but on the transformation of behaviour and capacity building at the front-lines closer to the beneficiaries. • Focus more on the details of the actual fields and farms. Thus, JICA creates and develops a highly sustainable schemes based on the recipients' awareness and the changes of behaviour. • A careful follow-up even after the project is completed. 	<ul style="list-style-type: none"> • Other donor agencies, such as the Development Banks, often combine support for infrastructure and DPL, but JICA's cooperation is segmented. Sometimes it is better to package technical and financial cooperation.

Expectations for JICA's cooperation for the future:

- **Launch and funding of joint programs with AUDA-NEPAD**
 - AUDA-NEPAD is at the stage of actually implementing the project as an implementing agency, using various funds baskets such as matching funds, grant funds, and loan funds.
 - Therefore, AUDA-NEPAD expects to establish joint projects with JICA to provide funding and support the implementation of projects through AUDA-NEPAD, in line with existing AUDA-NEPAD programs such as CAADP. Interviewee Clement Adjorlolo stated that there is room for improvement in AUDA-NEPAD's participation in CARD, saying "AUDA-NEPAD's participation in CARD is passive, and some tangible and practical joint work program under CARD between AUDA-NEPAD and the CARD secretariat is needed." suggesting the need to launch a concrete joint project in the name of CARD.
 - In particular, AUDA-NEPAD has implemented a number of small-scale farmers' support programs, and in this context, JICA and AUDA-NEPAD have many opportunities to collaborate under CARD, such as developing value chains and improving rice varieties.

- AUDA-NEPAD also suggests the need for grant aid through AUDA-NEPAD as an initial source of funds to bring rural and community environments to a level where the private sector can invest.

3-1-2 SHEP (Smallholder Horticulture Empowerment & Promotion)

(1) Overview of the Initiative

For 3 years starting in 2006, JICA strengthened the capacity of smallholder farmers in Kenya to deal with market-oriented cultivation, farming and transportation issues. As a result of this assistance provided to improve the income of smallholder horticulture farmers, in only 2 years, the average income of about 2500 supported farmers doubled. SHEP Approach is an acronym for "Smallholder Horticulture Empowerment Project". At TICAD V, the wide-area deployment of SHEP was proposed as one of the pillars of the future agricultural sector in Africa.

At SHEP, activities are carried out "intentionally" to build a win-win relationship by sharing information between farmers and market participants, and to motivate project participants, mainly farmers. Specific activities include market research by farmers, selection of target crops based on the results of market research, and matchmaking forums.

SHEP consists of the following four steps.

- Selection of targets and sharing vision/goal
- Farmers' awareness of current situation and new information
- Decision-making by farmers themselves
- Provision of technical solutions

Figure 38 Overview of SHEP

Subject Country	33 countries in Africa
Implementation Period	2006 - Present
Number of Items	44 projects (including both Technical Cooperation projects in progress and completed)
Relationship with AU Goals	<ul style="list-style-type: none"> • Agenda 2063 Goal 5 "Modern Agriculture for increased productivity and production" • Consistent with CAADP priorities

(2) Contribution of SHEP

SHEP realized a sustainable and innovative approach that transformed the mindset and behaviour of many small and micro farmers into "market-oriented agriculture". Hiroshi Hiraoka, an interviewee, said, "We transformed agricultural extension from the top-down prescriptive exercise into the bottom-up demand-based knowledge dissemination. It is a truly innovative approach of agricultural intervention.". This SHEP approach has become widely used by other donors and NGOs.

SHEP has also changed the mindset of smallholder farmers and has actually improved incomes, contributing significantly to strengthening and improving household relationships as well as the relationship between extension workers and farmers in communities.

Impact at output level

- **Creation of a sustainable system consisting only of local human resources**
 - In the SHEP approach, farmers are basically in a position to teach know-how to farmers. Through empowerment of agricultural extension workers and creation of successful experiences in the project, the confidence and motivation of agricultural extension workers were fostered, and a mechanism was created to enable sustainable activities to be carried out in the field even after the completion of the project. Regarding the empowerment of local stakeholders, interviewee Pearson Jasi-Soko said, “From day one, the most important thing is empowerment. That is a big message from Japan.”, emphasizing the uniqueness of JICA’s approach.
- **A shift in the mindset approach of small-scale farmers**
 - In the past, the focus was on support to increase productivity and production on the ground, but the approach of "produce to sell" rather than "produce and sell" was not conceived by other donors, and it is an epoch-making framework developed by JICA.
 - In particular, market research, which was adopted as one of the approaches, gave farmers an awareness of what they should make to sell, and transformed farmers' awareness and behaviour into "market-oriented agriculture”, improving their self-help efforts.
- **Raising incomes for farmers' organizations/creating jobs for young people**
 - As the income of the target farmers' organizations increased due to the change of approach, there were many movements such as the expansion of horticulture business and the start of new business.
 - Due to their financial soundness and organizational strength, many agricultural groups were able to obtain additional support from other donors, NGOs, and governments, as well as loans from financial institutions.
 - There were also impacts such as an increase in the number of children attending school in the target areas and job creation for young people.

Impact at outcome level

- **Use of the SHEP approach by other donors and private companies**
 - To take advantage of this innovative SHEP approach, JICA and the International Fund for Agricultural Development (IFAD) signed on MoU in 2018.

- During TICAD 7, a partnership agreement on SHEP was concluded with the Sasakawa Africa Foundation, and Japanese companies (ITOCHU and Afri Ventures, and Toyota Tsusho).
 - Other donors, including the World Bank, and NGOs are also using the SHEP approach. Before the introduction of the SHEP approach, there were market-oriented initiatives such as the Farmer Business School in GIZ, Germany, but the SHEP approach was also applied to such initiatives, which contributed to the expansion of market orientation.
- **SHEP deployed outside Africa:** Through the implementation of third country training in Kenya and Malawi, the SHEP approach has been extended to regions other than Africa. By becoming a teacher of their efforts, extension workers gained more confidence.
 - **Strengthening the relationship between farmers and extension workers:** Reliability to extension workers from farmers has increased because they can consistently provide farmers with their production and sales know-how as a SHEP approach package. In addition, the relationship between extension workers and farmers became stronger because they conducted market research and training together with constant consultation.
 - **Improvement in family relations:** The SHEP approach also incorporates a community approach (an approach that considers family relationships and gender improvement). In the past, it was common for husbands to take the initiative in making decisions at home. However, with the introduction of the SHEP approach, decisions at home and the future vision of the family (building a house, sending children to school, etc.) have been shared. As a result, women are now able to participate in decision-making at home, and the family relationship between husband and wife has improved.

(3) Quantitative Evaluation

SHEP initiative is quantitatively assessed in two ways. First, from baseline and endline data of horticultural income of small-scale farmers in the project area, it is estimated how much horticultural income the project improved on average. Using data from 9 SHEP projects, it is found that small-scale farmers' horticultural income increased by an average of about 1.9 times. In the Bungoma, Kenya, where horticultural income has improved the most, it is reported that the horticultural income of small-scale farmers has tripled. Second, results from a randomized controlled trial (RCT) in Kenya are used to identify the project's treatment effect. The RCT estimates the treatment effect of SHEP by randomly dividing farmers in Kenya into treatment and control groups and performing the SHEP approach only on the treatment group. The RCT shows that the horticultural income of the treatment group increased by about 70% compared with that of the control group.

Data

- 9 projects with baseline and endline horticultural income data for small-scale farmers. The list of projects used in the analysis is shown in the table below.
- Results of the RCT in Smallholder Horticulture Empowerment and Promotion Project for Local and Up-scaling (SHEP PLUS).

Figure 39 List of SHEP projects used for quantitative evaluation.

Project Name	Country	Start Year	End Year
Smallholder Horticultural Empowerment Project	Kenya	2006	2009
Smallholder Horticulture Empowerment and Promotion Unit Project	Kenya	2010	2015
Smallholder Horticulture Empowerment and Promotion Project for Local and Up-scaling	Kenya	2015	2020
The Project for Smallholder Horticulture Farmer Empowerment through Promotion of Market-Oriented Agriculture	Ethiopia	2017	2022
Project for Enhancing Market-Based Agriculture by Smallholders and Private Sector Linkages in Kpong Irrigation Scheme	Ghana	2016	2021
Project for Market-Oriented Smallholder Horticulture Empowerment and Promotion	Malawi	2017	2022
Project for Capacity Development of Small-scale Horticulture Farmers	Senegal	2017	2022
Improving Small-Scale Farmers' Market-Oriented Agriculture Project	Egypt	2014	2019
Northern Uganda Farmers' Livelihood Improvement Project	Uganda	2015	2020

Analysis Method

- Using baseline and endline data from the 9 projects, we calculated the increase in horticultural income for small-scale farmers on average. Instead of simply calculating pre- and post-project averages, we calculated weighted averages by the number of target farmers. We also calculated a 95% confidence interval for the average increase in horticultural income. The increase of the horticultural income for project i was denoted as y_i and the weight as w_i and each project's increase in the horticultural income is assumed to be an independent and identically distributed distribution with mean μ and variance σ^2 .

- Increase in horticultural income on average:

$$\bar{y} = \sum_{i=1}^N w_i y_i$$

- Variance of the average increase in horticultural income:

$$Var[\bar{y}] = \sum_{i=1}^N w_i^2 Var[y_i] = \sigma^2 \sum_{i=1}^N w_i^2$$

- Estimators of the variance of the average increase in horticultural income:

$$\bar{S}^2 = S^2 \sum_{i=1}^N w_i^2$$

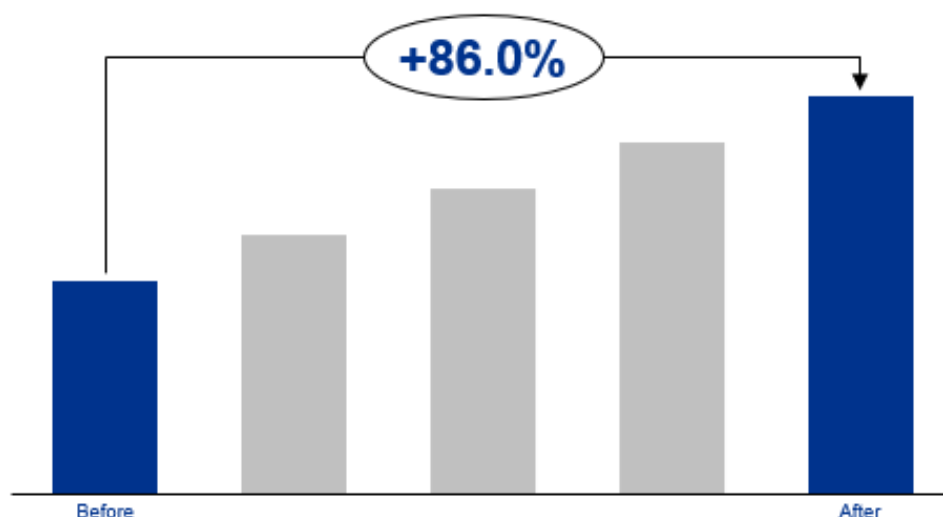
- 95% confidence interval:

$$[\bar{y} - 1.96 \times \bar{S}, \bar{y} + 1.96 \times \bar{S}]$$

- Next, we refer to the results of Shimizutani et al. (2021)¹⁴, who used the RCT to estimate the treatment effect of the SHEP approach in the SHEP PLUS project in Kenya.

Results

- The analysis shows that a SHEP project increased smallholder horticultural income by an average of 1.86 times. The 95% confidence interval was [1.58 times, 2.14 times].

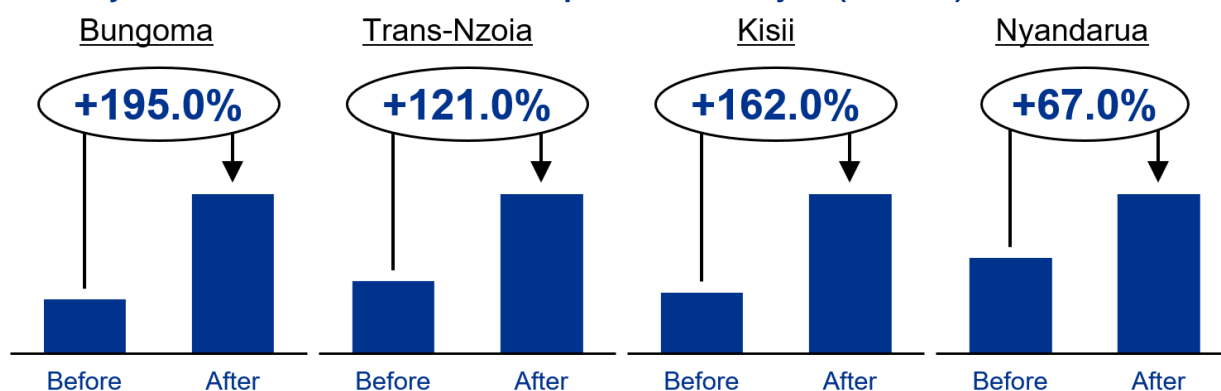


Source: Data in the ex-post evaluation, etc.

Figure 40 Horticultural income improvement of Small-scale Farmers

Representative Examples

Kenya: Smallholder Horticultural Empowerment Project (2008-11)



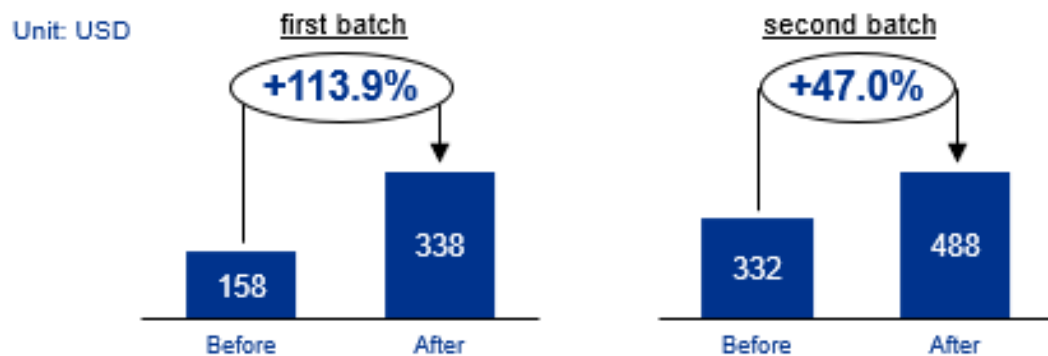
Note: In the ex-post evaluation, data on the rate of increase in horticultural income was obtained, but since no specific value of horticultural income before and after the project was obtained, only the rate of increase in income was described.

Source: Ex-post evaluation data of Smallholder Horticultural Empowerment Project

Figure 41 Representative example (Kenya)

¹⁴ Satoshi Shimizutani & Shimpei Taguchi & Eiji Yamada & Hiroyuki Yamada, 2021. "The Impact of "Grow to Sell" Agricultural Extension on Smallholder Horticulture Farmers: Evidence from a Market- Oriented Approach in Kenya," Keio-IES Discussion Paper Series 2021-020, Institute for Economics Studies, Keio University.

Malawi: Project for Market-Oriented Smallholder Horticulture Empowerment and Promotion (2017 -22)

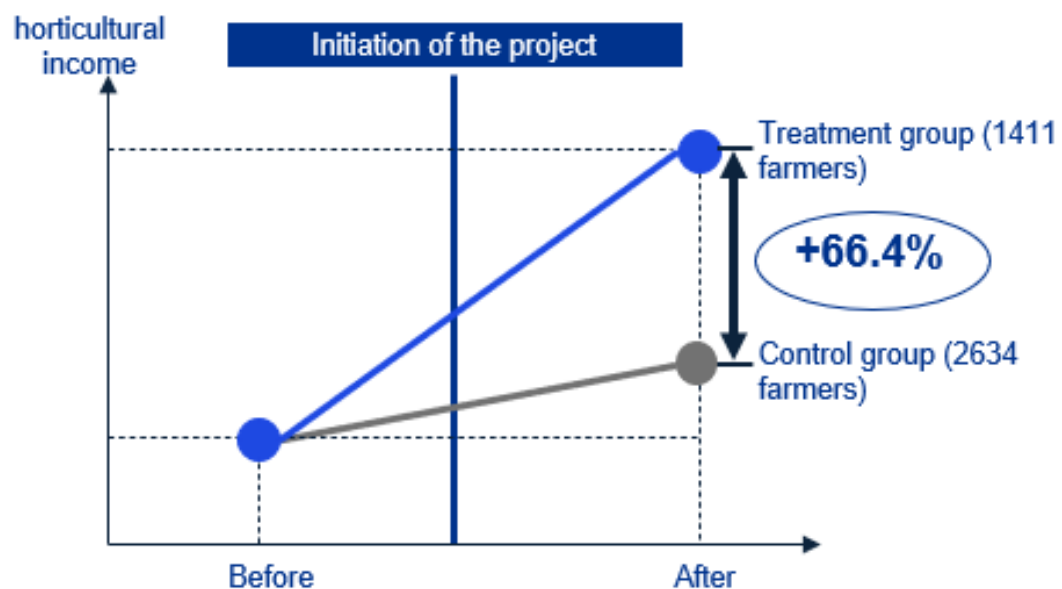


Source: Ex-post evaluation data of Market-Oriented Smallholder Horticulture Empowerment and Promotion

Figure 42 Representative example (Malawi)

Kenya: The treatment effects of SHEP PLUS in Kenya was estimated in Shimizutani et al. (2021)

Farmers were randomly divided into treatment and control groups, and the SHEP approach was implemented only in the treatment group. As a result of this randomized controlled trial, it is found that horticultural income of the treatment group increased by 66.4% compared to the control group.



Source: Shimizutani et al. (2021)

Figure 43 Results of RCT in SHEP PLUS (Kenya)

(4) Gaps, Challenges and Lessons Learnt of SHEP

Challenges:

- **Misinterpreting market research as an "opportunity to get market information"**
 - Market research and business forums are opportunities for farmers to learn how to gather information on their own and expand their networks with market participants.
 - However, there are quite a few cases in which this opportunity is misunderstood as "an opportunity for information to be provided by a project," and farmers who misunderstand this tend not to change their behaviour after the completion of the project.
- **Farmers' groups invest beyond their means**
 - In SHEP, technical guidance is provided to develop action plans for activities that farmers should undertake to improve farming. In some cases, farm groups actually borrow money from banks as part of the action plans to develop infrastructure.
 - However, due to the inability to calculate the cost-effectiveness of investment and the cost of maintenance, some groups of farmers may not be able to repay their debts as a result of the installation of expensive irrigation facilities.

Lessons Learnt:

- **Ensure financial sustainability at an early stage**
 - When an organization that does not have its own project budget serves as a project counterpart, it is difficult to secure financial sustainability for the continued implementation of extension activities developed in the project with stable funding after the project is completed, although technological and policy sustainability can be ensured through project ingenuity and the efforts of the counterpart.
 - In such cases, it is necessary to encourage the government and other donors from the beginning of the project in order to improve financial sustainability, and to deepen discussions with counterparts so that they can obtain financial resources as much as possible after the project is completed.
- **Necessity of formulation of farmers organization**
 - Since some countries are lack of agricultural cooperatives that support farmers and encourage them to develop their businesses, they are limited to individual business activities. To develop the agricultural sector into an export industry in the future, organizations such as agricultural cooperatives are indispensable.

Comparative advantage of JICA:

Like CARD, JICA's strength in SHEP is to focus on the details of the project site, and to create a mechanism that enables the beneficiaries to think and act on their own after the project is completed by encouraging them to change their behaviour and become aware of it.

Figure 44 Strengths of JICA in empowering smallholder farmers

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none">• Focus on capacity building of small-scale farmers first before improving production of crops• Empowerment of small-scale farmers and extension workers to think independently and build sustainable mechanisms	<ul style="list-style-type: none">• Smaller funding compared to other donors in this sector• Impressions of JICA obtained from some local personnel sometimes may be less favourable than those of other donors. For example, in Africa, a culture in which some allowances are provided to project personnel and participants is common. However, such allowance is not provided in accordance with the basic principles of the JICA's technical assistance, which could be a reason for local personnel to have less favourable impressions toward JICA.

Expectations for JICA's cooperation for the future:

- **Support for the establishment of agricultural cooperatives**
 - In Malawi, in particular, the development of agricultural cooperatives is not progressing, and very few farmers belong to them. One of the interviewers suggested that, in order to challenge the export market in the future, the development of agricultural cooperatives is essential, and in the future, it is desired to support not only farming groups but also organization building like JA in Japan in Africa.
 - In particular, AUDA-NEPAD has implemented a number of small-scale farmers' support programs, and JICA and AUDA-NEPAD have often been able to work together under CARD to develop value chains and improve rice varieties.
- **Continued support for SHEP deployment and sharing**
 - In Malawi, although attempts have been made to develop the SHEP approach both domestically and internationally through seminars and other events, due to the busy schedules of key persons and the lack of time for various coordination, the SHEP approach has not been sufficiently developed and shared. JICA's support is expected to continue in this regard.

3-2 Education

3-2-1 School for All

(1) Overview of the Initiative

A major factor in improving the learning crisis is to prepare children for learning and ensure proper school management. In order to expand children's potential through learning and build a prosperous society, it is important for parents and local communities to understand the value of education and support children's learning and growth not only in schools but also in the entire local community. With this in mind, and with a view to comprehensively improving children's learning, cooperation aiming to improve education through collaboration with communities, commonly known as "School for All," was launched in Niger in 2004 and has been developed mainly in French-speaking African countries.

As a mechanism for building cooperative relationships between communities and schools, JICA established a school management committee through the holding of democratic elections by anonymous ballot, and established a model in which communities and schools work together to identify educational issues, prioritise and work together toward resolution (Foundational Model).

Based on this Foundational Model, JICA is tackling various issues such as improving learning by implementing supplementary lessons, setting up community kindergartens, providing school lunches, and promoting school attendance (Extended Models).

Figure 45 Overview of School for All

Subject Country	10 countries (Burkina Faso, Côte d'Ivoire, Djibouti, Ethiopia, Ghana, Madagascar, Malawi, Mali, Niger, Senegal)
Implementation Period	2004 - Present
Number of Items	22 cases
Relationship with AU Goals	Agenda 2063 Goal 2 "Skills revolution supported by well-educated citizens and science, technology and innovation"

(2) Contribution of School for All

"School for All" has promoted sustained efforts by local actors, such as parents, local community members and teachers, to improve education. In addition, the school management committee, which includes representatives of the community, carries out accounting management, and the results are made public and shared with local residents at community meetings, thereby contributing to the improvement of the transparency of school management. The interviewees, Rukmini Banerji and Devyani Pershad, also spoke about JICA's commitment to schools: "JICA spends a lot of time on the ground, including some of our most difficult areas to really understand the context of the community, the school and so on. (...) The professionals from JICA that we meet for Africa, they are so committed that they have spent a whole life in that sector." They highly appreciate JICA's willingness to go deep into the field and understand the context of each region before proceeding with the project.

Impact at output level

- **Promoting community self-help efforts to continuously improve education**
 - Through School for All, JICA has provided technical and practical support for the establishment of self-help efforts in which local actors think and solve problems for education improvement by themselves. This support ensures highly sustainable solutions because it focuses on intrinsic motivation. Part of the reason for the high sustainability is that School for All is a low-cost and viable model.
 - In addition to creating a forum for discussion and information sharing, by devising ways to present the results of the achievement tests and sharing them with the whole community, the potential need to improve academic ability was actualized and the motivation of local actors was improved.
 - In the case of Madagascar, in order to solve the problem of the lack of children's learning time caused by the shortage of teachers, not only teachers employed by central or local government, but also teachers by the community themselves, for example, by paying their parents have been employed.
- **Increased transparency of school management**
 - School for All introduces a model of community audits where all local stakeholders participate in the management of resources in a highly transparent manner. For example, by disclosing information such as the amount of subsidies and who manages them to residents, everyone in the community can understand the flow of funds.
- **Promoting government understanding of community collaboration**
 - Government officials were brought to the countries where School for All Projects were implemented, and pilot projects were implemented to show results, thus promoting understanding of community collaboration.
 - The government is responsible for monitoring subsidies provided to local governments for school education, and in some cases, a new department has been established within the Ministry of Education to oversee school management committees.
- **Expansion of effects and synergies through collaboration with other donors**
 - JICA collaborated with the Indian NGO “Pratham” to introduce an intervention package called “PMAQ-TaRL”, which combines the literacy and arithmetic skills improvement model “Teaching at the Right Level (TaRL)”, developed by Pratham with the learning improvement model “Paquet Minimum Axé sur la Qualité (PMAQ)” developed by JICA. The use of TaRL under school management committees has significantly improved children's academic performance.

- In addition, Japan has been working with various donors, including the World Bank and UNICEF, to promote the spread and deployment of the model by incorporating School for All approach into the support of each donor, and to realize the expanded effects of learning improvement.

Impact at outcome level

- **Increasing regional peace orientation and gender mainstreaming**

- Through the process of democratic elections to select executive members of the School Management Committee, dynamism and communication concerning not only education but also community improvement emerged.
- Through these exchanges, local community members began to think about issues in their own communities and towns, not only in the field of education, and activities aimed at improving the entire region were expanded.
- In the community collaboration approach, women's participation in rallies has been actively encouraged, and there have been several cases in which women's activities have become more active and women's presence has increased. In some cases, a female chairperson for school management committee has been born.

(3) Quantitative Evaluation

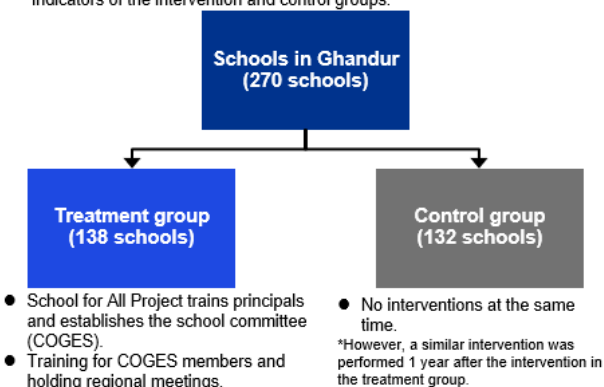
The School for All project supports the formation of school management committees consisting of parents, teachers, and community members and the operation of the community-collaborative school management, identifies educational issues in the area, and solve them. The ultimate goal is to ensure quality schooling and learning for all. Several research papers estimating results of the School for All (Access to education, and Quality of learning) have been published, so instead of conducting new analyses in this study, we refer to the published papers estimating the treatment effects.

Quantitative evaluation of access to education

- **RCT in Burkina Faso < Kozuka, Sawada, and Todo (2016)¹⁵ >**
 - In Burkina Faso, the effects of interventions such as the establishment of COGES (school management committees) and training for COGES members were estimated using an RCT. Compared to the control group, enrolment rates increased by about 7.1%pt, dropout rates decreased by 2.4%pt, and teacher attendance rates increased by 5.7%pt.

Experimental design

- Primary schools in Burkina Faso are randomly divided into an treatment group and a control group, and intervention such as the establishment of a school committee (COGES) is carried out only in treatment group.
- The causal effect of the intervention was estimated by comparing the indicators of the intervention and control groups.



Source: Kozuka et al. (2016)

Results

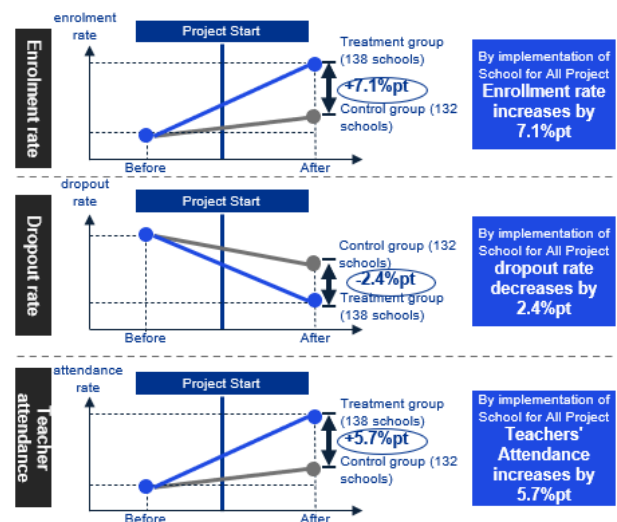


Figure 46 Experimental Design and the results of the RCT in Burkina Faso

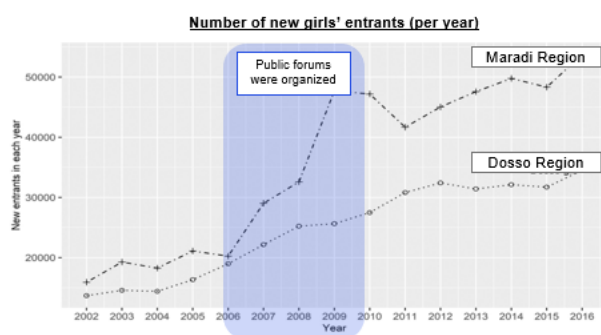
¹⁵ Kozuka, Eiji, Yasuyuki Sawada, and Yasuyuki Todo. "How Can Community Participation Improve Educational Outcomes? Experimental Evidence from a School-Based Management Project in Burkina Faso." JICA-RI Working Paper 112 (2016): 1-25.

• **Interrupted Time-Series Analysis in Niger < Maruyama, Kageyama, and Kunieda (2022)¹⁶ >**

- A public education forum¹⁷ held in Maradi Region of Niger in 2009, in which various stakeholders (local governments, local education officers, SMC networks/federations, traditional authorities, etc.) discussed primary education for girls, resulted in a significant increase in enrolment rates for girls. The impact of the series of "Girls' School Enrolment Promotion Campaigns" conducted following the convening of the Public Education Forum, is estimated to have increased girls' enrolment rate by about 32 percentage points.

Estimation method

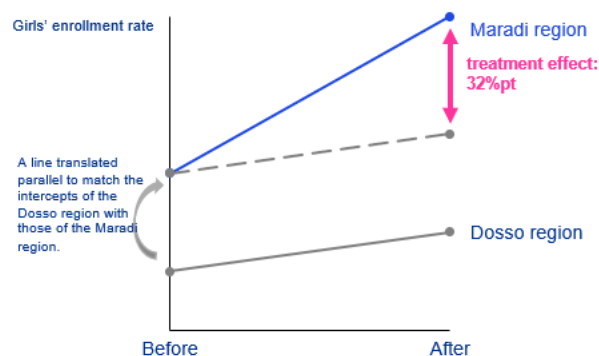
- ❑ In Maradi region, with technical support from JICA, public education forums were organized to discuss the enrollment of girls into primary education.
- ❑ The impact of community-wide efforts on girls' enrollment is estimated by comparing the Maradi area (treatment group) with the Dosso area (control group) where no forum was held.



Based on Fig. 2. in Maruyama et al (2022).

Source: Maruyama et al. (2022)

Results



By organizing public education forums to discuss the enrolment of girls in primary education, girls' enrollment rate increased by about 32% points

Figure 47 Estimation method and results of interrupted time-series analysis in Niger

¹⁶ Maruyama, Takao, Akiko Kageyama, and Nobuhiro Kunieda. "Region-wide initiative to expand girls' enrollment in primary education in Niger: A case of collective impact for educational development." *International Journal of Educational Development* 91 (2022): 102580

¹⁷ A public education forum is a forum where various stakeholders, including local governments (in the target state), educational administrations, school management committee federations, and traditional authorities, come together to discuss measures for the issues, for example measures related to girls' enrolment, and commit to their implementation.

Quantitative evaluation of quality of learning

• DID analysis in Niger < Maruyama and Kurosaki (2021)¹⁸ >

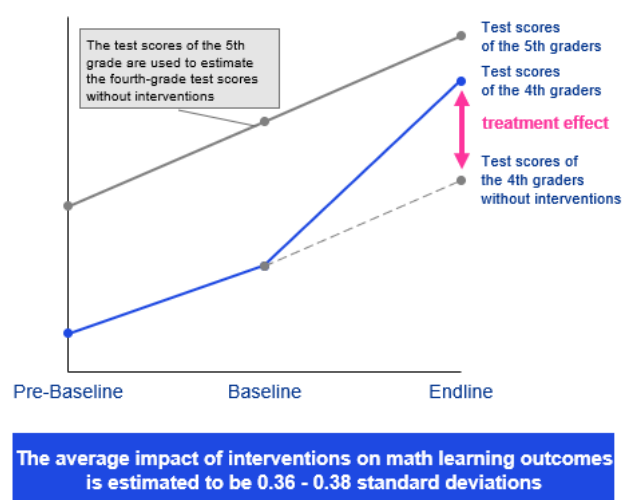
- In the Tillaberi region, students in the 1st to 4th grades participated in extracurricular remedial activities in mathematics for about 3 months extracurricular remedial activities. The average impact of the interventions on math learning outcomes is estimated to be 0.36 to 0.38 standard deviations. Assuming that the test scores follow a normal distribution, the average student's test scores would be in the top 35 -36% (pre-intervention distribution) with remedial measures.¹⁹

Estimation method

In 2017, the government conducted extracurricular remedial activities for 1st to 4th graders in the Tillaberi region for approximately three months. The average impact on test scores is estimated using the difference-in-differences method, with a focus on the disparity in scores between 4th and 5th graders.

- The difference between the test scores before and after the intervention is not a good estimate of the effect of the intervention.
 - ✓ There was no project intervention between the Pre-Baseline and Baseline for fourth graders, but the test scores rose.
 - ✓ Test scores also increased between Baseline and Endline for fifth graders who did not receive intervention.
- Fourth-graders and fifth-graders living in the same area were relatively close in age and would have had similar changes in test scores without intervention.
 - ✓ In fact, the trends between Pre-Baseline and Baseline are similar.
- Based on this idea, the intervention effect is obtained by estimating the test score of the fourth grade students that would have been obtained without the intervention and comparing it with the actual test score.

Results



Source: Maruyama and Kurosaki (2021)

Figure 48 Estimation method and results of DID analysis in Niger

¹⁸ Maruyama, Takao, and Takashi Kurosaki. "Do remedial activities using math workbooks improve student learning? Empirical evidence from scaled-up interventions in Niger." *World Development* 148 (2021): 105659.

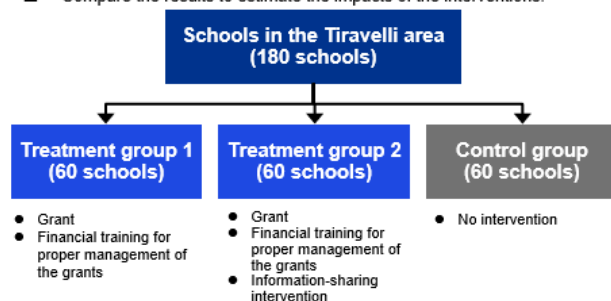
¹⁹ When the test scores follow a normal distribution, the value obtained by subtracting the average from the actual test score and dividing by the standard deviation follows a standard normal distribution. Then, the test score of the median student becomes 0. If this student's test score improves by 0.36-0.38 times the standard deviation (=1), the scaled test score of that student will be 0.36-0.38. Referring to the standard normal distribution table, it is found that the value obtained by integrating the standard normal probability density function from $-\infty$ to 0.36 is 0.641, and the value obtained by integrating the standard normal probability density function from $-\infty$ to 0.38 is 0.648. This means that 64.1% of students have test scores of 0.36 or less, and 64.8% of students have test scores of 0.38 or less. In other words, it is understood that this student's test score becomes the top 35-36% in the distribution before the intervention.

• RCT in Niger < Kozuka (2023)²⁰ >

- Two kinds of interventions were implemented at primary schools in Tillaberi: (1) grant provision and financial training for the proper management of grants; and (2) providing information about learning, developing school action plans, and conducting additional activities to improve learning in addition to grant provision and financial training for the proper management of grants.²¹ The group that received the intervention (1) above, "Grant funding + Financial training for appropriate management of grants" did not show any improvement in math and French test scores, while the group that received additional intervention of (2) above, such as providing learning information, did show an improvement in test scores. Assuming a normal distribution of test scores, the average student's math test score would be in the top 34%, and his French test score would be in the top 42%, with additional interventions such as providing learning information in addition to grant funding.

Experimental design

- Primary schools in the Tillaberi region were randomly divided into an treatment group 1, an treatment group 2, and a control group.
- Treatment group 1 was provided with grants. Treatment group 2 received not only grants but also an information-sharing intervention. The control group was given neither grants nor information.
- ✓ The information-sharing intervention refers to the practice of sharing information about students' performance and learning with the community and parents, and facilitating the discussions on how the community and schools can work together to foster student learning.
- Compare the results to estimate the impacts of the interventions.

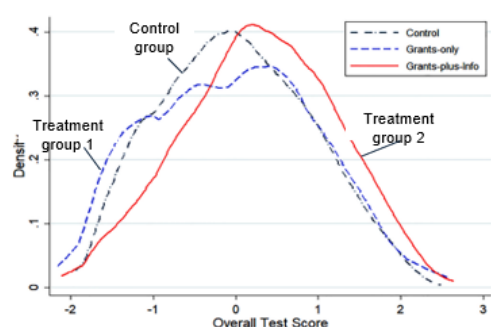


Source: Kozuka (2023)

Results

	Math test score	French test score
Treatment group 1 Grant only	No effect	No effect
Treatment group 2 Grant + Information	0.43 standard deviation increase	0.20 standard deviation increase

Distribution of test scores at Endline



Based on Fig. 2. in Kozuka (2023).

Figure 49 Experimental design and results of the RCT in Niger

²⁰ Kozuka, Eiji. "Enlightening communities and parents for improving student learning: Evidence from Niger." *Economics of Education Review* 94 (2023): 102396.

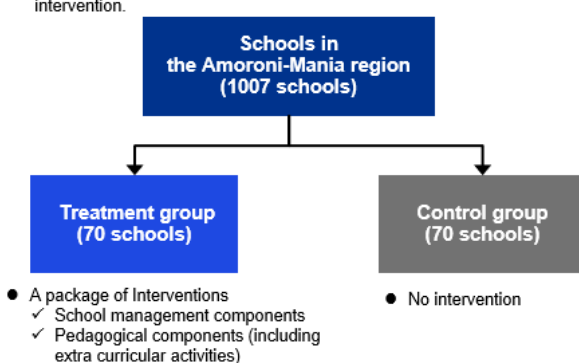
²¹ What JICA actually did was to conduct additional training for school management committees. In this training, the school management committees were empowered to share information about students' learning outcomes with parents and community members and to devise effective activity plans for improving learning outcomes.

- **RCT in Madagascar < Maruyama and Igei (2023)²² >**

- In Madagascar, an intervention package was developed to provide remedial support for students through the collaboration among parents, teachers and community members. The impact of this intervention package is estimated by RCT. Indicators such as the percentage of students who can read short and long sentences, the results of learning the four basic operations, and the dropout rate improved. If we assume that the test scores follow a normal distribution, the average student's test score for the arithmetic operations will be in the top 34.5% (pre-intervention distribution) by the intervention.

Experimental design

- There were 1002 public elementary schools in the Amoron'i Mania region. 140 schools were randomly chosen from the sampling frame.
- It is randomly divided into an treatment group (70 schools) and a control group (70 schools), with the intervention being implemented only in the treatment group. Compare results to estimate the impact of the intervention.



Source: Maruyama and Igei (2023)

Results

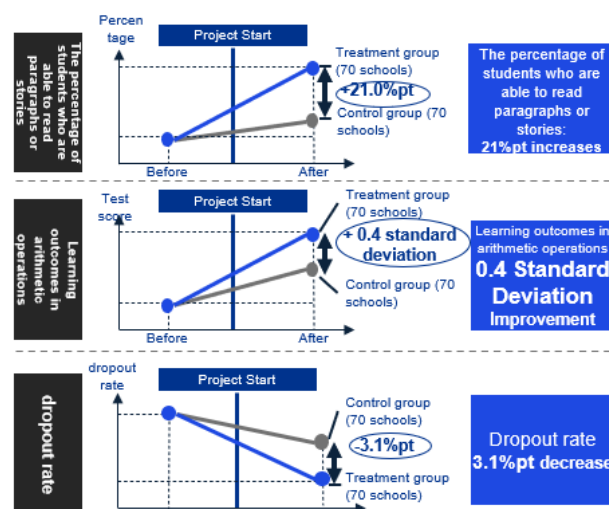


Figure 50 Experimental design and the results of the RCT in Madagascar

(4) Gaps, Challenges and Lessons Learnt of School for All

Challenges:

- **Difficult to understand the effectiveness of approaches**

- It is important to have a functional school management with the community involved as a basis in order to improve the test scores or other indicators regarding the education. However, other donors and local government officials tend to rush into the improvement methods and supports and often take longer time to understand the effectiveness of community participation and collaboration.
- Similarly, although the impact assessment is conducted for School for All, the methods that attract attention are results that can show points improvement easily such as TaRL and Structured Pedagogy. The fundamental improvement of school management is rarely focused.

²² Maruyama, Takao, and Kengo Igei. "Community-wide Support for Primary Students to Improve Foundational Literacy and Numeracy: Empirical Evidence from Madagascar." (2023).

- Therefore, while JICA is already working with other donors, there is room for further marketing to get School for All approach into their support.
- **Being hampered by local government institutions**
 - School for All approach is based on the national school management committee system. If the national system does not allow school management committee elections in the first place, School for All may not be adopted, although the change of system is not always necessary as there are some cases where School for All were adopted within the operation of the existing system. In such cases, it takes considerable time and effort to get the government to change its system.
- **Budget not being secured smoothly**
 - It is necessary to secure the budget within the Ministry of Education in order to maintain the activities of the school management committee and to develop the model nationwide, but there are several cases where the budget within the Ministry has not progressed as expected and sustainability has not been secured by the end of the project.
 - In addition to securing the budget within the government, there have been cases in which considerable time and effort were spent in negotiations with other donors for the acquisition of external funds that were expected within the project.

Lessons Learnt:

- **Encourage the administration to function and maximize the activities of school management committees**
 - In a country where the administration that monitors school management committees is not functioning well, it would be concerned that the scope of activities of school management committees might be limited not being able to measuring Children's academic performance and so on.
 - At the policy level, efforts are still being made to introduce School for All, but it is necessary to raise the motivation of administrative officials themselves to foster ownership.
 - It is also important to create a system in which all relevant parties can closely cooperate with each other, involving the administration, by establishing a permanent liaison council consisting of a federation of school management committees, the administration, and local governments.
- **Efforts to raise teachers' skill levels to a certain level**
 - In particular, volunteers and teachers hired not only by the government but also by the community may lack basic literacy and numeracy skills. Therefore, it is necessary to establish

training systems that enable these personnel to acquire sufficient skills to educate children as necessary.

Comparative advantage of JICA:

While School for All approach is superior in terms of sustainability and cost-effectiveness, there is no single model that can address the "learning crisis" that accompanies the population explosion, including other donors. Therefore, a model that can work with other donors to provide both high sustainability and cost-effectiveness and be widely deployed is needed.

Figure 51 JICA's Strengths at School for All

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none"> • Superior in terms of sustainability, because it is based on the self-help efforts of local actors and is low cost. (For example, projects from other donors also provide education to raise awareness of children's academic performance, but this is less sustained because it is not an intrinsic awareness.) • The deep understanding of the region as many of the people who involved in the project have long been involved in the education field in that particular region. Their deep understanding of the region makes them very good at involving the whole region in the project. • A long track record of supporting the development of textbooks, self-study drills, and teaching guides. Its effectiveness has been proven, so it has a good knowledge of content. 	<ul style="list-style-type: none"> • Compared with other donors' direct models for improving reading, writing and calculation, there are many cases in which the counterpart government is not used to the bottom-up approach of working with the local residents, and in order to make them understand the effectiveness of this approach, it is necessary to make efforts such as having the officials of the recipient government see the actual situation directly.

Expectations for JICA's cooperation for the future:

- **Developing models that can be deployed sustainably and on a large scale in response to the learning crisis**
 - School for All is low cost, high quality, and durable, and interviewees Rukmini Banerji and Devyani Pershad said "JICA's approach is not rely on the huge amount of resources and yet they have always to maintain quality."

- On the other hand, in order to cope with the large problem of population explosion in the background of "learning crisis", a learning improvement model which can be developed on a larger scale while ensuring high sustainability and cost-effectiveness is necessary.
 - In order to develop such a model, it is important to pursue a collective impact by further collaborating and collaborating with other donors and examining approaches that have been effective in supporting the education sector.
 - While foreign aid plays a major role in education in Sub-Saharan Africa, there is also a view from other donors that the lack of coordination among donors has led to divergence in the plans of each donor. From this point of view, JICA is expected to play an active role for donor cooperation in the creation of a consistent and comprehensive plan and a long-term plan tailored to the growth of children, with the aim of maximizing the effects.
- **Continuous efforts for dissemination of results**
 - It is very important to continue to persistently show quantitative results through impact assessment, but it is necessary to cover areas where quantitative results are difficult to convey. It is desirable to further strengthen the communication strategy to show the effectiveness of School for All in a way that is easy to convey, such as short movies, and in a way that makes people interested.

3-3 Healthcare

3-3-1 Universal Health Coverage (UHC)

(1) Overview of the Initiative

The attainment of UHC which "Ensures that all people receive the health services they need without suffering financial hardship, even in times of public health emergencies " is one of the targets of SDG3 (Good Health and Well-being), and UHC was specified for the first time in the Yokohama Action Plan at TICAD V in 2013. Subsequently, at TICAD VI in 2016, promotion of UHC was stipulated in Pillar 2 "Promoting resilient health systems for quality of life" in the Nairobi Declaration, and a " Universal Health Coverage in Africa: A Framework for Action" was announced jointly with the World Bank, WHO, the Japanese government and others. In the Yokohama Declaration of TICAD 7 and the Tunis Declaration of TICAD 8, the promotion of UHC was specified as one of the pillars of society. Japan has taken the initiative in incorporating the promotion of UHC as a goal in the last four TICADs.

In recent years, in response to the COVID-19 pandemic, Japan has been implementing support based on the following approach, while promoting the "JICA Global Health and Medical Initiative" based on the three pillars of treatment, precaution, and prevention, launched in 2020 to achieve resilient UHC²³.

- Response to health crises including the COVID-19 pandemic
 - Strengthening of diagnosis and treatment systems for infectious diseases
 - Strengthening of infectious disease research and early warning systems
 - Prevention of infectious diseases through the spread of vaccines
- Strengthening Health Systems (Establishment of medical systems, development of human resources for health, etc.)
- Strengthening prevention through multi-sectoral approaches such as nutrition, water and sanitation, environmental management, and cities

Figure 52 Overview of Universal Health Coverage (UHC)

Subject Country	22 countries
Implementation Period	2013 - Present *Cooperation of healthcare started in the 1990s
Number of Items	77 cases
Relationship with AU Goals	• Agenda 2063 Goal 3 "Healthy and well-nourished citizens"

(2) Contribution of UHC

Although UHC was launched in 2013, reflecting on JICA's efforts in the field of health in the nearly 30 years since the start of TICAD, the effects brought about by the support for medical research institutes implemented from a long-term perspective and the development of human resources for health are extremely large.

²³ <https://www.jica.go.jp/TICAD/approach/focus/r4nd550000000pq2-att/1-1.pdf>

Impact at output level

- **Contributing significantly to medical research in Africa through the establishment and development of medical research institutes**
 - Japan has built a long-term relationship with the African side through financial and technical cooperation with Noguchi Memorial Institute for Medical Research of Ghana, and Kenya Medical Research Institute (KEMRI), and has continuously contributed to improving the research environment and human resource development.
 - JICA also supported many other medical research institutes.
 - At first, there was some scepticism about providing support in the field of medical research where short-term results were difficult to see despite the obvious situation with people in illness, but the importance of having a medical research institute was recognized by many countries through JICA's effort.
- **Contributing to development of healthcare personnel**
 - As a result of developing personnel responsible for health care and medical research, human resources for health care who can act independently have been developed.
 - The development of such health workers has improved the number and quality of staff in health-care facilities and led to increased access to services.
- **Efforts for eradicating polio and "Neglected Tropical Diseases (NTDs)"**
 - Eradication of polio: JICA provided assistance to eradicate polio between 1980 and 2010s. In addition to providing cold chain assistance such as cooler boxes and refrigerators to procure polio vaccines and transport and store the vaccines, the monitoring system for the spread of polio was strengthened by improving the testing technology in laboratories that had been established with the support of JICA. In August 2020, the Africa's last polio-endemic country, Nigeria, became polio-free.
 - Guinea Worm Disease: JICA supported the Guinea Worm Disease Eradication Program under a global partnership with various actors including Carter Centre.
- **Strengthening Local Health Systems**
 - JICA has also been working to strengthen local health systems based on the “No one left behind” policy set out in the SDGs.
 - For example, in Uganda, Japan has used the concept of KAIZEN to support the creation of the foundation for improving the quality of services and the operation of local medical facilities. This has led to improvements in the quality of services at medical facilities and the effective and efficient use of health infrastructure.

- **Contribution to the achievement of UHC through financial support to governments**

- JICA provided development policy loans to Kenya, Senegal, and Egypt to achieve UHC. These measures set the policy actions necessary to achieve UHC and provide financial support to partner governments according to its achievement.
- Through this cooperation, Japan has contributed to the promotion of UHC by helping local governments strengthen their capacity to provide health services, and improve health financing systems.
- Specifically, in Senegal, a combination of development policy loans and technical cooperation has boosted policy implementation in the target areas. It has increased the proportion of rural health posts with paired nurses and midwives in target areas from 41% in 2015 to 80% in 2019. The number of poor community health insurance subscribers has also increased from 185,000 in 2015 to 1,140,000 in 2019. Finally, the coverage rate of health insurance among the poor increased from 17.4% in 2019 to 38.5% in 2022.

Impact at outcome level

- **Enable African stakeholders to cope with the COVID-19 pandemic by themselves**

- The establishment of medical research institutes such as Noguchi Memorial Institute for Medical Research and KEMRI greatly contributed to the local measures against infectious diseases. For example, Noguchi Memorial Institute for Medical Research was responsible for 80% of PCR testing during the COVID-19 outbreak in Ghana. The initial diagnosis was not possible without Noguchi Memorial Institute for Medical Research. In addition, KEMRI carried out approximately 50% of the total testing in Kenya and received outsourcing from the Africa Centres for Disease Control and Prevention (Africa CDC) of the performance inspection of the testing kits of COVID-19, helping not only Kenya but Africa.
- The development of research institutions capable of testing dangerous pathogens, and the development of human resources capable of conducting research there have greatly contributed to the COVID-19 response. Interviewee Ikuo Takizawa said, "Fostering organizations and human resources within the country that are capable of dealing with problems, is the uniqueness of Japanese assistance".

- **Establishment of a partnership between Africa and Japan in the field of medicine**

- In addition to joint research at the individual researcher level, collaboration at the research institution level led to further capacity development and innovation in medical research.

(3) Gaps, Challenges and Lessons Learnt of UHC

Challenges:

- **Preparedness in normal times based on experience with COVID-19**
 - JICA has been providing support for measures and strengthening systems in preparation for the outbreak of infectious diseases, however the outbreak of COVID-19 exceeded the previous measures both the speed and scale of infection.
 - In light of the experience of the COVID-19 pandemic, the importance of support for preparations in normal times such as international monitoring of the outbreak of infectious diseases, mobilizing funds in the event of an outbreak, and ensuring access to vaccines, in addition to the need to further strengthen health and medical systems and prepare for public health crises, has been re-recognized. In addressing these issues, close cooperation with various stakeholders, including donors, international organizations, and private companies, is essential.
- **Response to Health Damage Caused by Climate Change**
 - In Africa and the rest of the world, the impact of climate change is significant. It is not only limited to heat stroke and other damage caused by rising temperatures, but also includes various indirect impacts such as the spread of water, food and vector-borne infectious diseases caused by floods, nutritional diseases caused by food and water shortages, and respiratory diseases caused by air pollution.
 - In order to prevent these health hazards, multisectoral approaches such as disaster risk reduction, nutrition, and water and sanitation are necessary.

Lessons Learnt:

- **How each country will implement its own budgetary measures (mobilization of domestic resources)**
 - JICA has stressed to African governments the importance of prioritizing health (especially health financing) in its own policies to promote UHC.
 - However, as for how counterpart governments will raise health priorities and encourage budgetary measures, and how they will promote mechanisms for mobilizing domestic resources, including the creation of new institutions, it is important for governments to enhance their ownership and commitment.
- **How to involve Private Enterprises**
 - JICA had not focused much on private sector cooperation, but in recent years it has begun to focus on private sector cooperation, emphasizing the achievement of UHC while drawing out the power of innovation of the private sector.

- For example, the cooperation between Takeda Pharmaceutical and local governments in Kenya to strengthen the provision of medical care, the support for the local production of essential drugs by Shionogi & Co., and the provision of radiation and imaging training and equipment by FUJIFILM are good examples of private-sector cooperation.

Comparative advantage of JICA:

JICA's comparative advantage in UHC is in its attitude to respect African ownership and the mindset of valuing organizations and human resources built upon the self-help efforts and development of partner countries. It is also significant that as a sector that is difficult to secure funding, UHC is recognized as a priority in international forums such as TICAD.

Figure 53 Strengths of JICA in UHC

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none"> • Mind to value organizational and human resource development • An attitude of respecting Africa's ownership, in which Africa and consult together "Japan respects Africa's ownership, sitting together for discussion and letting the counterpart choose the solution they think the best." (Dr. Naphtali Nyabero Agata) • The existence of "TICAD" as a forum where the Government of Japan/JICA and African governments share priorities and issues to be tackled together "TICAD forum is very unique for providing JICA an early opportunity to know what the priority areas of concern of African countries are." (Dr. Naphtali Nyabero Agata) "TICAD is a good initiative. It's very good because it brings African health leaders together with Japanese leaders. The important thing of TICAD is improving international relations." (Dr. Francis OMASWA) • Detailed and meticulous planning for effective results • "JICA is very thorough, very detailed. And the results of the projects are always positive." (Dr. Francis OMASWA) 	<ul style="list-style-type: none"> • JICA places importance on the principle of ownership and respects the autonomy of governments. As a result, governments may not be able to use their budgets appropriately. • Other donor agencies provide large amounts of grant aid, but also make use of a variety of schemes, including Result-based Financing, in addition to Development Policy Loans (DPL) • May take too long to plan compared to other donors

Expectations for JICA's cooperation for the future:

- **Continued emphasis on the development of human resources for health**

- It is very important to develop human resources who can think and act on their own, and to create an environment in which such human resources can play an active role. Human resource development in the field of health is also expected through cooperation with the JICA Development Studies Program, JICA Chairs, and support for strengthening local institutions of higher education.
- It is also important to strengthen the relationship between trained personnel and Japan and to further expand interactions.

- **Building a win-win relationship for Africa and Japan**

- The joint medical research between Africa and Japan will lead to the growth of not only African researchers but also Japanese researchers.
- As Japanese researchers gain experience, they can make use of their knowledge, when considering the establishment of the Centres for Disease Control and Prevention (CDC) in Japan.
- Therefore, it is also a beneficial opportunity for the Japanese people to gain overseas experience regarding infectious diseases.

- **Cooperation using Japanese technology**

- It is desirable that Japan's technology will contribute to the realization of electronic medical care and the development of human resources for healthcare.

3-4 Climate Change

3-4-1 Climate Change

(1) Overview of the Initiative

Renewable Energy Development

Africa is blessed with green energy sources such as hydro, geothermal, solar and wind, but power transmission and distribution networks are inadequate, and approximately 570 million people in Sub-Saharan Africa still lack access to electricity. In order to achieve SDG7, it is important to promote the extension of the distribution network, off-grid electrification in addition to strengthening the international transmission network (the power pool concept) and developing green energy.

JICA has cooperated to make modern energy available to all people and at the same time trying to balance climate change measures.

- Promotion of introduction of renewable energy such as geothermal energy
- System stabilization
- Hybridization
- On/Off Grid Electrification
- Strengthening of private-sector cooperation

Forest Conservation

Africa has an enormous amount of forest, but deforestation continues every year due to forest fires and deforestation. It is necessary to promote the prevention of the decrease and degradation of natural environment of the forest which fulfils large role for the absorption of carbon dioxide.

JICA contributes to climate change countermeasures and biodiversity by realizing sustainable forest management.

- Establishment of forest monitoring system
- Supporting the introduction of participatory forest management
- Establishment of implementation systems and financial mechanisms for sustainable forest management, etc.

Water Resources

Due to extreme rainfall and rising sea levels, problems such as drought-induced water supply restrictions and salinization of coastal water sources have become apparent. The development and sustainable use and conservation of water resources are also important as climate change adaptation measures. In the context of TICAD, since TICAD I, the Government of Japan has been referring to the development of groundwater and the expansion of water supply and has announced the concept of cooperation including grant aid of US

\$2.5 ~ 3 hundred million over a period of 3 years. The TICAD IV Yokohama Action Plan focused on development of effective water resource management facilities and water supply facilities, mentioning in different areas such as agriculture and rural development, community development, health, addressing environmental and climate change issues. TICAD V also pledged to improve the hard infrastructure in the water sector, appropriate water management for agriculture, and access to water and sanitation, and pledged to "Access to safe water for 10 million people and improvement of sanitation". Based on this announcement, JICA has actively implemented cooperation, and the number of recipients of assistance, including water supply facility construction and capacity building for operation, maintenance and management, achieving 11.39 million beneficiaries by 2018. Water resource management and water supply have been mentioned at every TICAD since then.

Based on the flow of cooperation to date, JICA has focused on the following areas of cooperation in recent years.

- Development of responsible entities that coordinate interests and promote the sustainable use and conservation of water resources rationally
- Forming and operating a fully functioning consultative body to establish a system to resolve issues related to water resources based on the formation of social consensus
- Improving operations and management to put the water utility on a growth track

Irrigation

In Sub-Saharan Africa, the frequency of spot flooding and heavy rain due to climate change is increasing, while desertification and drought are also becoming more serious. Human security is being threatened.

JICA has established rules for digging deep wells so that water can be secured even during droughts, improving water storage technologies, and making use of water during droughts. In addition, JICA has provided assistance for the development of insurance systems for crop damage caused by climate change and for income improvement.

Disaster Risk Reduction

In recent years, the damage caused by floods and large-scale cyclones has become severe due to climate change. On the other hand, it is not always sufficient to collect basic data such as weather, rainfall and water level, and to develop social infrastructure against natural events.

As a JICA initiative on climate change, for example, JAMSTEC (Japan Agency for Marine-Earth Science and Technology) has conducted research in collaboration with Japanese university and research institutes in South Africa. In order to respond to environmental problems in southern Africa, the research improved the accuracy of seasonal climate projections using coupled atmosphere-ocean global climate model.

Figure 54 Overview of Response to Climate Change

	Renewable energy development	Forest conservation	Water resource	Irrigation	Disaster risk reduction
Subject country	Solar: 9 countries Hydro: 4 countries Geothermal: 2 countries	17 countries	35 countries	11 countries	4 countries (Mozambique, Mauritius, Algeria, Tunisia)
Implementation Period	1990s - present	1980s - present	1994 - present	1990s - present	2014 - present
Number of Items	Solar: 10 Hydropower: 6 Geothermal: 3	33 cases	198 cases	21 cases	6 cases
Relationship with AU Goals	Agenda 2063 Goal 7 Environmentally sustainable and climate resilient economies and communities	Agenda 2063 Goal 7 Environmentally sustainable and climate resilient economies and communities	Agenda 2063 Goal 7 Environmentally sustainable and climate resilient economies and communities	Agenda 2063 Goal 5 Modern Agriculture for increased productivity and production	N/A

(2) Contribution in response to climate change

The long-term support provided by Kenya Forestry Research Institute has led to the training of researchers and experts. In addition, there are many cases in which the trained personnel have held high positions in government agencies, research institutes, and private companies and have been active as Japanese counterparts.

Impact at output level

- **Contributing to the development of researchers and experts through support for the Kenya Forestry Research Institute**
 - The long-term commitment and resources to support the Kenya Forest Research Institute (KEFRI) has resulted in the development of researchers and experts.
 - In addition, in an environment where the opportunity to develop practical experience is very limited, the existence of the Institute has provided a step-up opportunity for those who have studied abroad and returned to their home countries to acquire the necessary expertise.

- **Economic benefits of geothermal power generation and contribution to forest conservation**
 - The impact of geothermal support is large. Kenya, for example, depends primarily on charcoal and firewood, so geothermal power generation would reduce the supply of charcoal and firewood, leading to forest conservation.
 - By reducing GHG emissions from geothermal power generation, it is possible to obtain economic benefits such as carbon credit evaluation and profit from selling those credits.

Impact at outcome level

- **Developed human resources are active as Japanese counterparts**
 - Many of those who received training with the support of Japan have been active in relatively high positions in their countries, and there have been many cases where they have become involved in working together as counterparts in later years and have built a friendly relationship.
- **The development of human resources is progressing.**
 - Between 1995 and 2019, KEFRI was the implementation agency providing third country training to 511 people from 21 countries in East and Southern Africa, including training of "Strengthening the Application of Social Forestry in Africa" and "Social Forestry Adapted to Climate Change." Even after those third country trainings, AI-CD24 has been continued regional cooperation.
- **Fostering the awareness of the whole country on environmental consideration such as renewable energy**
 - JICA's support for geothermal power generation in Kenya has raised awareness of clean energy in Kenya, and increased interest in a variety of other environmental considerations, including renewable energy, green manure, and green ammonia.

(3) Quantitative Evaluation

In the climate change area, we conducted quantitative evaluations on renewable energy initiative, water resources initiative, and irrigation initiative.

Quantitative evaluation of renewable energy initiative

We observed data on the increase in annual average power generation from renewable energy projects,

²⁴ It refers "African Initiative for Combating Desertification to Strengthen Resilience to Climate Change in the Sahel and the Horn of Africa", which was established by JICA, UNCCD (United Nations Convention to Combat Desertification), the Government of Kenya, and the Government of Senegal.

and the amount of CO₂ emissions that would have occurred if the renewable energy projects had not been implemented.

Data

- Ex-post evaluation reports of renewable energy projects
 - Power generation and CO₂ emission reductions from solar power plant construction projects
 - Power generation from hydropower plant construction projects

Figure 55 List of renewable energy projects used for quantitative evaluation.

Project Name	Country	Start Year
The Project for Introduction of Clean Energy by Solar Electricity Generation System	Nigeria	2012
The Project for Introduction of Clean Energy by Solar Electricity Generation System t	Lesotho	2011
The Project for Introduction of Clean Energy by Solar Electricity Generation System	Ghana	2010
The Project for Introduction of Clean Energy by Solar Electricity Generation System	Gabon	2010
The Project for Introduction of Clean Energy by Solar Electricity Generation System	Malawi	2010
The Project for Introduction of Clean Energy by Solar Electricity Generation System	Djibouti	2009
Sondu/Miriu Hydropower Project	Kenya	1997
Sondu-Miriu/Sangoro Hydropower Project	Kenya	2007
The Project for Emergency Repair and Overhaul Works for the Jebba Hydro Power Station	Nigeria	2011

- Electricity Generation Company (Malawi) Limited (EGENCO)'s website
 - Power generation capacity of the Tedzani hydropower plant

Analysis Methods

- The annual average power generation and CO₂ reduction amount from solar power plant construction projects are presented, as well as the annual average power generation from hydroelectric power plant construction and renovation projects. Since the CO₂ reduction amount was not included in the ex-post evaluation materials for the hydroelectric power projects, the amount of CO₂ reduced by those projects could not be estimated.

Results

- The following figure shows the annual power generation and annual CO₂ reduction amounts from the solar power project and the hydropower project²⁵. Specifically, the Sondu/Miriu Hydropower Project carried out in Kenya was a large-scale project, and it is reported that approximately 346 GWh was generated annually.

²⁵ For Tedzani hydropower plant in Malawi, electricity data were obtained not the data on power generation, so the annual average power generation was estimated assuming 8760 hours of operation per year.

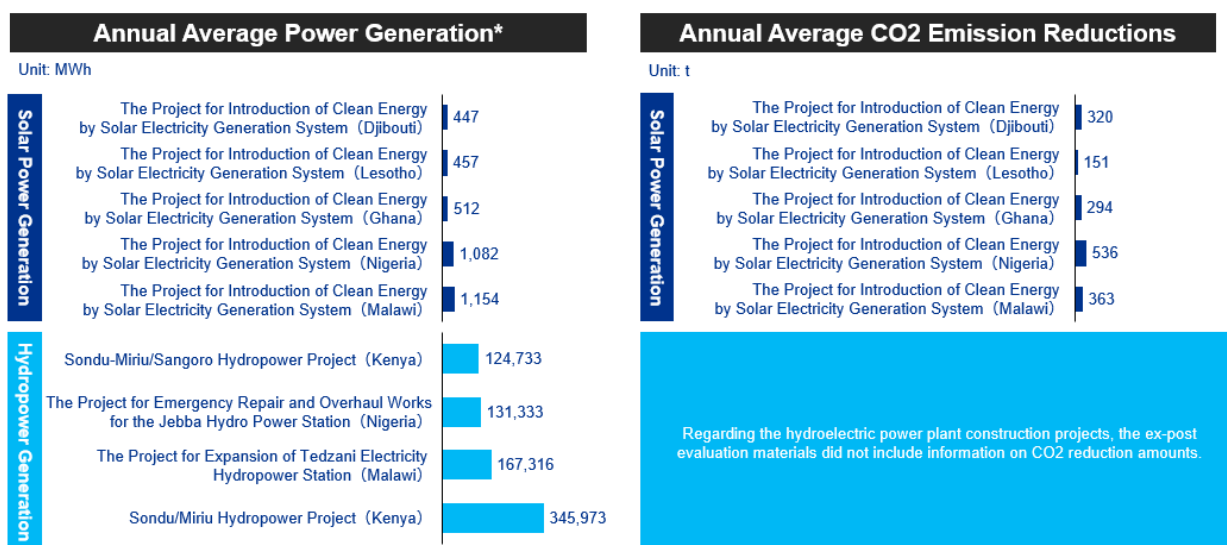


Figure 56 Annual average power generation and annual average CO2 emission reductions by renewable energy projects

Quantitative evaluation of water resource initiative

The increase in the population served by rural water supply projects and urban water supply projects is estimated. The Joint Monitoring Programme (JMP) by WHO and UNICEF is also utilized to overview the population water served and access rates to water in sub-Saharan Africa, in order to understand the current challenges.

Data

- Baseline and endline data for 79 water resource projects. Basically, the figures from ex-post evaluation materials are used, but in cases where the served population was not included in the ex-post evaluation materials, information from the preparatory survey reports is also utilized.
 - Rural water supply projects (62 projects)
 - Urban water supply projects (17 projects)
- The Joint Monitoring Programme (JMP)
 - Access rate and population with access to water in rural areas
 - Access rate and population with access to water in urban areas

Figure 57 List of rural water supply projects used for quantitative evaluation²⁶

Project Name (Rural Water Supply Projects)	Country	Start Year
The Rural Water Supply Project in the West of Mzimba District	Malawi	1997

²⁶ The projects listed here do not necessarily take into account JICA's current standards for climate risk assessment and adaptation measures, namely JICA Climate-FIT (Adaptation).

Project Name (Rural Water Supply Projects)	Country	Start Year
The Project for Drinking Water Supply for the Eradication of Guinea Worm	Burkina Faso	1998
The Project for Rural Water Supply (FY 1998, Phase 2)	Senegal	1998
The Project for Drinking Water Supply for the Eradication of Guinea Worm	Mauritania	1998
The Project for Rural Water Supply (Phase 1)	Togo	1998
The Project for Rural Water Supply (Phase 2)	Uganda	1999
Rural water supply project (1) (2)	Tunisia	2000
Rural water supply project (1) (2)	Morocco	2000
The Second South Western Groundwater Development Project (I)	Madagascar	2001
The Project for Groundwater Development for Rural Water Supply in Zambezia Province	Mozambique	2001
The Project for Rural Drinking Water Supply in Hanang, Singida Rural, Manyoni and Igunga Districts (Phase 2)	Tanzania	2002
The Project for Rural Water Supply in the Eastern Cape Province (Phase I)	South Africa	2002
The Project for Groundwater Development and Sanitation Project in Drought Prone Rural Areas (Phase 3)	Zambia	2002
The Project for Rural Water Supply and Sanitation in Oyo State	Nigeria	2002
The Project for Rural Water Supply in Lindi and Mtwara Regions (Phase I - III)	Tanzania	2003
The Project for Rural Water Supply (Phase II)	Eswatini	2003
The Project for Water Supply in the Khai Seg-Mopuchi Region (Phase 1 ~ 2)	Mari	2003
The Project for Rural Water Supply (Phase II)	Uganda	2003
Benssliman Drinking Water Project	Morocco	2003
The Project for Groundwater Development and Water Supply on the Island of Santiago	Cabo Verde	2004
The Village Water Supply Project (Phase 5)	Benin	2004
The Project for Drinking Water Supply for the Eradication of Guinea Worm in the Zindel Region	Niger	2004
The Project for Rural Water Supply (Phase 2)	Gambia	2004
The Project for Improvement of Living Environment for Unplanned Urban Settlements in Lusaka	Zambia	2004
The Project for Rural Water Supply (FY 2004, Phase 1)	Senegal	2004
Central Guinea Rural Drinking Water Supply Project (Phase 1 and 2)	Guinea	2005
The Project for Rural Water Supply (FY 2005, Phase 2)	Senegal	2005
The Project for Rural Water Supply in Kano State	Nigeria	2005
The Project for Drinking-water Supply in the Southern Region	Mauritania	2005
The Project for the Groundwater Development in Lilongwe West (1 ~ 3)	Malawi	2005
The Project for Groundwater Development and Sanitation Improvement in the Northern Province (first and second periods)	Zambia	2005
The Project for the Water Supply in Amhara Regional State	Ethiopia	2005
The Project for Rural Water Supply (Phase I and II)	Cameroon	2006
The Project for Water Supply in Southern Nations, Nationalities and Peoples' Regional State (first and second periods)	Ethiopia	2006
The Project for Emergency Rural Water Supply in Neighboring Provinces of Luanda	Angola	2006
The Project for Rural Water Supply	Kenya	2006

Project Name (Rural Water Supply Projects)	Country	Start Year
The Project for Urban Water Supply in Debub Region	Eritrea	2007
The Project for Water Supply Development around the Metropolitan Area (first and second periods)	Tanzania	2007
The Project for Water Supply in Afar Region	Ethiopia	2007
The Project for Groundwater Development in Luapula Province (Phase 1-3)	Zambia	2008
The Project for Rural Water Supply in Mwanza and Mara Regions	Tanzania	2009
Central Plateau and Southern Central Drinking-water Supply Project	Burkina Faso	2009
The Project for Drinking Water Supply for the Eradication of Guinea-Worm in Tillaberi	Niger	2009
The Project for Rural Water Supply (Phase VI)	Benin	2009
The Project for Rural Water Supply in Oromia Region	Ethiopia	2009
The Project for Rural Water Supply (Phase 2)	Rwanda	2010
The Project for the Improvement of Water Supply Facilities in the Province of Tambacounda	Senegal	2010
The Project for Rural Water Supply (Phase 3)	Gambia	2010
The Project for Rural Water Supply in Tigray Region	Ethiopia	2010
The Project for Groundwater Development in Mwanza and Neno	Malawi	2011
The Project for Establishment of Rural Water Supply System in Kambia Town	Sierra Leone	2011
The Project for Rural Water Supply in Southern Djibouti	Djibouti	2011
The Project for Rural Water Supply (Phase 2)	Kenya	2011
The Project for Improvement of Rural Water Supply	Nigeria	2012
The Project for Rural Water Supply in Maritime and Savanes	Togo	2012
The Project for Selected Market Centres and Rural Water Supply in Mchinji and Kasungu District	Malawi	2012
The Project for Rural Water Supply in Baringo County	Kenya	2013
The Project of Rural Water Supply in Tabora Region	Tanzania	2013
The Project for Provision of Improved Water Source for Resettled Internally Displaced Persons in Acholi Sub-Region	Uganda	2013
Second Central Plateau and Southern Central Drinking-water Supply Project	Burkina Faso	2013
The Project for Rural Water Supply (Phase 3)	Rwanda	2015
Rural Water Supply and Sanitation Improvement Project	Senegal	2015

Figure 58 List of Urban water supply projects used for quantitative evaluation

Project Name (Urban water supply projects)	Country	Start Year
WATER SUPPLY and SEWAGE SYSTEM IMPRV. PROJECT IN SOUTH-TUNISIA	Tunisia	1995
WATER SUPPLY IMPROVEMENT PROJECT (1)(2)	Morocco	1995
The Project for Water Supply in the Korofina District	Mali	1997
The Water Supply Project for Urban Centers	Ethiopia	1998
AGADIR WATER SUPPLY PROJECT	Morocco	2001
The Meru Water Supply Project	Kenya	2003
The Project for Improvement of Water Supply System at the Northern Pyramids Area in Giza City	Egypt	2003
The Project for Water Supply Development in Northwestern Part of Sharqiya Governorate	Egypt	2004

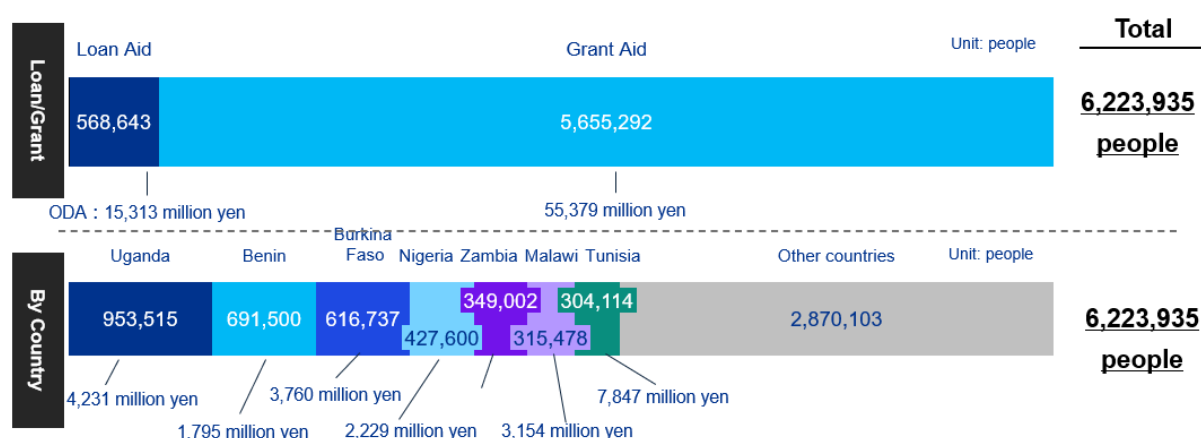
Project Name (Urban water supply projects)	Country	Start Year
The Project for Improvement of Drinking Water Supply in Conakry City	Guinea	2005
The Project for Zanzibar Urban Water Supply Development	Tanzania	2006
The Project for Upgrading of El Mahala El Kobra Water Treatment Plant	Egypt	2006
The Project for Augmentation of Water Supply System in Kapsabet Town	Kenya	2009
The Project for the Improvement of Water Supply Condition in Ndola City	Zambia	2011
The Project for Improvement of Water Supply System at Kassala City	Sudan	2012
The Project for Water Supply to Small Cities in Southern Part of Amhara Regional State	Ethiopia	2013
The Project for Augmentation of Water Supply System in Narok	Kenya	2013
Drinking water supply plan utilizing groundwater in Glazoue City and Dassa-Zoume City	Benin	2016

Analysis Methods

- By summing up the increases in served population from water supply projects in both rural and urban areas respectively, the impact of JICA cooperation can be quantitatively was calculated.
- Changes in served population are not only influenced by the effects of projects, but also by various factors such as population growth and the effects of other donors' projects. Ideally, the treatment effect should be estimated by appropriately comparing with non-intervention areas. However, in this study, data from non-intervention areas could not be obtained, so the total increase in served population is reported.

Results of rural areas

- By summing up the increase in served population from rural water supply projects, it is found that at least approximately 6 million 224 thousand rural residents gained access to water through JICA projects.

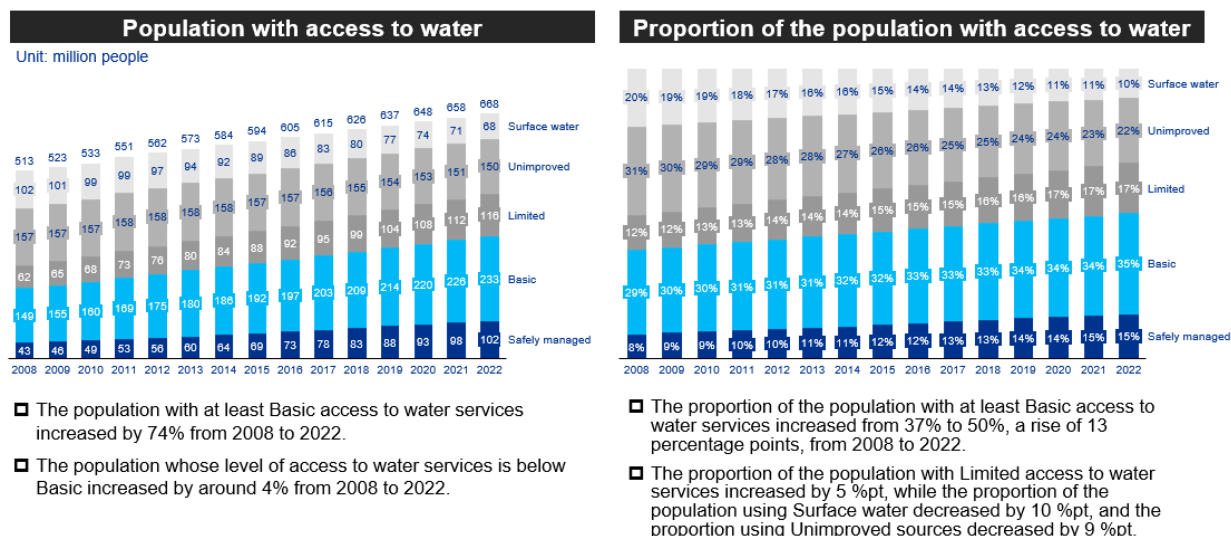


Source: Ex-post evaluation materials and preparatory survey reports

Figure 59 Results of rural water supply projects

- According to the Joint Monitoring Programme (JMP), the population with at least basic access to water services in rural areas of Sub-Saharan Africa increased by 74% from 2008 to 2002. The

proportion of the total population with at least Basic access to water services has risen from 37% to 50%, despite the population increase.

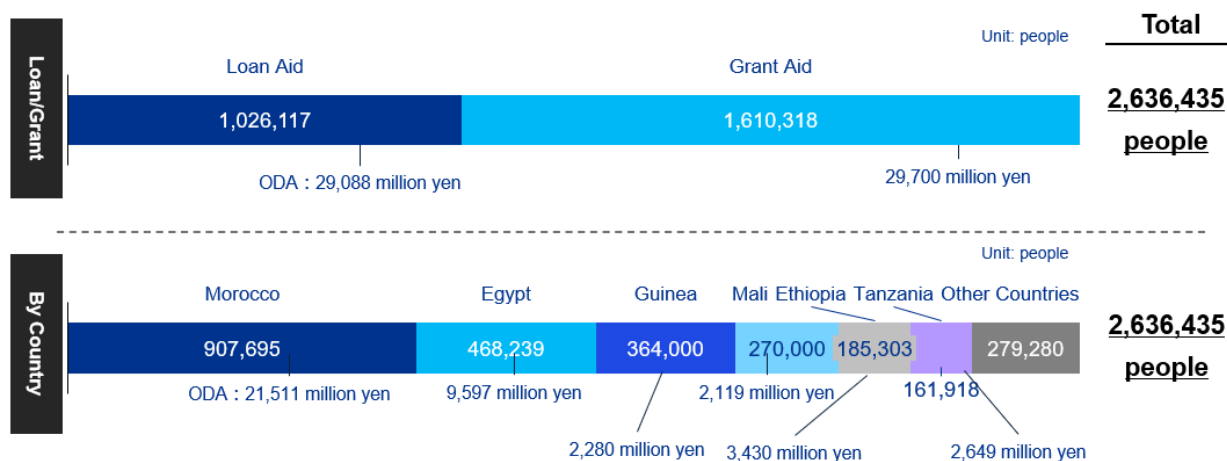


Source: JMP

Figure 60 The trend of access to drinking water in rural areas of Sub-Saharan Africa

Results of urban areas

- In urban water supply projects, water supply systems are being developed through the construction and renovation of facilities such as water treatment plants. Each project reports changes in the served population before and after the facility construction. Summing up these increases reveals that the served population increased by approximately 2 million and 636 thousand of people.

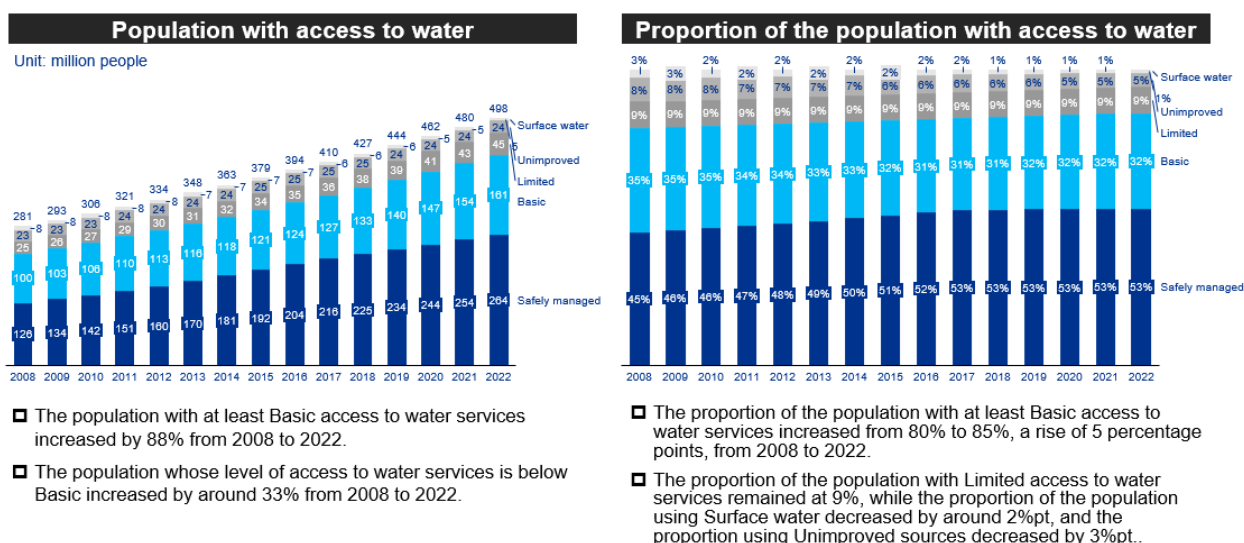


Source: Ex-post evaluation reports

Figure 61 Results of urban water supply projects

- According to the Joint Monitoring Programme (JMP), the population with at least basic access to water services in urban areas of Sub-Saharan Africa increased by 88% from 2008 to 2002. The proportion of the total population with at least Basic access to water services has risen from 80%

to 85%, despite the population increase.



Source: JMP.

Figure 62 The trend of access to drinking water in urban areas of Sub-Saharan Africa

Quantitative evaluation of irrigation initiative

The impact of JICA's cooperation in the irrigation sector is clarified by aggregating the irrigated area through loan aid cooperation, grant aid cooperation, and technical cooperation.

Data

- Ex-ante and ex-post evaluation reports of irrigation projects (25 projects)
 - Loan aid cooperation (12 projects)
 - Grant aid cooperation (10 projects)
 - Technical cooperation (3 projects)

Figure 63 List of irrigation projects used for quantitative evaluation ²⁷

Project Name	Country	Start Year	Aid scheme
THE ABDA-DOUKKALA UPPER SCHEME IRRIGATION PROJECT	Morocco	1995	loan aid
AGRICULTURAL SECTOR INVESTMENT PROJECT	Tunisia	1995	loan aid
WATER PIPELINE CONSTRUCT. & IRRIGATION PJT.IN NORTH-TUNISIA	Tunisia	1995	loan aid
IRRIGATION PERIMETERS IMPROVEMENT PROJECT IN OASIS	Tunisia	1996	loan aid
GOUBELLAT IRRIGATION PERIMETERS CONSTRUCTION PROJECT	Tunisia	1996	loan aid
TREATED SEWAGE IRRIGATION PROJECT	Tunisia	1997	loan aid

²⁷ The projects listed here do not necessarily take into account JICA's current standards for climate risk assessment and adaptation measures, namely JICA Climate-FIT (Adaptation).

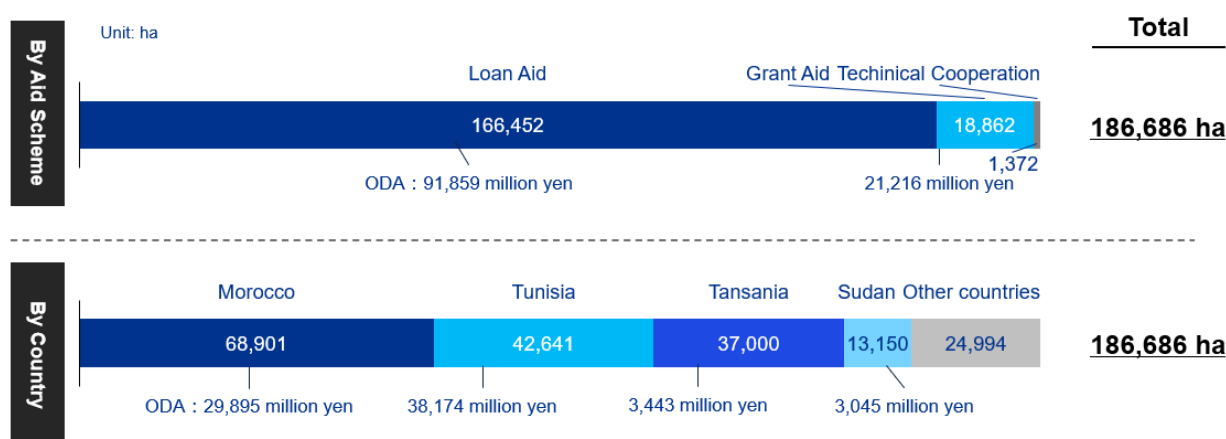
Project Name	Country	Start Year	Aid scheme
BARBARA IRRIGATION PROJECT	Tunisia	1997	loan aid
Southern Oasis Conservation Agriculture Support Project	Tunisia	2006	loan aid
Mwea Irrigation Development Project	Kenya	2010	loan aid
Small Scale Irrigation Development Project	Tanzania	2013	loan aid
Green Morocco Project	Morocco	2015	loan aid
Project for Irrigated Rice Production in the Senegal River Valley	Senegal	2020	loan aid
Bwanje Valley Irrigation Development Project	Malawi	1996	grant aid
The Project for Rehabilitation of Irrigation Facilities	Ghana	1998	grant aid
The Project for Rehabilitation of Floating Pump Stations in Upper Egypt (Phase 3)	Egypt	2002	grant aid
The Project for the Rehabilitation of the Bwanje Valley Irrigation System	Malawi	2006	grant aid
The Project for Upgrading Food Production Infrastructure	Sudan	2012	grant aid
The Project for Development of Irrigation Scheme in Ngoma District	Rwanda	2014	grant aid
The Project for Irrigation Development for Nyakomba Irrigation Scheme	Zimbabwe	2015	grant aid
The Project for Rehabilitation of Irrigation Facilities in Rwamagana District	Rwanda	2016	grant aid
The Project for Rehabilitation of Irrigation System in South-West of Alaotra Lake	Madagascar	2017	grant aid
The Project for the Development of Irrigation System in Atari Basin Area	Uganda	2018	grant aid
Project for Development of Medium Scale Irrigation Schemes	Malawi	2011	technical cooperation
Sustainable Smallholder Irrigation Development and Management in Semi-Arid Lands Project (SIDEMAN-SAL)	Kenya	2012	technical cooperation
Technical Cooperation Project on Community-based Smallholder Irrigation (T-COBSI)	Zambia	2013	technical cooperation

Analysis Methods

- The impact of JICA's cooperation was quantitatively calculated by aggregating the irrigated area developed through irrigation projects, by scheme and by country. Normally, when conducting impact analysis, the net effect is estimated by comparing the intervention area with the non-intervention area. However, for irrigation initiatives, it is assumed that there is no need for comparison with a control group since the irrigated area does not naturally increase on its own. Therefore, the effect of the projects (the irrigated area) was considered as the direct outcome of JICA's cooperation.

Results

- Through the irrigation projects, the irrigated area has increased by 186,686 hectares. Looking at the increase by aid scheme, the increase from loan aid cooperation, which has a large ODA input, was substantial. By country, the increase in Morocco was particularly large.



Source: Ex-ante and ex-post evaluation reports

Figure 64 Results of irrigation projects

(4) Gaps, Challenges and Lessons Learnt in response to climate change

Challenges:

- **Response to Climate Change being low priority compared to other areas**
 - Many African countries do not have irrigation or water infrastructure, but many depend on agriculture. For this reason, there seems to be more awareness and a sense of crisis about climate change than the Japanese, but it does not necessarily take precedence over other sectors such as education and health.
 - At both the policy and individual levels, the people of Africa are feeling a sense of crisis, but climate change is not seen as a priority issue due to the relatively urgent sectors of health care and education.

Lessons Learnt:

- **How to align strategically with other relevant sectors:** It is a difficult area to generate effects by the project itself. It is important to work with the agriculture, energy, water resources, and disaster risk reduction and management sectors to gain a better understanding of their importance.
- **How to Involve Private Enterprises:** In addition to the government's efforts, it is necessary to promote cooperation with the private sector to provide support. In addition, discussions have begun on how to introduce private funds.
- **How to work with other donor agencies**
 - There are limits to what JICA can do on the financial front alone. Therefore, it is important to promote co-financing in cooperation with other donors.

- As international cooperation is advancing in the area of climate change, various initiative frameworks are being developed in each region. Collaborating with other donor institutions will have a greater impact and raise more than double the amount of funding, so it is important to actively consider cooperation.
- **How to promote support at the policy level:** In particular, with regard to geothermal power generation in Kenya, while technical guidance at the field level is mainly provided to the Kenya Electricity Generating Company and the Geothermal Development Company in Kenya, support and capacity building for policy recommendations by the Ministry of Energy are also required. It is necessary to consider how to promote policy level support, including cooperation with the Ministry of Environment, Water and Natural Resources, which is involved in climate change, after understanding the needs of each country, not just Kenya.

Comparative advantage of JICA:

JICA has been providing support for climate change measures for many years. One of its major strengths is that through technical cooperation, it has built partnerships with research institutes, local communities, and local NGOs from government officials, and has gained the trust of African countries.

In addition, Japan has been extending cooperation to developing countries in general without regional bias, promoting cooperation within Africa and cooperation between Africa and other continents (third country cooperation, etc.), and has also contributed to the promotion of international cooperation through a process of mutual learning.

Figure 65 JICA's Strengths in Responding to Climate Change

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none"> • Responding to the needs of partner countries, support committed to results has high potential for multi-fund contracts and collaborative projects (e.g., CAFI contracts). • Formulating projects based on the needs of the host country's government and the field and responding to the needs in detail with a wide range of options, including financial cooperation, technical cooperation, private-sector collaboration, and volunteer projects. 	<ul style="list-style-type: none"> • There is room for further improvement in the rulemaking perspective, which emphasizes results and impacts on the ground and links practices in Africa to international rules.

Expectations for JICA's cooperation for the future:

- **Capacity Building on Climate Change for Governments in Various Sectors**
 - Enhancing the capacity of high-level government officials to deal with climate change through training will enable them to incorporate the agenda of responding to climate change

in a wide range of related areas into their policies. It is necessary to carry out detailed follow-up such as cooperation among ministries and agencies at the policy formulation stage and review of the appropriateness of policies, but it is considered to be an effective means for raising awareness of climate change response in the whole country.

- **Sharing energy technologies and research results in Japan**

- Through JICA's cooperation, Japan can contribute to the development of technologies that contribute to the reduction of GHG emissions and air pollution in Africa, as well as energy technologies with high power generation efficiency, by actively sharing energy technologies and research results that are actively being conducted in Japan with African countries.

3-5 Peacebuilding

3-5-1 Peacebuilding

(1) Overview of the Initiative

The number of armed conflicts around the world increased again from around 2015, and 59 cases was reported in 2023. The number of refugees and displaced people in the world reached over 120 million, both the largest ever. With regard to Africa, TICAD II started discussions on contribution to peace, and in the 2000s, emphasis was placed on "human security" and "consolidation of peace.". At TICAD 7 in 2019, a new approach to peace and stability in Africa (NAPSA) was proposed. This approach respects ownership of African countries and provides support on conflict prevention, institution building, and governance.

JICA promotes Humanitarian, Development, and Peace Nexus among refugees, forcibly displaced persons, and their host communities in cooperation with various actors in order to build resilient countries and societies by strengthening the capacity of local governments to restore administrative services and rebuild communities.

The details are as follows.

- Preventing conflicts and building resilient states and societies through the human security approach
- Capacity building of local governments, building resilient societies, and trust-building
- Promoting the HDP (Humanitarian, Development and Peace) Nexus

Figure 66 Overview of Peacebuilding

Subject Country	17 countries
Implementation Period	2000s - Present
Number of Items	29 cases
Relationship with AU Goals	• Agenda 2063 Goal 14 "A stable and Peaceful Africa"

(2) Contribution of Peacebuilding

Northern reconstruction assistance in Uganda has facilitated the return and settlement of conflict-affected people and IDPs through strengthening local government capacity and improving living conditions. Efforts to integrate the needs of both the refugee and host communities into local development plans have also contributed to the Government of Uganda's transition to refugee inclusion.

Impact at output level

- **Improving the independence of local governments and earning the trust of local communities**
 - JICA's efforts to strengthen the administrative capacity of conflict-affected local governments have improved their autonomy. In Côte d'Ivoire, the Joint Management Committee introduced by the project as a platform with community and local government, continued

after the project was completed, with voluntary efforts to build schools and provide vocational training.

- In addition, JICA's long-term intervention enabled local governments to provide appropriate services to meet the needs of both the refugee and host communities and improved mutual trust. As a result, communities have come to appreciate the government.
- **The planning tool developed by the project has spread nationwide.**
 - In the process of establishing local development plans, a planning tool was developed to ensure transparency by objectively measuring development project priorities with evidence, while reflecting the voices of residents and refugees through an inclusive and participatory process.
 - In Uganda, the adoption of this tool in the central government's Local Development Planning Guidelines has led to the use of this planning tool not only in project areas but also in local governments nationwide.
 - In a social integration project in Côte d'Ivoire, the COSAY method, a public service planning and implementation method that emphasizes equity and social inclusion, was compiled as a handbook and has been widely used for the development of the entire community.

Impact at outcome level

- **Change in the mindset of local governments:** JICA's capacity building for local government officials has created a mindset among them that local governments are in a position to provide services to their communities.
- **Increased resource allocation from national government:** The high evaluation of local governments by local communities leads to the improvement of national evaluation conducted by the national government every year. Appreciated local governments can receive more subsidies from the central government and engage in more fulfilling activities for the development of their communities.
- **Horizontal expansion of know-how by local staff:** Local government employees who worked on the project are still using the skills and knowledge they have developed in the project after moving to other areas.
- **Praise for Japan's support by the local Diet:** In 2022, Uganda's parliament passed a resolution praising Japan's support of the North. One of the reasons why Japan was taken up while other countries also provided assistance to the northern part of the country is thought to be the building of a polite relationship of trust with the local people.
- **Change in residents' feelings:** The citizens lost access to basic infrastructure such as water and electricity due to internal conflicts and were forced to live in a poor environment such as not being able to go to school. However, the project improved the basic infrastructure in cooperation with the

city and the community, greatly improving the living environment, and the citizens again began to feel positive feelings of hope and confidence.

(3) Gaps, Challenges and Lessons Learnt of Peacebuilding

Challenges:

- **Depending on the changing security situation**
 - In South Sudan, a large amount of assistance was provided, but the country was forced to evacuate following armed conflicts in 2013 and 2016. Although JICA has made appropriate changes in its investment in response to the situation, these changes in the security situation have had an impact on the assistance it has built up over the years.
 - In addition, JICA has stricter safety management standards than other donors and cannot directly provide assistance because it cannot enter dangerous areas.
 - In this way, development cooperation can be limited depending on the security situation. Therefore, in order to make the most of the effects of JICA's cooperation, it is necessary to work and collaborate with international organizations under restriction depending on the security situation.
- **Difficult to see the whole picture of aid from the counterpart country:** JICA's assistance is not based on the "resource envelope" method, in which the amount and duration of assistance are determined in a lump sum, as is the case with other donors, but on the accumulation of individual projects (ex. Phase 1, Phase 2, etc.). As a result, it is sometimes difficult for the recipient country to see the overall picture and scale of assistance provided in the target region.

Lessons Learnt:

- **Set up a wider project area:** Many conflict-affected countries have less experience in formulating and implementing plans and lack of human resources. In particular, it is important to build a model that works by steadily accumulating administrative experience in specific areas in the early stages of reconstruction. On the other hand, considering regional balance and equity, it is desirable to consider covering a wider region with a single project in order to avoid gaps in assistance and to provide efficient and highly effective assistance.
- **Visualize and disseminate JICA's contributions:** It is important to promote understanding of JICA's contributions by visualizing and presenting the overall picture of JICA's efforts to date and the effects of cooperation to partner countries.

Comparative advantage of JICA:

JICA has the strength to penetrate deeply into local contexts and strengthen its capacity by utilizing the systems of partner countries. On the other hand, JICA's cooperation is government-based, and from the perspective of fairness and independence, activities such as humanitarian assistance may be limited. Therefore, it is important to cooperate with peace and humanitarian aid agencies based on the concept of the HDP (Humanitarian, Development and Peace) Nexus.

Figure 67 Strengths of JICA in Peacebuilding

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none">• Japanese experts staying in the field for a long period of time. They will visit the field frequently to build polite relationships with local people and carry out capacity building with escorts. "In Cote d'Ivoire, the mayor and residents were delighted to see that Japanese people had come to the conference room and that Japan was making efforts". (Kone Siaka)• Deeply involved in the field and the highly sustainable impact, while the impact of projects from other donors is often temporary.• Deeply involved in various levels of government, local and municipal agencies• Support that makes flexible use of original mechanisms in counterpart countries. "JICA comes in as Japanese, but they use our systems, they don't bring new things. They use existing Government of Uganda systems, procedures and guidelines which makes implementation of project interventions acceptable by all stakeholders." (Emmanuel Tugabiirwe)• Budgetary monitoring on a project-by-project basis. It ensures adequate budget use and intensive intervention in the region.• Focus on local administration policies. Good at improving local administration, which is effective for Africa, where decentralization is progressing.	<ul style="list-style-type: none">• Cooperation with other donors, such as UNDP, is necessary because some specific resources are difficult to mobilize by JICA.

Expectations for JICA's cooperation for the future:

- **Consideration for promoting the HDP (Humanitarian, Development and Peace) Nexus**
 - In the UK and Australasia, the Ministry of Foreign Affairs and the Development Agency have been integrated to create linkages between diplomacy and development. As it is difficult to maximize the impact of development efforts unless there is a political solution on the ground, it is important to consider how JICA, as a development agency, should cooperate with peace actors in areas such as diplomacy, security and humanity.
- **Building relations between Japan and communities at the local level**
 - There are voices calling for continued exchange of personnel between local governments of recipient countries and Japanese local governments in the areas of capacity building and local development, where JICA has strengths. Building long-term relationships beyond the project framework will enable local governments to build sustainable capacity.
- **Enhancing vocational training for people affected by conflict**
 - JICA has been working on this issue, but the need for vocational training for those who cannot obtain adequate education and find jobs due to the conflict continues to be high. It is also hoped that the government will provide people who have experienced conflict with opportunities and facilities to develop their talents in sports, music and art, and cooperate to create a positive and cheerful atmosphere.

4 Impacts of selected initiatives of JICA and AUDA-NEPAD partnership

In this section, the outcomes and impacts of the partnership's main initiatives in the areas of food and nutrition, healthcare, regional development, and connectivity enhancement were examined. The results and impacts were verified from both qualitative and quantitative aspects. Qualitative analysis was based on desktop research and analysis and focus group discussions, and quantitative analysis was based on available quantitative data. During the online focus group discussions for the phase 2 of this study, a total of 10 persons, were interviewed on the collaboration between JICA and AUDA-NEPAD for their respective initiatives²⁸ (See Appendix 1). The importance of the Focus Group Discussions (FGDs) was to obtain the Partnership's contribution, project results, impact, and the strategic alignment. The discussions also aimed to identify priority options for the Partner organizations' future collaboration and better alignment to Africa's strategies or continental frameworks. Two to four program leads with deep knowledge of JICA and AUDA-NEPAD initiatives in each field were selected and a total of 4 focus group discussions were conducted. The program leads were selected by JICA and AUDA-NEPAD.

A questionnaire was drafted for each area based on the results of the desktop reviews. Below are the questions that were considered during the focus group discussions:

- What are the direct contributions, long-term and indirect impacts of JICA/AUDA-NEPAD's efforts in the implementation of the initiatives?
- What are the areas of improvement in JICA's efforts?
- What challenges did you encounter in the design and implementation of the initiatives?
- What is/was the extent of government (national/county/sub-national) involvement in the project implementation? To what extent did they access and utilize information and lessons drawn from the project implementation?
- Drawing from initiative's project experience, what key priority areas should be considered in the design of a similar future programme?
- What was the project's total investment at the time of its closure?
- What monetary/in-kind contribution was provided by the partnership towards the success of the various projects?

4-1 Infrastructure Development

Infrastructure has been prioritised as a major driver for Africa's development, with a view to increase economic growth, reduce poverty and contribute to the sustainable development goals (SDGs). Infrastructure development is critical for intra-African trade, regional integration, and achievement of the strategic priorities in the African Union's Agenda 2063 and the Africa Continental Free Trade Area (AfCFTA). Unfortunately, the continent is yet to meet its infrastructure financing need, with a projected annual investment shortage of about USD 108 billion²⁹.

The recurring need for improved infrastructure in African countries has slowed down their utilization of

²⁸ For Corridor Development, OSBP, IFNA, and AKI initiatives, the interviews were also conducted under phase 1 of this study.

²⁹ PIDA PAP First Ten Year Progress Implementation Report (Page 2).

resources for production, economic growth and trade. It has upsurged the costs of production, regressed competitiveness in their markets and hiked transaction related fees. These costs discourage foreign direct investment and delay upward scaling for existing businesses. The limited quality of infrastructure and limited available transport services also negatively impact the socio-economic conditions of the marginalized.

African countries previously attempted to improve their infrastructure as individual states and were hampered by the considerable financial burden. To maximize the benefits of collaboration and interconnectedness, the African Union (AU), the RECs and their member states have adopted PIDA to leverage their combined resources and synergies. The underlying concept for the identification and capitalizing on such synergies is corridor development.

Recognizing the significant contribution of infrastructure development towards Africa's socio-economic transformation, JICA through the TICAD framework has funded 58 infrastructure projects as summarized below.

Figure 68 Overview of Infrastructure Projects funded by JICA

Initiative	Loans (USD Millions)	Grants (USD Millions)	Impact	Alignment to Continental Frameworks
PIDA (1 & 2) & Corridor Development	3,695.61 (Loan agreement cost)	157.53 (Actual cost)	PIDA dashboard information informs planning and resource mobilization for prioritized projects. OSBP Sourcebook has served as a reference guide for the over 120 OSBPs in Africa	TICAD matrix: Focus area 1.2 which promotes the improvement of regional connectivity and continental integration by investing in quality infrastructure. Agenda 2063: Aspiration 1 for inclusive economic growth and sustainable development in Africa. Goal 1 to improve the standard of living. Goal 4 for stimulating economies. Aspiration 2, Goal 8 for a United Africa Goal 10 for first class infrastructure throughout Africa. Aligns with all 8 objectives of the AfCFTA, listed in Article 3 of the Agreement.
OSBPs	201.96 (Budgeted cost)	79.59 (Actual cost including technical cooperation)	Supported 14 OSBPs Reduced clearance, waiting and overall transit times Joint border patrol for at least 10 crossings Reduced congestion at the borders and less waiting times for transit cargo & passengers Harmonised border regulations for Northern Corridor, benefiting from the East African community's instruments to ease movement of persons, goods, and capital	

The infrastructure projects focused on upgrade, expansion and construction of roads, rail, ports, trans-boundary water management systems, and airports. Our discussion with JICA revealed that the funding

offered for infrastructure projects implemented between 1993 and 2022 has constructed or improved the road lengths totalling up to 7,205 km, port capacity of 15.31 million tones and power generation capacity increase of 1,690 MW. In addition, JICA has also offered technical assistance or financing for 3 Regional economic corridors and 14 One stop Border Posts in Africa. Whereas JICA has offered assistance to 5 regional corridors, our study focused on 3 priority corridors as detailed in the report.

The summary of findings above is based on the available information extracted from some of the project reports and strategic plans developed by AU member states and RECs, financial information extracted by JICA teams alongside insights shared by technical advisors at AUDA-NEPAD.

The insights were shared in a focus group discussion with PIDA program leads from AUDA- NEPAD. During the review, the team focused on a few project parameters such as implementation status reports, impact generated, and the partnership's contribution (financial and/or in kind). The team also assessed the project's alignment to the continental frameworks. We summarize the results of our analysis in the sections below.

4-1-1 Corridor Development

(1) Background

The AU's Elaboration on integrated corridor approach defines infrastructure corridor development as the process of positioning infrastructure assets along geographical corridors to leverage synergies and contribute to the socio-economic development of the corridor countries. This directly feeds into regional integration through interconnection of multi-modal infrastructure facilities including ports, roads, rail, pipeline, inland waterways, one stop border posts, and other logistics services. The underlying objective of corridor development is to build regional integration, contribute to trade facilitation, create access to wider markets, motivate economic growth and stimulate increased production in Africa.

JICA and AUDA-NEPAD have been instrumental in project preparation and planning for corridors. They have offered technical assistance for the much needed but rarely funded preliminary studies. These often include feasibility studies, designing corridor management arrangements, assessment of spatial development, technical audits, transactional structuring, incorporating trade facilitation and instituting the ICT networks.

Between 2015 and 2018, JICA closely engaged with African countries in 3 prioritised corridors to formulate strategic master plans. These Strategic Master Plans are wide-area plans that incorporate medium- and long-term business plans, which intend to enhance the enabling environment for trade, private investment and sustainable development in Africa. JICA co-designed 3 corridor master plans which include:

- The Master Plan on Logistics in the Northern Economic Corridor,
- The Nacala Corridor Economic Development Strategies in the Republic of Mozambique, and
- The Corridor Development for West Africa Growth Ring Master Plan.

These Plans identified specific needs for infrastructure development within the Corridors, many of which are now being addressed under PIDA. Essentially, corridor development as a strategy has informed the

blueprint for Africa's regional integration ambitions.

These Corridors also align to the continental strategic frameworks as portrayed in the table below:

Figure 69 Alignment to Continental Strategic Frameworks

Prioritised Corridors	Continental strategic frameworks		
	TICAD Matrix	AU Agenda 2063	AfCFTA
Northern Corridor, Nacala Corridor and West Africa Growth Ring (WAGRIC)	<p>Focus areas 1.2: Strengthen connectivity and integration through quality infrastructure investment.</p> <p>Action a): Construct and facilitate effective implementation of economic corridors.</p> <p>Expected Outcomes: Development of 3 priority areas (East Africa Northern Corridor, Nacala Corridor and West Africa Growth Ring) will be further enhanced based on the completed master plans supported by JICA.</p>	<p>Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.</p> <p>Goal 1: A High Standard of Living, Quality of Life and Well Being for All Citizens & Goal 4: Transformed Economies and Job Creation</p> <p>Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.</p> <p>Goal 8: United Africa (Federal or Confederate)</p> <p>Goal 9: Key Continental Financial and Monetary Institutions established and functional.</p> <p>Goal 10: World Class Infrastructure crisscrosses Africa</p>	<p>The Northern Corridor and WAGRIC development align with all 8 objectives of the AfCFTA, listed in Article 3 of the Agreement.</p> <p>However, the Nacala corridor aligns with 7 of the 8 objectives of the AfCFTA. The Nacala Corridor project documents do not present an ambition to set up a Customs Union - however Malawi does have interest in corridor management institutions promoting customs unions for member states.</p>

(2) Quantitative Evaluation of Corridor Development

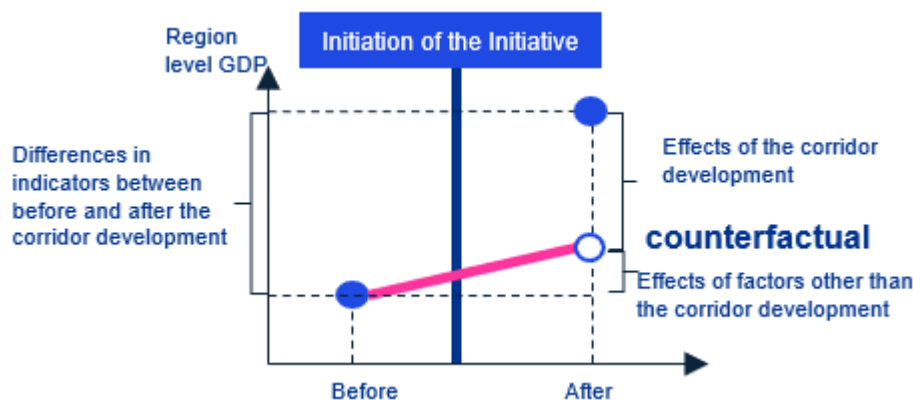
Through corridor development stimulating both intra and inter-regional trade, wider economic benefits (WEBs), such as GDP growth, are expected to be obtained in the long run. In this analysis, we focus on intermediate outcomes such as trade volume and port efficiency in JICA's 3 priority corridors: the North Corridor, the Nacala Corridor, and the West Africa Growth Ring, as well as on WEBs.

Data

- Time-series data of intermediate achievements in the Northern Corridor, the Nacala Corridor, and the West Africa Growth Ring (Transit cargo volume, container handling volume, road and rail transport volume, and vessel dwell time)

Analysis Method

- Visualize time-series data of intermediate outcomes in the Northern Corridor, the Nacala Corridor, and the West Africa Growth Ring to show rough time-series changes.
- Refer to the results of JICA (2022). In this report, the areas around the corridor are covered with a 20 km × 20 km squares, and it classifies the squares through which the corridor passes as a treatment group and the other squares as a control group and estimated the impacts of the corridor development using the difference-in-differences (DID) method. DID is a method of estimating the intervention effect obtained by corridor development by using control group data to estimate the pink line in the figure below.



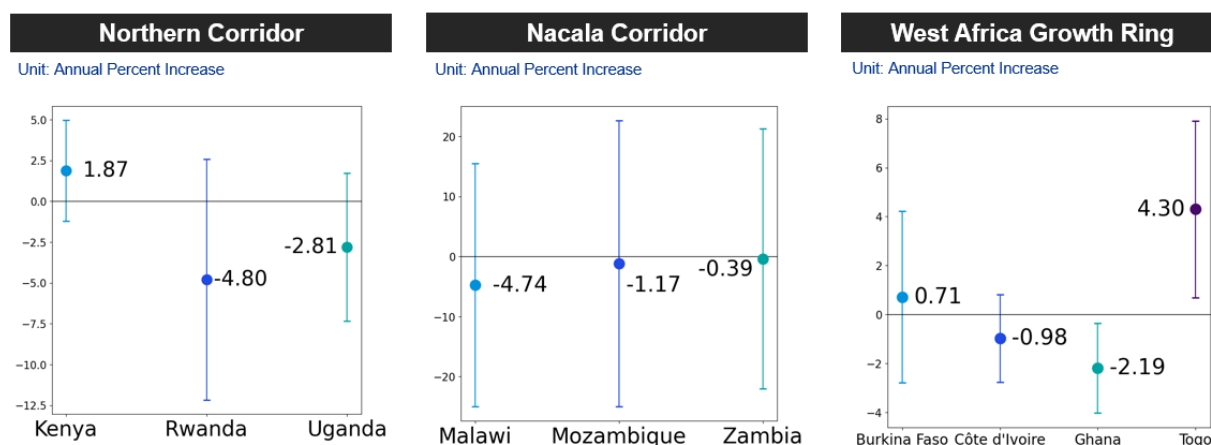
Source: JICA

Figure 70 Image of DID analysis

Estimation of impact of Corridor Development on regional GDP

JICA (2022) estimated the impact of corridor development using the difference-in-differences method. Since accurate data on regional-level GDP around the corridor is not available, night light data is used as a proxy variable.³⁰ The figures below represent the annual growth rate of regional GDP due to corridor development, and the vertical lines represent their 95% confidence intervals. If the lower limit of the vertical line is greater than zero, the effect of corridor development is positively significant. It was found that the impact of corridor development became statistically significant only in Togo in the West Africa Growth Ring, and that the impact of corridor development has not yet appeared in other regions. The high GDP growth rate in the Togolese corridor may be due to the relatively good performance of the Lome-Ouagadougou corridor in Togo in the West Africa Growth Ring. JICA (2022) notes that Côte d'Ivoire, Ghana, and Togo are in a competitive relationship within the West Africa Growth Ring, so only Togo, with a relatively good performance among the 3 countries, has benefited from the corridor development.

³⁰ According to JICA (2022), as income increases, the amount of light used per capita due to consumption and investment activities also increases, so there is a strong correlation between the amount of nighttime light and GDP at the national and regional levels. 1% increase in nighttime illumination corresponds to roughly 0.2% GDP growth.

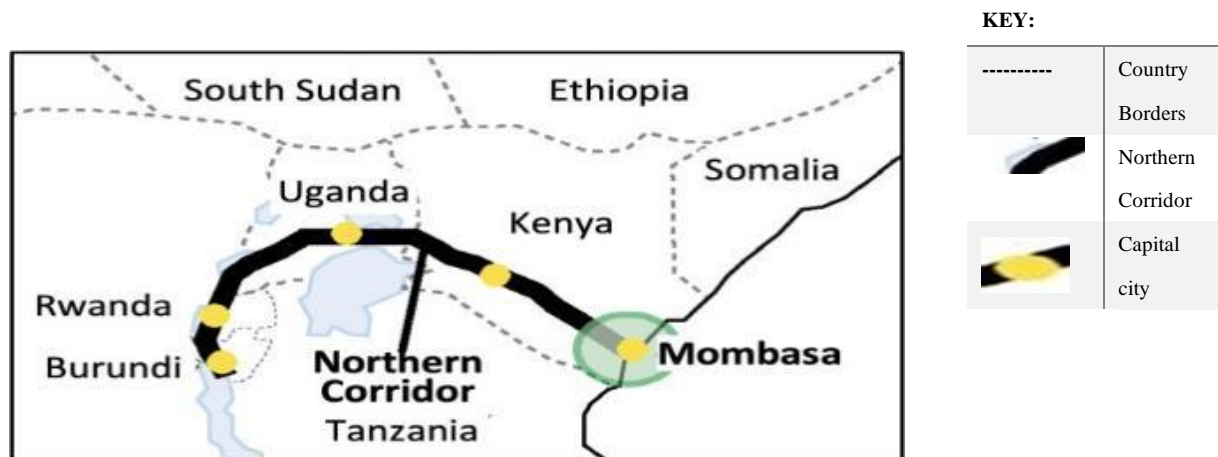


Source: JICA (2022)

Figure 71 Estimated impacts of corridor development on regional GDP

Northern Corridor (Kenya, Uganda, Rwanda & Burundi)

The Northern Corridor is a multimodal corridor of roads, railways and inland waterways, enabling transport from the Port of Mombasa (Kenya) to neighbouring inland and landlocked countries. The infrastructure projects under this corridor include set up of 10 OSBPs, upgrade of the Mombasa Port including upgrade of roads, set up of the Dongo Special Economic Zone (SEZ), and expanding the cargo handling capacity at the Mombasa Port among others.



Source: Ex-Post Evaluation Report of Japanese ODA Loan Project "Mombasa Port Development Project".

Figure 72 Northern Corridor's Arrangement

The Five-year Northern Corridor Strategic Plan (2017- 2021) aimed to achieve four strategic goals below:

- Setting up a sustainable development Corridor facilitating trade and promoting the active involvement of the Private Sector,

- b. Upgrading and updating transport infrastructure and services,
- c. Simplification and harmonization of the legal and policy frameworks for trade and transport in Northern Corridor Member States.
- d. Instituting proper institutional arrangements, performance evaluation and project monitoring for the Northern Corridor.

The overarching ambition by the member states was to improve transport services along the Corridor and increase the percentage of trucks and locomotives operating in the Northern Corridor by 5%. In addition, the Master plan set the following ambitions to achieve this corridor's development strategy.

Targets/KPIs

The Master Plan on Logistics in the Northern Economic Corridor reports that the export cargo volume in 2014 was 1.49 million ton and was projected to reach 3.28 million ton by 2030. The member countries intended to increase the cargo volume transiting through this corridor by:

- Reducing the cost of inland transportation of imports by truck and rails by 20-25% and 30-40% respectively.
- Reducing the cost of inland transportation of exports by trucks and rails by 30-40% and 50 to 60% respectively.
- Attaining a total reduction in inland transportation costs of about USD 1 billion annually.

Project funding

The table below shows examples of projects that JICA has funded in the member countries along the Northern corridor.

Figure 73 Examples of projects that JICA has funded

Project Name	Fiscal Year (Japan)	Loan Amount USD (Millions)
Mombasa Gate Bridge Construction Project (I)	2019	434.51
Mombasa Special Economic Zone Development Project (I)	2019	337.15
Mombasa Port Area Road Development Project (II)	2017	110.16
Mombasa Port Development Project (Phase 2)	2014	300.30
Mombasa Port Area Road Development Project	2012	342.75
Mombasa Port Development Project (Phase 1) *	2007	226.84
10 OSBPs**		10.43
Total		1,762.14

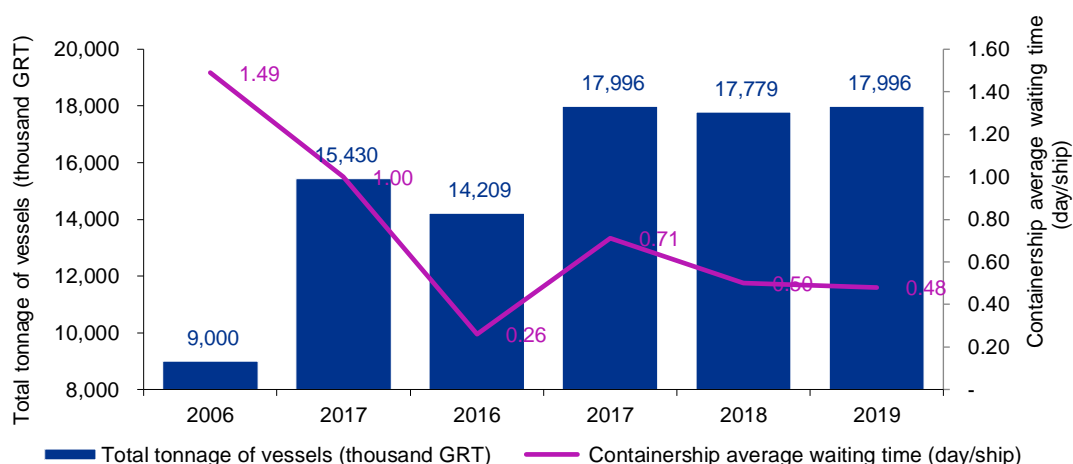
* Whereas the Mombasa Port Development Project was initiated before PIDA in 2007, it plays a significant role as a strategic point in the Northern Corridor and has contributed to the subsequent development of PIDA.

**10 out of the 14 OSBPs that JICA has supported are in East Africa and feed into Northern Corridor. The status of their implementation is detailed in section 4 below.

Impact

The Corridor developments have greatly benefited from the East African Community's ongoing efforts towards regional integration. All infrastructure projects are largely funded through bilateral arrangements where the respective member states are responsible for the implementation of the projects. This would make it difficult to track project specific KPIs due to lack of the M&E reports. However, based on our review of JICA's Data Collection Survey on Corridor Development in Africa (September 2022), the corridor development strategy has achieved the advancement of the Standard Gauge Railway (SGR), the accession of South Sudan to EAC and set up of 10 OSBPs, all of which positively impacted transportation cost and time. The EAC already has the legal and policy framework in place or in the pipeline; this is particularly relevant for the infrastructure development and OSBPs because the political will and dedicated technical teams were in place to fast track the harmonization of border control requirements and processes.

The infrastructure developments at Mombasa Port have contributed to improved operations at the port which has led to increased cargo volumes and reduced dwelling time as shown in the graph below.

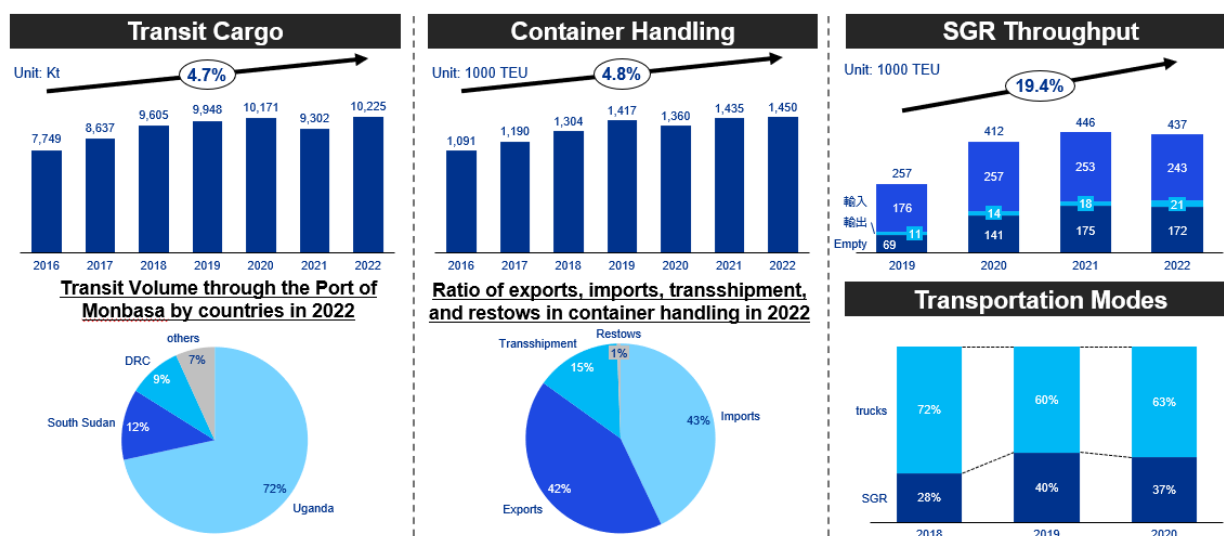


Source: https://www2.jica.go.jp/en/evaluation/pdf/2019_KE-P25_4_f.pdf

Figure 74 Cargo Volumes and Waiting Time in Mombasa Port

The total tonnage of vessels at Mombasa increased from 9,000 in 2015 to 17,996 in 2019. Further still, the average containership waiting time reduced from 1.5 days per ship to 0.48 days in 2019.

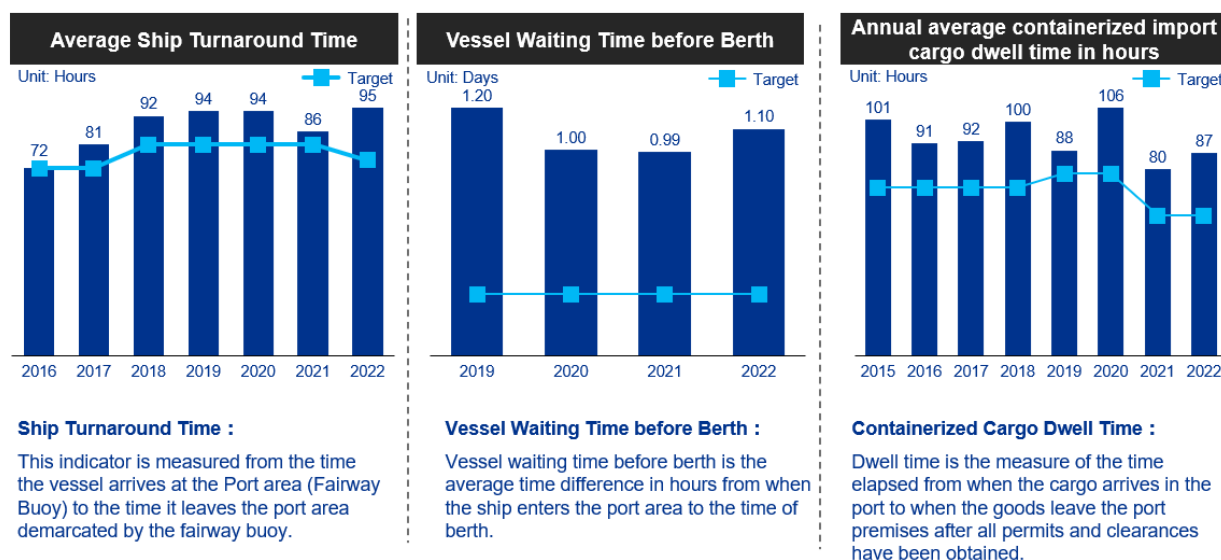
The volume of transit cargo and container handling at the Port of Mombasa has been increasing year by year. The volume of cargo slightly decreased due to the impact of COVID-19 from 2020 to 2021, but it is on the recovery trend. In addition, the handling volume on the railway (SGR) between the Port of Mombasa and Nairobi has greatly increased, and the share of rail in transportation is on the rise.



Source: NCTTNA (2023)³¹

Figure 75 Cargo Volume in the Northern Corridor

Regarding the efficiency of Port of Mombasa, there is room for improvement because the average ship turnaround time, the vessel waiting time before berth, and the annual average containerized import cargo dwell time have not been shortened and the target has not been achieved.



Source: NCTTCA (2023)

Figure 76 Efficiency in Port of Mombasa

³¹ NCTTCA (2023) Annual Northern Corridor Transport Observatory Report 2022 18th Edition

Challenges

Our review of JICA's Data Collection Survey on Corridor Development in Africa (September 2022) revealed that the following challenges:

1. Difficulties persist in building transportation infrastructure and dry ports west of Nairobi, hindering the development of inland transportation.
2. COVID-19 disrupted border operations, supply chains and additional border control procedures.

Priority areas for future collaboration

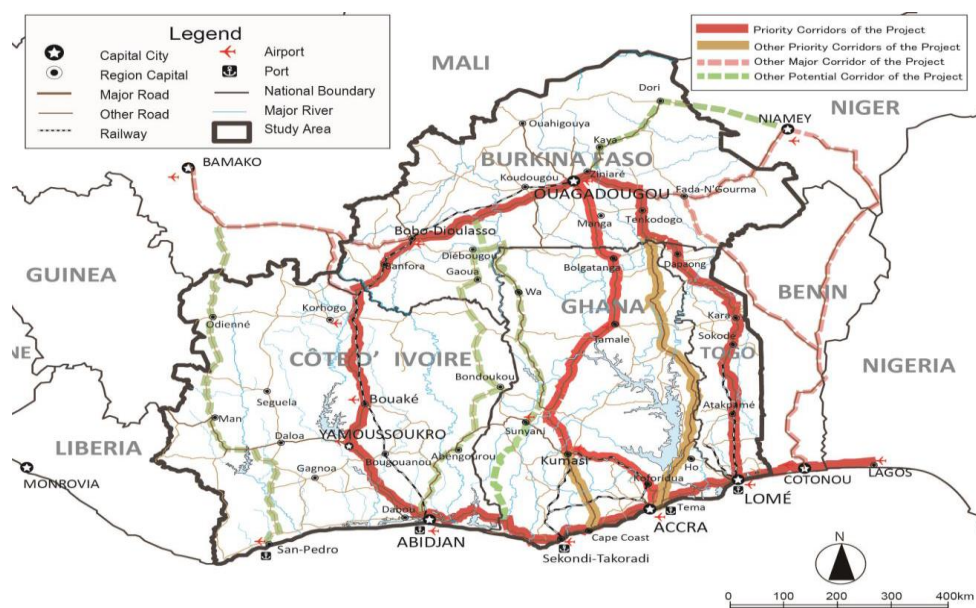
1. Improving inland transportation infrastructure is critical to this corridor development and would greatly benefit from the existing collaboration with the Corridor countries and other stakeholders.
2. Support for fostering an enabling environment for local IT business as well as cooperation in response to new external factors such as elimination of non-tariff barriers are also important.

West African Growth Ring

This Corridor is constituted by 3 international corridors in 3 coastal countries and one landlocked country. The 4 countries are Cote d'Ivoire, Ghana, Togo, and Burkina Faso, with an extension to Benin. The corridor network includes 4 main corridors:

- The Abidjan - Ouagadougou corridor,
- The Tema –Ouagadougou corridor,
- The Lome –Ouagadougou corridor, and
- The Abidjan – Lagos corridor.

The inland areas of the WAGRIC sub region have experienced economic stagnation because they physically and economically lacked access to the coastal economies and market. This has translated into reduced economic benefits for the region. This project enables the WAGRIC Sub-Region, including inland countries and inland areas of coastal countries to diversify their economic sectors, and mitigate the growing regional disparity between inland areas and coastal areas within distinct countries or the sub-region.



Source: Final summary JICA report on the project on the corridor development for West Africa Growth Ring master plan

Figure 77 West Africa Growth Ring's Arrangement

Ghana's Corridor Development Plan has a phased approach and an ambitious strategy to be the hub port of choice to handle an increased volume of transit and transshipping cargos in the sub-region. This corridor development serves Togo's goal to handle more than logistics and similar service sectors, and to transform to a base for manufacturing sectors in the Abidjan-Lagos Corridor, as the metropolitan areas of Abidjan-Lagos Corridor contribute to the international division of labour. Côte d'Ivoire plans to leverage their strength in the North-South Road and railway network, to target inland regional cities and expand their agricultural production for said markets. As the only landlocked party in this Ring, Burkina Faso stands to benefit from this corridor by creating significant access to coastal markets and incentivizing production. The Parties to this Ring value its potential to motivate diversification of economic sectors with access to sub-regional markets.

Target

An overarching goal for West African Growth Ring Corridor (WAGRIC) is to develop and connect inland areas and coastal areas, through major improvements to the economic sectors and transport infrastructure.

The Regional strategy summarizes the anticipated outcomes and suggested priorities, as illustrated below.

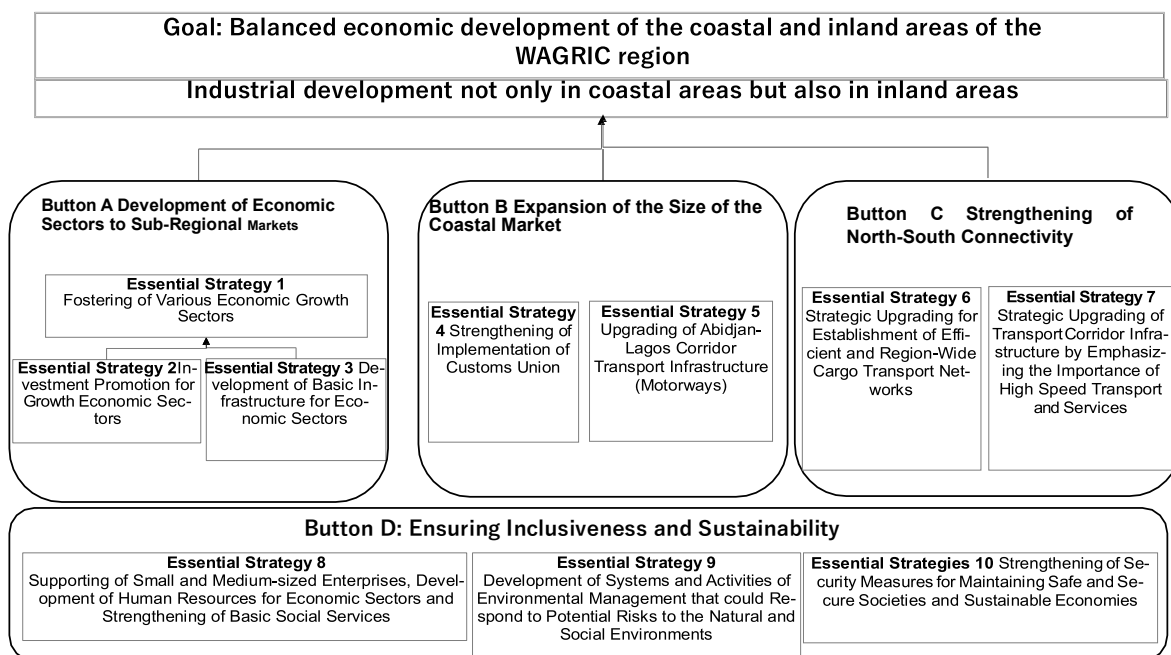


Figure 78 Regional Strategy for WAGRIC

Project Funding

JICA funded the development of the WAGRIC masterplan through a grant of **USD 6.25 million**. The funding far exceeded the initial project budget of **USD 4.13 million** by 38%. The difference between the planned cost and actual expenditure is attributed to the expansion of the scope and survey components of the project which led to an 80% increase from the envisaged investment. This Master Plan has informed the designs and planning for infrastructure development within the region. Infrastructure projects that were prioritised under this Plan have also been considered for the continental agenda in PIDA, evidenced by developments like the Abidjan-Lagos corridor.

From available documents like [Cross-border road corridors \(https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Cross-border_road_corridors.pdf\)](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Cross-border_road_corridors.pdf), the West African Growth Ring corridor projects received funding from multiple financiers to implement the respective projects which resulted into the impacts described below. While the impact may be attributed to other stakeholders, JICA contributed to this impact by funding the development of the masterplan. JICA also funded distinct components of this corridor's developments like the Tema roundabout in the Abidjan Lagos Corridor.

Impact

The results of Improvements on the Abidjan – Lagos Corridor and development of the Lome-Ouagadougou corridor that were funded by JICA and other stakeholders are illustrated below.

Improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders have created the following results:

Results



Figure 79 The results from the improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders

Development on the Lome – Ouagadougou corridor.

Results of the Lome-Ouagadougou corridor

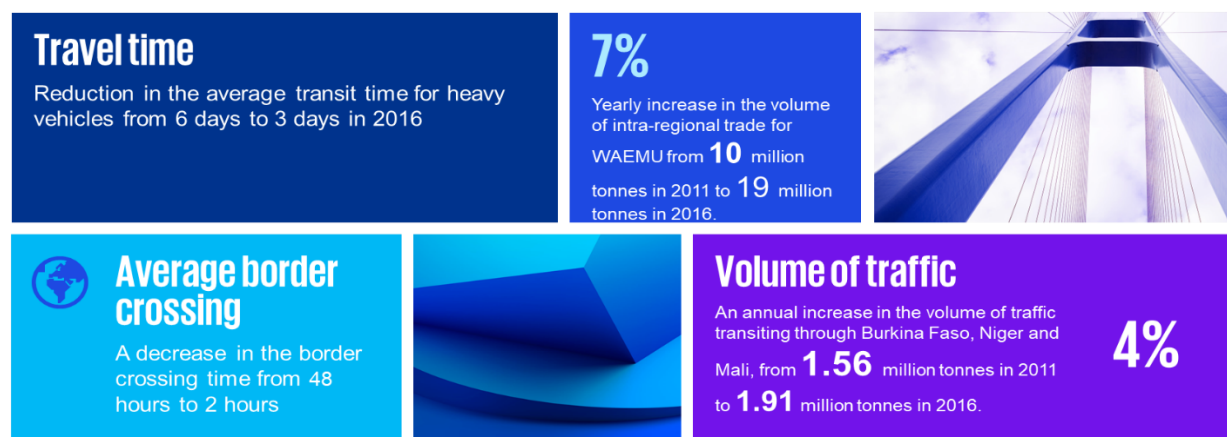
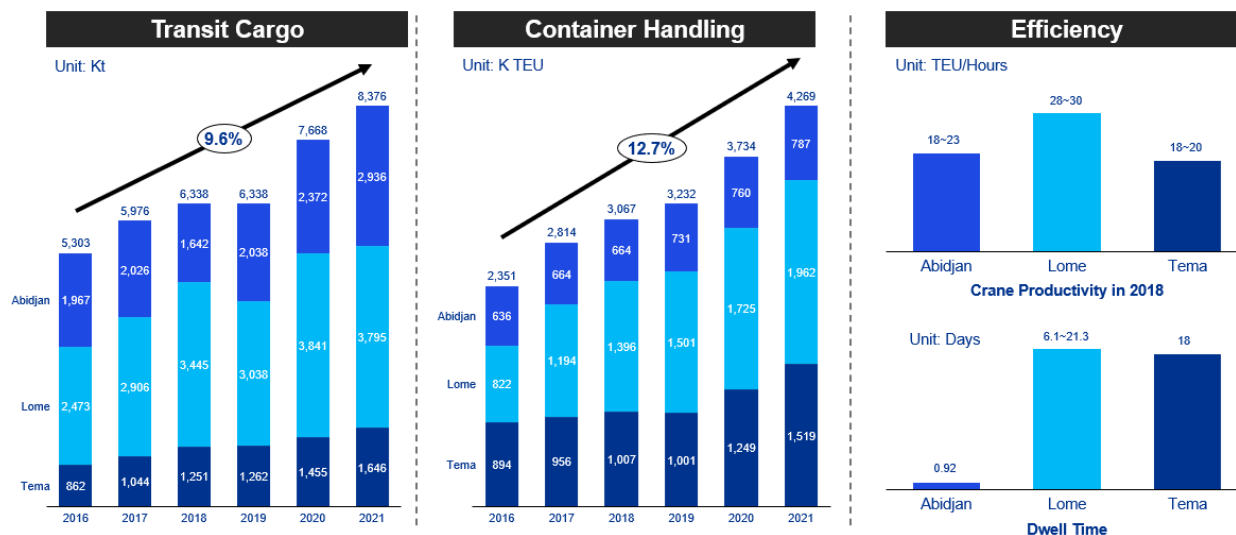


Figure 80 The results of the development on the Lome- Ouagadougou corridor

Transit cargo volume³² and the container handling at all 3 ports (the Ports of Abidjan, Lome, and Tema) are increasing. The port of Abidjan is very efficient compared to other African ports, while the ports of Tema and Lome are relatively inefficient due to their long port dwell time.



Source: Port Autonome d'Abidjan, Port Autonome de Lomé, Tema and Takoradi Port Statistics 2013-2022, and JICA (2018)

Figure 81 Cargo Volume and Efficiency in the Ports in the West Africa Growth Ring

The increase in traffic volume along this corridor can be attributed to the transportation infrastructure development including road widening, intersection improvements and highway extensions. The transport infrastructure development has also created a competition among ports and has led to a reduction in transport costs. With the setup of ICT systems including the Single Window System, a tracking system and electronic payment services, the corridor development has eased border control processes for transit cargo and passengers.

The Master Plan for the Corridor intentionally addresses the specific needs of each member state. It ensures that all infrastructure development along the Corridor incorporates the individual countries' ambitions and capacity to pursue such investments. Whereas the Plan was formulated before the PIDA initiative adopted the integrated corridor approach, this corridor's development is designed to consider efficiency and synergies in cross-border infrastructure planning and construction.

Challenges

The developments within WAGRIC have been negatively impacted by limited funding for project implementation. This was caused construction delays or postponed operationalization especially for the Abidjan – Lagos Corridor and the Cinkase' OSBP.

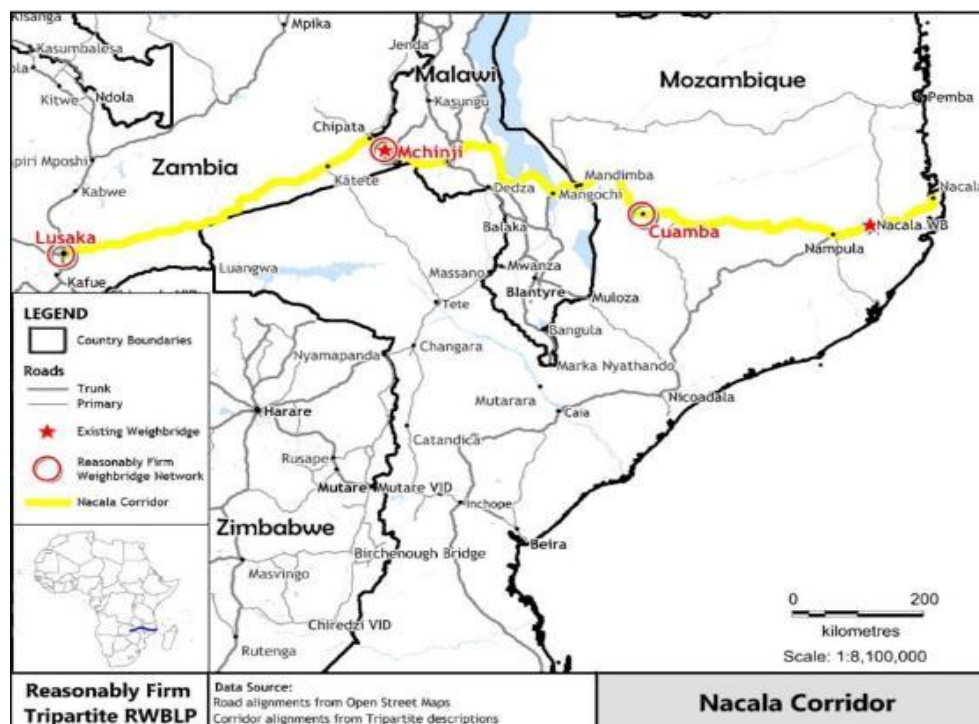
³² Transit cargo volume refers to the volume of cargo originating from or arriving at a port, excluding countries where the port is located.

Nacala Corridor

The Nacala corridor is made up of a network of trunk roads stretching from the Port of Nacala in Mozambique, the Northern Railway, the Malawi Railway and extension to Lusaka (Zambia). The exports from the landlocked countries and inland areas are transported through the Corridor to reach the Nacala port.

Previously, majority of Mozambique's roads in the Nacala Corridor Region were not paved. In comparison to Mozambique, Malawi's roads were well maintained while those in the Eastern Province of Zambia had a superior road density and paved road ratio. This meant that after each rainy season, Mozambique's gravel earth surface roads had to be graded and nearby vegetation cut, to ensure that they were passable in the dry season. Due to such a poor condition of those roads, traders transported goods to Cuamba and Lichinga by road from the much further Beira Port via Tete and Malawi, to avoid the impassable network in the Nacala Corridor.

Mozambique, Malawi, and Zambia have prioritised economic and industrial development premised on exploitation of their natural resources, which include the coal extracted in western Mozambique and the agricultural produce from the landlocked countries. This Corridor is a key component of that ambition because it enables access to wider markets. The upgrade of roads, specifically the road sections between Nampula–Cuamba, Cuamba–Mandimba–Lichinga, and Lichinga–Montepuez were co-financed by the Japan International Cooperation Agency (JICA), the African Development Bank (AfDB) and other development partners.



Source : <https://ttfp.org/corridors/nacala-corridor-2/>

Figure 82 Nacala Corridor's arrangement

Targets

The major driving factor for the development of this Corridor is to transform the economy and spatial structure of the Nacala Corridor Region. The rationale is that the Corridor would facilitate increased coal mining, natural gas exploitation and liquefied natural gas (LNG) production for export and, investments or development in the Nacala Special Economic Zone (SEZ). This corridor development is working towards increasing the trade volume from a baseline of 14% in 2018 to 20% by 2025 and 44% by 2030, transiting through the Nacala Corridor. The Phase V report also indicated that the cost in 2019 was USD 0.83 for each vehicle per kilometre and the target was to reduce that to USD 0.53 by 2023.

Project Funding

In 2012, Japan offered the Government of Mozambique (GoM) a grant and soft loan package of USD 350 million for the Nacala Corridor Port Improvement Project. This project was implemented in four phases including upgrade of the port infrastructure and operations at Nacala between 2015 and 2020. With support from development partners (the EU, AfDB, JICA, and Korea EXIM), the governments of Malawi, Mozambique and Zambia invested about USD 758 million for the Nacala Corridor Road Project, implemented in 4 phases between 2010 and 2022.

The first tranche of the soft loan financing from JICA was for emergency rehabilitation of the Nacala port, while the next 3 phases were part of the credit line for the Nacala Port Development Project as explained below.

Figure 83 Nacala Port Development Project

Phases	Amount USD (Millions)	Project Focus
One	30	It focused on the north quay pavement repair, a new container area, purchase of 2 Reach stackers, 2 Rubber-Tired Gantry (RTG), the repair of the liquid bulk quay and the installation of firefighting equipment between 2014 and 2015.
Two	70	It focused on the construction of a new access road to the port, pavement of the container yard, construction of a new rail transport container terminal, dredging, purchase of 3 RTG and the construction of a new entrance.
Three	250	The reconstruction of the quay, pavement of the container terminal, dredging, pavement of the access road, purchase of 3 RTG and tug-masters.
Total	350	

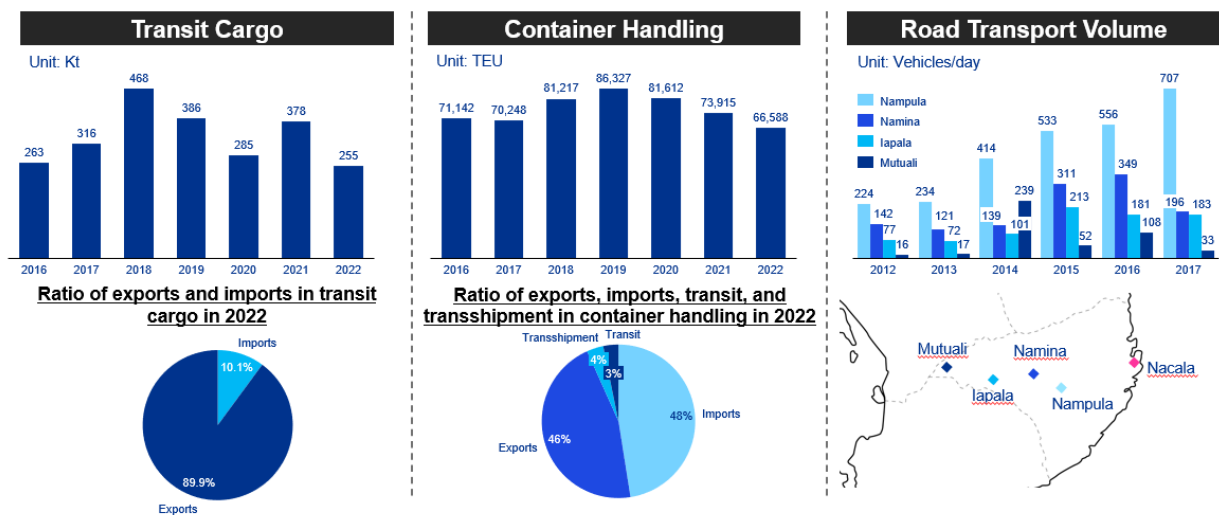
Impact

In 2019, the total volume of exports and imports transiting to Malawi was above 2 million tons per year. The Results-Based Logical Framework for Phase V of the Nacala Corridor Development indicates that in 2018, the Nacala Road Corridor saw a trade volume of 14% compared to the 3 other major corridors that

are more distant like Beira with trade volume of 20%; Durban with 60%; and Dar es Salaam with 5%.

The cost of transporting trucks to Blantyre in Malawi has significantly decreased. The cumulative transit time on the concerned sections reduced from 30 hours to 15 hours in 2017. Border crossing time for trucks at Malawi decreased from 12 hours to 3 hours by 2017. There was also a reduction in vehicle operating costs by 36% in Mozambique and 20% in Malawi.

Transit cargo volume at the Port of Nacala³³ and the volume of containers handled has not increased. The volume of containers handled increased to 86,327 TEU in 2019, but then started to decrease and has become 66,588 TEU in 2022. This is equivalent to about 26% of the container handling volume in the port of Beira, which is geographically close to the port of Nacala. In terms of road traffic, the traffic volume between Nacala and Nampula has increased, but that between Namina, Lapla and Matsuari has not increased much.

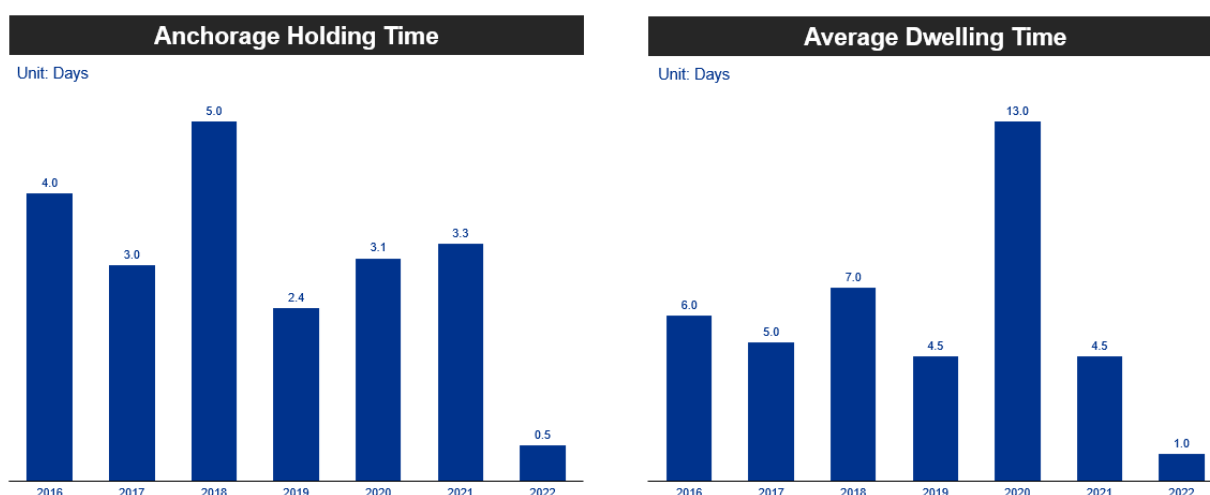


Source: CFM Annual Statistics Information (2023) and JICA (2018)

Figure 84 Cargo Volume in Nacala Corridor

On the other hand, the efficiency of the Port of Nacala has greatly improved in 2022.

³³ The transit cargo volume here refers to the cargo volume originating from and arriving at Nacala Port via the Nacala Corridor.



Source: CFM Annual Statistics Information (2023)

Figure 85 Efficiency in the Port of Nacala

Challenges

Unfortunately, the Nacala port still suffers great competition from the other ports despite its potential for reduced transport costs and shorter distance. While the improvements to the port were meant to position Nacala as the most preferred port, our review of the Nacala Corridor and Port Performance Assessment report by USAID³⁴ revealed that the port has limited cargo handling capacity, expensive rail costs and poor roads. This has enabled the other ports to outcompete Nacala port.

The railway transportation costs have not been reduced due to privatization of the rail. The transit time for land cargo transport, especially for Lusaka, is extremely long. It is less competitive than travel time from Beira Port. The volume of cargo at the Port of Nacala has continued to be sluggish, and the volume of containers treated has been significantly lower than at neighbouring ports. Establishment of a logistic network was also yet to be completed, limiting the potential to handle more volume of transit cargo.

Further still, the demand based on transport of mineral exports (especially the coal mining) is yet to be realized due to the decarbonization trend. Therefore, the strategy for creating demand on the Nacala corridor's transportation facilities must be adjusted.

4-1-2 One Stop Border Posts (OSBPs)

(1) Background

One Border Posts (OSBPs) are a central component of JICA's support to trade facilitation in Africa and under the TICAD partnership. As a concept, OSBP is a consolidation or harmonization of border control procedures at a crossing to ensure that the control processes are clear, specific, efficient, and cost-effective.

³⁴ USAID (2018), "Nacala Corridor and Port Performance Assessment", February 2018 Draft Final Report

This assures the facility users that they will undergo border control clearance once and that it is conducted by multiple agencies in one place from either side of the border.

Setting up of an OSBP involves putting in place hard and soft infrastructure. Developing hard infrastructure includes constructing, redesigning, or upgrading office facilities, waiting bays and connecting roads. Soft infrastructure includes bilateral treaties for governments or responsible state agencies, alongside the legal and policy framework enabling the set-up of inter-agency collaboration, harmonization of customs regulations, risk management and data exchange.

The OSBPs are designed to address the challenges in trade facilitation like the high costs for cargo transit, duplication of processes or documentation and complex or unclear requirements for clearance or release at the borders. The OSBPs are critical for regional economic integration and particularly beneficial for the landlocked countries because they ease access to coastlines. They also promote intra-African trade and contribute to the continental goal of stimulating economy for the inland areas and landlocked states. In the case of the East African Community, the OSBPs have also assisted and benefited from their efforts to institute a customs union. OSBPs have also been set up along regional economic corridors to maximize the benefits of the infrastructure development projects. The Partnership co-developed the OSBP Sourcebook, which serves as a guide for OSBP implementation.

JICA offered financial support to OSBPs. JICA's planned loans added up to USD 201 million while the actual grants and technical cooperation total up to USD 79.5 million. The Partnership also trained border officials and carried out sensitization campaigns at the Border, supported the constitution of Regional and Bilateral Legal, data sharing and Regulatory Frameworks, offered technical assistance for the Feasibility Studies and detailed Design for the construction of OSBPs' Facilities. They also supported the time release studies and benchmarking.

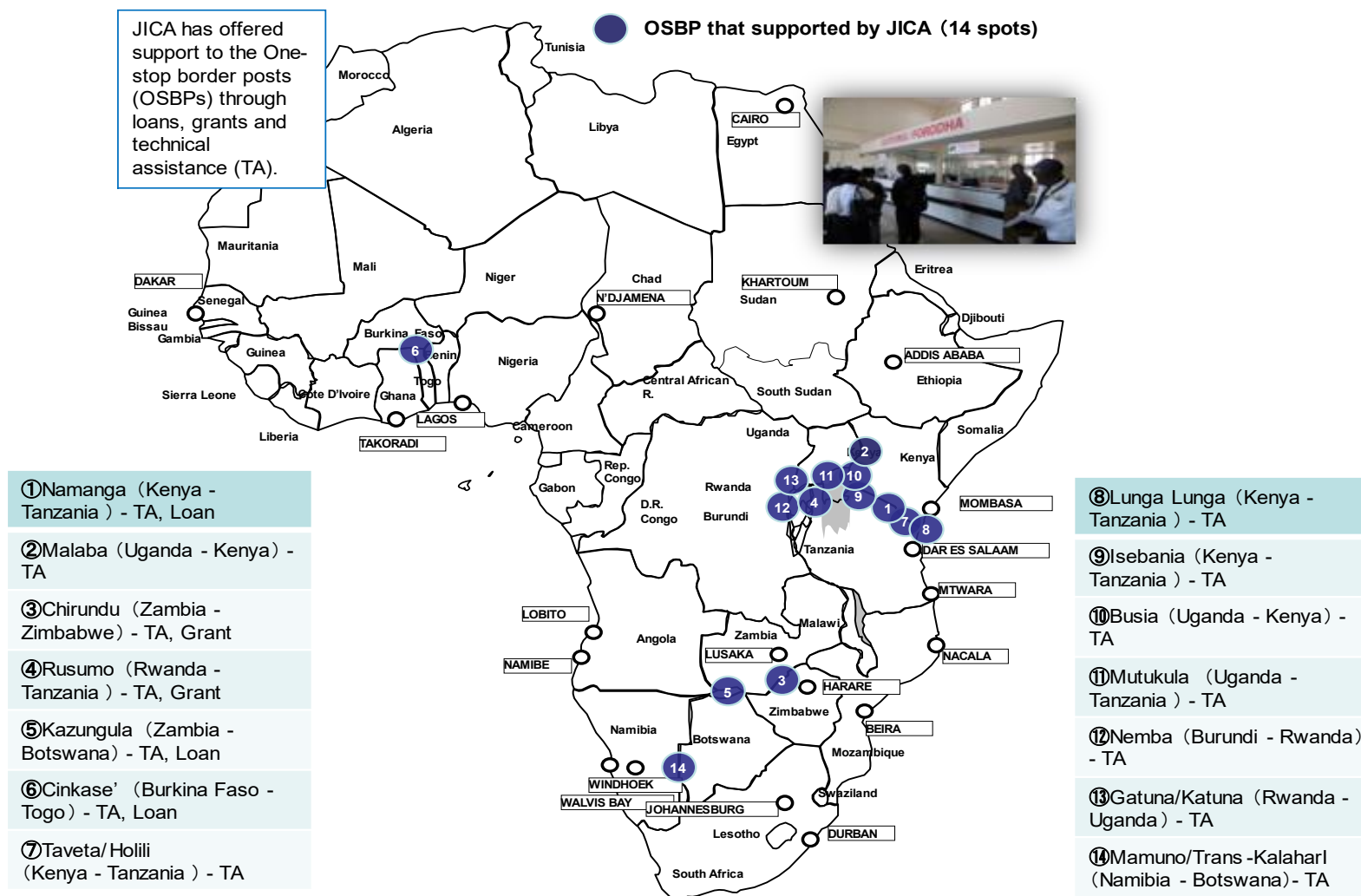


Figure 86 OSBP spots that JICA has supported

(2) Quantitative Evaluation

OSBP operation is expected to improve the efficiency of cross-border procedures, thereby reducing customs clearance time and increasing traffic. Quantitative analysis focuses on the dwell time and the time required for customs clearance of cargo in the Rusumo OSBP and the Kazungula OSBP, where JICA provided more substantial and comprehensive support among the OSBPs JICA assisted.

Data

- Data on Rusumo OSBP: We interviewed Mr. Keisuke Sawada, technical adviser for Customs and Trade Facilitation of the East African Community and obtained the latest data such as dwell time at Rusumo OSBP.
 - The Project on Capacity Development for Trade Facilitation and Border Control in East Africa
 - The Second Completion Report for Project on Capacity Development for International Trade Facilitation in the Eastern African Region
- Data on Kazungula OSBP: We interviewed Ms. Idah Chisenga Njovu and Mr. Maxwell Kapidula from the Zambia Revenue Authority and obtained the recent data on the clearance times at the Kazungula OSBP.
 - Time Measurement Survey Report 2023 Chirundu and Kazungula One Stop Border Posts
 - Zambia Time Release Study + Final Report
 - Project Monitoring Sheet for the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor (2023.07)

Analysis Methods

- How dwell time/clearance time changed before and after the OSBP operation was visualized.

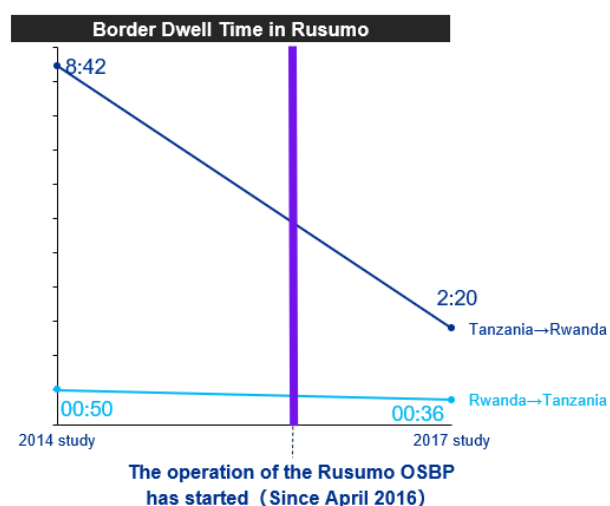
Result

Rusumo OSBP

When the Rusumo OSBP operation started, the border dwell time decreased significantly. The border dwell time from Tanzania to Rwanda has decreased from 8 hours 42 minutes to 2 hours 20 minutes due to the OSBP operation, and the dwell time from Rwanda to Tanzania has also decreased from 50 minutes to 36 minutes. In the study conducted in 2020 (The Project on Capacity Development for Trade Facilitation and Border Control in East Africa), it was reported that the border dwell time from Tanzania to Rwanda was reduced to 5 to 10 minutes, and that the dwell time from Rwanda to Tanzania was reduced to less than 5 minutes, although other factors seem to be contributing a lot in addition to OSBP operation. Additionally, data from the Rwanda Revenue Authority indicates that service delivery times in migration decreased from

10 minutes to just 1 minute, while in customs, time to clear truck with full documentation reduced from one hour to 20 minutes, underscoring the impact of streamlined processes on trade facilitation.

Results



Source: JICA (2017)

Map

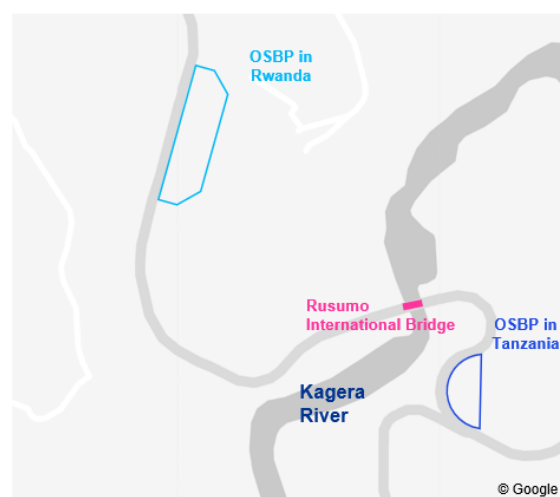


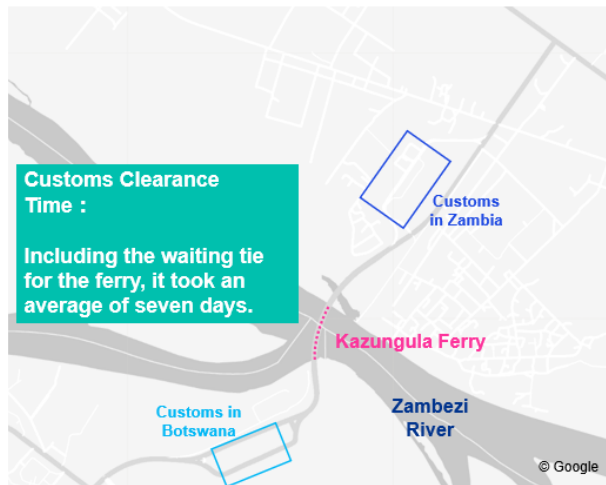
Figure 87 Border dwell time in Rusumo and location of Rusumo

Kazungula OSBP

Kazungula OSBP is a juxtaposed OSBP in which a series of procedures (customs, immigration control, quarantine, etc.) concerning the crossing of the 2 countries are carried out in the country of entry. For example, exports from Botswana to Zambia do not pass through the Botswana OSBP but directly through the Kazungula Bridge and enter the Zambia OSBP. There, the exit procedures from Botswana will be completed, followed by the entry procedures into Zambia. Before the opening of the Kazungula Bridge, border dwell time is about 7 days³⁵, but after the completion of the Kazungula Bridge and the commencement of the OSBP operation, customs clearance time significantly decreased. According to the Project Monitoring Sheet for the Project for Capacity Development for Smooth Operation of OSBPs on the North-South Transport Corridor (2023.07), the customs clearance time from Botswana to Zambia has reduced to an average of 2 days, 8 hours and 51 minutes, and from Zambia to Botswana to an average of 16 hours and 2 minutes.

³⁵ This information is based on the interview from Ms. Idah Chisenga Njovu and Mr. Maxwell Kapidula from Zambia Revenue Authority.

Before the Completion of Kazungula Bridge



Source: JICA (2023)

After the Completion of Kazungula Bridge and the Commencement of OSBP operation



Figure 88 Customs clearance time in Kazungula and the map of Kazungula

(3) Results, Impact and Lessons Learnt of OSBPs

Results and Impact:

The OSBPs that JICA supported in Africa have expansive impact on regional integration and trade facilitation in their respective regions. These results include:

- Reduced waiting time for trucks and cars for customs clearance procedures
- Decrease in the clearance time at the targeted borders
- Increase in the cargo volumes transiting through the border
- Creating ease and clarity for end users to submit requirements for clearance at the border through simplified and harmonized regulations of the bordering countries
- Improved capacity of customs administration to co-manage the border through training and development of guiding manuals
- Integrated information management systems that enable data sharing between the collaborating government agencies
- Increased revenue collection

Lessons Learnt:

During the implementation of the projects supporting the 14 OSBPs, the following best practices and

lessons were highlighted:

- Setting up OSBPs to synchronize with corridor development would yield better results for the "business corridor". In the case of Chirundu, the OSBP would have realized better benefits for the North South Corridor if it was linked with developments at Beitbridge between Zimbabwe and South Africa, and Kasumbalesa between Zambia and the Democratic Republic of Congo.
- The soft infrastructure for an OSBP is so critical that engagements to institute a legal and policy framework should precede the work to build the physical infrastructure of the border post.
- OSBP developments benefit greatly from extensive engagement with the local government, the private sector, and the border communities. Consultations among these stakeholders can help us to find the organization dynamics issues that arise from project implementation. It also helps to inform the design of project activities to address those buy-in needs.
- The physical infrastructure of the OSBPs should facilitate efficient flow of traffic.
- OSBPs would greatly benefit from instituting a centre of responsibility for "Border Post Management", distinct from the Customs administration, Immigration authorities and other governmental agencies. The Border Post Management would be responsible for maintenance, security, and proper use of the physical facilities. This independent unit could use existing resources like the cameras and the control room at the border to oversee operations and deter corruption among existing agencies.
- Transparency and predictability are critical in customs administration because they minimize opportunity for corruption and enable better revenue collection.
- The OSBP development can simplify and shorten the processes for the users. It can influence the communities at porous borders to be compliant with border controls.
- Improving border security also enables faster delivery of goods, reduced transaction costs and re-assurance for traders using these borders.
- The OSBP development should explore opportunities to use technology to expand the Border Post's capacity to handle growing cargo volumes of clients.
- Leveraging Public Private Partnerships can attract more investments for infrastructure development and maintenance. Collaborative efforts between governments and private entities are crucial for sustainable development.
- OSBP projects have so many mandate holders that they require distinct allocation of roles, to avoid conflict in execution of activities.

More detailed information on the implementation and support of the 14 OSBPs is included in the Appendix 4.

4-1-3 Results of Corridor Development and One Stop Border Post from a perspective of JICA's cooperation

Contribution of JICA's cooperation:

Infrastructure development through the development of corridors and the streamlining of border procedures through the OSBP have led to improvements in the quality of life of people along the corridors and reductions in transport time and costs on the corridors, thus contributing significantly to the revitalization of local economies. "Japan is an island country and has no experience of regional integration as in Africa. However, assistance that is closely aligned with each country has been successful in projects that require consensus building among member countries, including the enactment of regional laws.", said Tomomi Tokuori, an interviewee. Japan's unique approach to wide-area assistance is highly evaluated.

Impact at output level

- **Contributions by the development of the hardware infrastructure itself:** Hard infrastructure development included the improvement of international bridges, the expansion of ports, the construction of roads on corridors, and the construction of other logistics facilities. These developments have enhanced physical connectivity and affected people along the corridor in a variety of ways. For example, improved mobility and easier access to markets may have improved quality of life of local residents.
- **Effects of OSBP development:** The hard and soft cooperation of the OSBP have made border procedures more efficient and have significantly reduced cargo and passenger dwell times.
- **Contributing to the creation and diffusion of the current mainstream concept of "comprehensive" corridor development**
 - The concepts of "corridor-based development" and "OSBP" were originally conceived in Africa.
 - Initially focused on infrastructure corridor development, JICA/Japan presented the concept of "comprehensive" corridor development to Africa for the first time at TICAD V in 2013.
 - The concept of JICA corridor development was developed as a comprehensive package that included infrastructure development (soft and hard), socio-economic development, and industrial development.
 - "It's very clear that JICA is not just looking at the infrastructure but looking at what is the impact of that infrastructure on the communities, what opportunities will this infrastructure create, and how it stimulates economic activity around the corridors." said Towela Nyirenda JERE, the interviewee, who highly evaluates JICA's comprehensive corridor development efforts.

- The "comprehensive" corridor development concept proposed by JICA has been mainstreamed as the Integrated Corridor Approach in Phase 2 of the PIDA Priority Action Plan (PIDA PAP2), the infrastructure framework of the AU.
- **Contributing to the spread of the OSBP concept:** With regard to OSBP, JICA and AUDA-NEPAD jointly prepared a source book summarizing the know-how required for the introduction of OSBP, which is now in its third edition. The accumulated experience is arranged in the source book, and it is very useful as a manual for those concerned for the introduction of OSBP.
- **Significant contribution to reducing business costs**
 - Business costs on corridors have been significantly reduced through the improvement of hard infrastructure, such as the improvement of international bridges, expansion of ports, construction of roads on corridors, and construction of other logistics facilities. The cooperation in the soft aspects, such as the dissemination of information to border parties, construction of implementation systems, development of related laws, and simplification of procedures have also contributed to business costs reduction.
 - For example, Chirundu between Zambia and Zimbabwe was a narrow bridge with only one car at a time before the current bridge was built, slowing the flow of traffic from one country to the other, resulting in higher business costs.
 - With the help of Japan, the bridge has now been widened to allow seamless two-way traffic. In addition, Chirundu is currently implementing “the Project for Capacity Development on Smooth Operation of OSBPs on the North-South Transport Corridor”, which is expected to further improve efficiency.
 - JICA's cooperation also contributed to shorten the border-crossing time and to reduce business costs.
 - Border-related assistance, including OSBP between Zambia and Botswana, has also contributed to reducing business costs through efficiency improvements.
- **Change in the mindset of border officials:** Border support, such as OSBP, is part of the process of regional integration and requires the most time to change the human mindset, rather than the technical part. JICA has built an implementation system that enables border officials to discuss and make decisions based on the same understanding by strengthening the capacity of staff at border ministries that provide border services.

Impact at outcome level

- **Job creation for infrastructure projects:** There was an increase in the employment of infrastructure project vendors and suppliers.

- **Increasing business opportunities for entrepreneurs and SMEs:** There is an opinion from the interviewees that development of infrastructure has created many business opportunities, leading to economic growth in the areas surrounding the corridor.
- **Preventing the spread of HIV:** According to the Zambian counterpart person of Kazungula OSBP, reduced border transit times have had a side effect of curbing the spread of HIV. This is because Truck drivers have less time to cross the border and less prostitution for them.
- **Comprehensive corridor development providing the basis for the effective functioning of the AfCFTA:** AfCFTA will have the effect of expanding intra-regional trade by eliminating tariffs and reducing non-tariff barriers. The development of transport infrastructure is essential for the expansion of intra-African trade. In particular, it is necessary to strengthen physical connectivity through the construction of ports, roads, bridges, and border facilities.
- **More than 100 ongoing OSBP projects which are based on Chirundu's experience:** Chirundu was the first OSBP in Africa, supported by DFID and JICA at the time. Beginning with the state of fumbling, everyone said OSBP was difficult. However, finally there was a lot to learn from Chirundu's project. Currently, there are more than 100 OSBP projects in planning or implementation stages in Africa, of which 15 are supported by JICA, including soft and hard projects. The more than 100 ongoing projects are based on Chirundu's experience.

Challenges:

- **OSBP doesn't have to be fully introduced at some borders:** The OSBP consists of four components: legal and institutional development; simplification and harmonization of procedures; introduction of ICT and Data Exchange; and development of hard infrastructure. If trying to introduce this system with full specifications, the scale of the project will become large with high procurement costs. In some borders, the implementation of some components of the OSBP may be successful. Depending on the stage of regional integration, it is important to identify which components are appropriate to implement at each border.
- **Contextualization of assistance according to local conditions:** Among the regional blocks in Africa, regional integration in East Africa is particularly progressing. Reasons for this include "number of member countries," "common language," "experience of economic integration," "incentives for leading economic countries," "existence of regional laws," and "security stability." There are differences in the speed of economic integration between regions. It is important to form projects that take into account the diverse characteristics and challenges of each region.
- **Dialogue and cooperation at the continental level:** Although there has been a lot of dialogue and cooperation at the national and regional levels in the development of the corridor, there is room for further efforts to promote dialogue at the continental level by deepening cooperation with multi-lateral institutions such as AUDA-NEPAD.

Lessons Learnt:

- **Consideration in response to deepening regional integration**

- As regional integration deepens and trade-related systems become more electronic, more trade facilitation tools, including OSBP, are available. As a next step, there has been discussion of a shift from OSBP to the EU-like “No Stop Border Post”, and interviewee Sydney Chibabbuka said, “Do we still need to stop at the borders? Or we can be more adventurous. Using ICT, we can minimize the stops at the border posts and eventually move to a no stop approach to border crossing.” It is also important to consider, in a back cast manner, what needs to be changed in order to use ICT to minimize congestion at borders and ultimately shift to an approach that does not stop at borders.
 - As part of the Smart Border effort, funding to promote data exchange between countries should be considered. Data exchange will allow them to control travellers and cargo and manage other risks.
 - Infrastructure cybersecurity and infrastructure resilience are also becoming important issues.
- **Fostering Awareness of the Establishment of Smart Corridors**
 - With the support of the EU, the concept of smart corridors³⁶ has partly entered the implementation stage in SADC, etc.
 - Africa has an interest in trade facilitation that goes beyond OSBP, and if JICA begins to promote the concept of smart corridors as well as OSBP, interest from other countries will likely increase.
 - **Study toward utilization of public-private partnership:** The PPP model is the growing trend utilized by other development partners. There is room for JICA to examine further if involvement of the PPP model to their cooperation could be worth.
 - **Further collaboration with African organizations**
 - In promoting corridor development across Africa, it is very important to discuss the direction of corridor development at the continental level and to develop cooperation in line with common vision. To do this, there is a need of close collaboration with multilateral institutions such as AUDA-NEPAD, the AfCFTA Secretariat and RECs.
 - In particular, initiatives such as PIDA and AfCFTA under the auspices of AU are key frameworks for regional integration in a continental wide of Africa. Thus, regional development by JICA should align with these AU’s frameworks.

³⁶ Smart Corridor is a concept that has been already applied to other countries outside of Africa, and the name of the concept comes from the initials of “Safety, Mobility, Automated, Real-time Traffic management”. The AU defines the concept as “a modal or multimodal surface transport corridor with quality infrastructure and logistic facilities, between two or more countries, used to carry intraregional and international cargo and passengers facilitated by the latest trade facilitation tools and conducive policies; the corridor includes innovative Intelligent Transport Systems (ITS) aimed at facilitating trade through simplification of transport administrative processes and providing real-time information to the key corridor stakeholders to monitor cargo clearance and movement”. ([Technical Note on the Review of Corridor Coordination And Management Models and Proposed Legal Model for Smart Corridors in Africa](#))

Comparative advantage of JICA:

Once the AfCFTA is launched and tariffs and non-tariff barriers are eliminated, not only will trade within the region progress in the future, but the continent's supply chain will be built. To this end, in addition to continuing support for trade facilitation, it is necessary to seek approaches to promote partnerships with other donors and to transfer to environmentally friendly trade systems.

Figure 89 Strengths of JICA in Corridor Development and OSBP

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none">• Japanese experts dispatched to counterpart organizations. (Accurately understand the needs of counterparts and understand the organizational politics that may affect project implementation.) (Japanese experts and local experts can work closely together.)• Support not only for the construction of hard infrastructure, but also for the development of soft infrastructure, including the preparation of operational procedures and policy documents to maximize the use of infrastructure, legal revisions, and human resource development.• By being a bilateral implementing agency, support in a close relationship with each country respecting their ownership, based on the trust with each country that has been built through many years of support.	<ul style="list-style-type: none">• Other donor agencies are larger and more rapid in scale (Budget, People, Target Area) for wide-area projects• JICA does not participate in the basket fund, which is made up of contributions from multiple donors such as development banks.• Because most JICA infrastructure projects are bilateral, there are institutional constraints in providing cross-border regional infrastructure development programs.

Expectations for JICA's cooperation for the future:

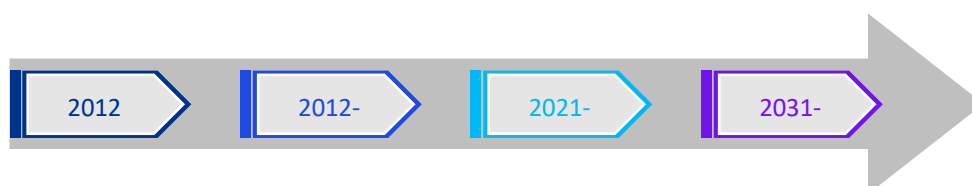
- **Continued support for infrastructure development and trade facilitation:**
 - As described in the beginning of Chapter 4-1, the continent is yet to meet its infrastructure financing need, with a projected annual investment shortage of about USD 108 billion. With the launch of PIDA PAP2 in the AU, the importance of corridor development is increasing in Africa.
 - Amid the momentum of the PIDA and AfCFTA, it is important to continue supporting cross-country infrastructure development and trade facilitation in cooperation with relevant organizations, including the AU and the AfCFTA Secretariat.

- **Expansion through collaboration with relevant JICA departments and other donor organizations' programs:**
 - Forming collaborative projects that complement the expertise and strengths of relevant JICA departments and other donor agencies will enable wider deployment to larger scales and new areas (for example, there are already some collaborative projects including the exposure of border smuggling through remote monitoring of satellite images in partnership with the World Customs Organization).
 - Furthermore, in the rapidly changing environment of the international community since the COVID-19 pandemic began, collaboration with such stakeholders is deemed crucial for addressing global and regional common challenges accurately and immediately.
- **Support for transfer to environmentally friendly trade systems:**
 - In response to climate change, which has become a global agenda, it may be necessary to begin to consider the project to explore how tariffs, trade facilitation, and logistics can move to environmentally friendly trade systems which contributes to CO2 mitigation and so on.

4-1-4 Program for Infrastructure Development in Africa (PIDA)

In 2002, the AU's New Partnership for Africa's Development (NEPAD) developed and adopted the Short-Term Action Plan (STAP) to improve the interconnectedness of Africa's transport infrastructure, energy facilities, ICT networks and transboundary water resources. The STAP included select projects given precedence for fast tracked implementation. NEPAD later put in place a Medium to Long-Term Strategic Framework (MLTSF), providing the priorities and constituting the partnerships for the economic integration, regional trade and intra-African commerce. This Framework evolved into the PIDA.

PIDA was adopted in 2012, as a long-term rolling programme, informed by stakeholder consultations and stipulating the institutional arrangements for programme implementation and co-ordination. PIDA embodies Africa's continental plan for physical infrastructure development in transport systems, energy access, ICT networks and transboundary water resources. PIDA is a compounded form of the master plans and action plans developed by the AU, the RECs, the regional and continental technical agencies (like the Power Pools) and the member states. This infrastructure development programme has partitioned its priorities into the short-term (2012-2020), medium-term (2021-2030) and long-term (2031-2040) to ensure that the project implementation addresses the highlighted needs in alignment with the agreed strategic framework and the Priority Action Plans (PAP).



Source: Programme for Infrastructure Development in Africa (PIDA): First 10-Year Implementation Report

Figure 90 PIDA Priority Action Plan

PAP 1 refers to the short-term priorities that commenced in 2012 and were completed in 2020. PAP 2 relates to the medium-term priorities that are currently under implementation as further explained in the following sections. The programme activities include project design, implementation, and operationalization to provide the envisaged services and upgrade the existing infrastructure.

The African Union Development Agency (AUDA-NEPAD) is tasked with overseeing the coordination, design, resource mobilization, and execution of the PIDA. In executing this mandate, AUDA-NEPAD engages and collaborates extensively with member states, the African Union Commission (AUC), the African Development Bank (AfDB), RECs, United Nations Economic Commission for Africa (UNECA), development partners, and other stakeholders involved in infrastructure development.

The entire PIDA initiative seeks to utilize infrastructure development to resolve the common regional and intra-regional connectivity concerns in Africa. As a programme, PIDA projects cover four different infrastructure sectors with specific objectives listed below:

- **Transport** whose focus is to facilitate free movement of goods and people by providing competent, secure, inexpensive, and dependable transport services. This sector focuses on the development of roads, railways, ports, airports, and incidental transport services.
- **Energy** whose focus is to institute efficient, dependable, reasonable, and environmentally sustainable energy networks and improve access to modern energy services. The energy projects include clean power generation and transmission, high-capacity oil and gas pipelines and renewable energy initiatives.
- **Water** whose focus is to set up better integrated water resource management systems by constructing transboundary water infrastructure and supporting institutions for efficient and collaborative management of shared waterbodies.
- **Information and Communications Technology (ICT)** whose focus is to increase access to dependable and reasonably priced ICT networks, addressing Africa's need for inexpensive broadband, access, secure internet, and intra-African e-commerce.

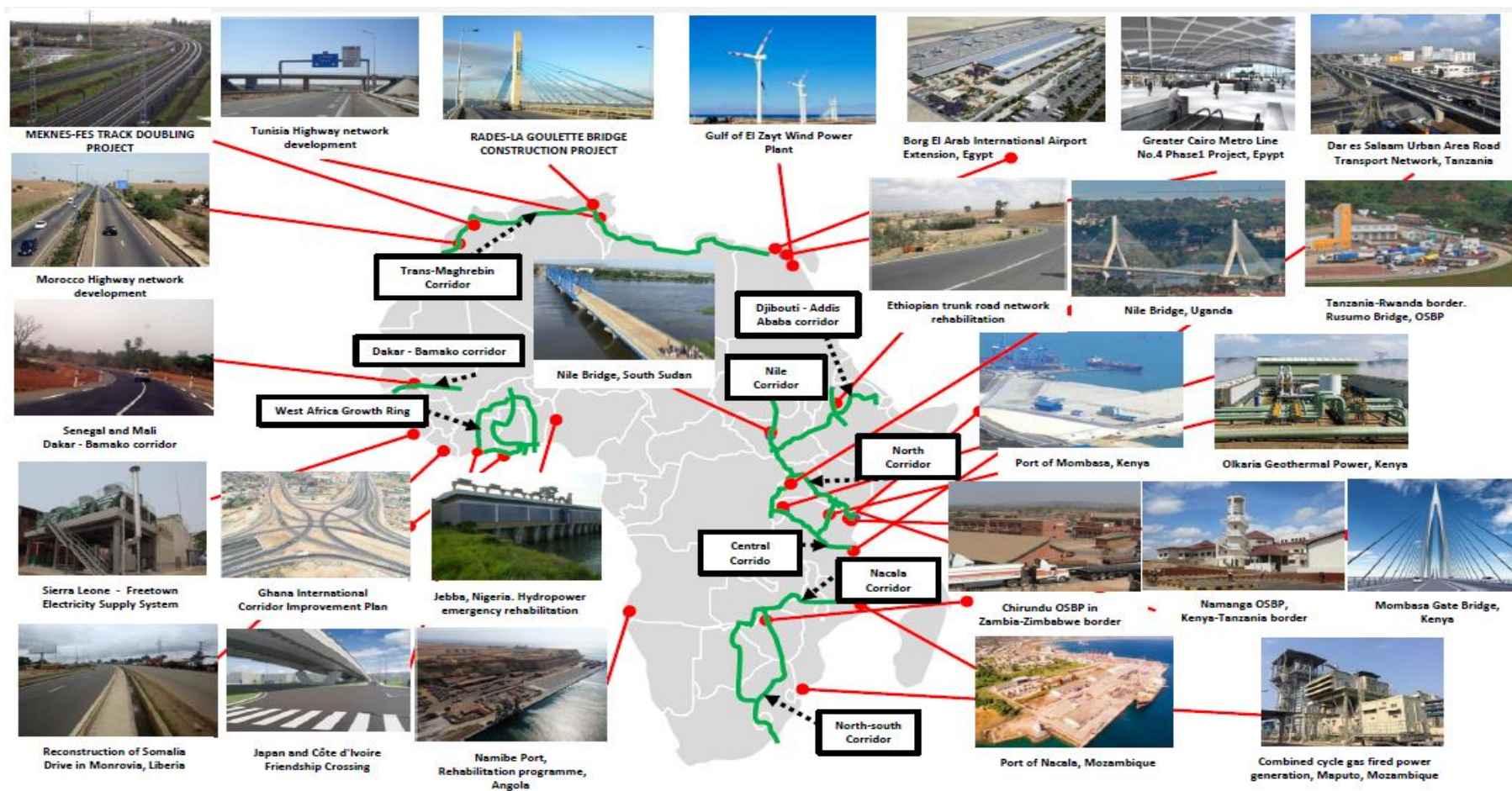
Under PIDA, the AUDA-NEPAD and development partners (especially JICA) have highlighted best practices for infrastructure development and formulated reference guides or systems to support mobilizing resources for PIDA projects through the Virtual PIDA Information Centre (VPIC) (PIDA Dashboard), the PIDA First 10-Year Implementation Report, PIDA PAP 2 Projects Prospectus, and the One Stop Border Posts Sourcebook.

AUDA-NEPAD and JICA have had a long-standing collaboration for all infrastructure development, through which they have offered technical assistance and supported resource mobilization for PIDA prioritised projects. The technical assistance provided is utilized at both national and regional level and it includes developing operations manuals and training of implementing personnel by JICA. Our discussions from the FGDs revealed that the partnership has also been involved in feasibility studies and project design. In addition, our review of the OSBP sourcebook revealed that JICA has supported bilateral arrangements

for project implementation.

The JICA and AUDA - NEPAD partnership prioritised tracking of progress and data related to the PIDA implementation. This resulted in the elaboration of a **Virtual PIDA Information Centre (VPIC) (also known as the PIDA Dashboard)** hosted online. This dashboard consolidates information collected from the implementation of the PIDA projects. It lists the basic project description, implementing agencies, main objectives, stage of implementation and funding. The Partnership onboarded an IT Specialist to design this information management system and to maintain and update the dashboard with the projects' progress. AUDA-NEPAD and JICA have enlisted country blocs and RECs to contribute their data to the dashboard and institute their own information management processes. The project information is critical because it informs continental and national planning. It has also enabled the different countries to access reliable information to utilize in their resource mobilization efforts to fund the PIDA projects.

In addition, to the technical cooperation, JICA has funded PIDA projects through disbursement of loans and grants as illustrated in the diagram below.



Source: JICA

Figure 91 PIDA Projects funded by JICA

(1) Program for Infrastructure Development in Africa Priority Action Plan 1 (PIDA PAP 1)

Overview

The Programme for Infrastructure Development in Africa Priority Action Plan 1 (PIDA PAP1) comprised of 51 programmes with 409 projects across the four major sectors: Transport, Energy, Water, and ICT. PIDA PAP1 projects involved rehabilitating, upgrading, and constructing infrastructure facilities or supporting the design of new infrastructure to improve the continent's economic connectivity and regional integration.

Specific infrastructure facilities that PIDA PAP1 prioritised are upgrades to ports, railways, airports, multipurpose dams and water transfer projects for energy production or water resources management and regulatory environments for ICT. PIDA PAP1 also extended to developments for Interconnection, pipelines, and hydropower production centre.

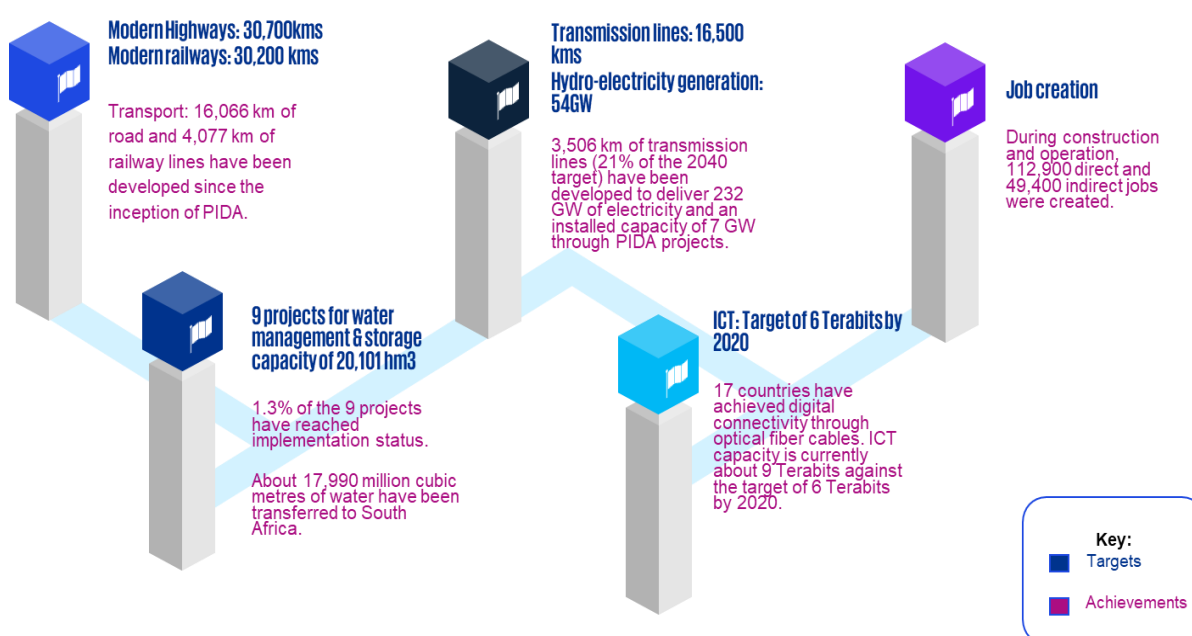


Figure 92 Summary of general PIDA Targets and Impacts

PIDA Funded Projects

JICA has offered 19 ODA loans to African countries for PIDA, all of which are valued at about USD 3.6 billion. The specific allocations for each project are listed in Appendix 4.

JICA recommended 2 case study projects for a detailed review to showcase the impact of the Partnership's support to the initiative. The 2 projects include Mombasa Port Development Project and the Abidjan Highway Corridor Development Project. The documents reviewed while assessing these projects included post implementation evaluation reports, status updates from development partners and implementing agencies, and financial information shared by JICA. We summarize below the outcome of our review including the projects' background, impact and contribution from the Partnership.

Case study.



Mombasa Port Development Project

Background:

The Mombasa Port is regarded as the most active international trade hub in East Africa. This Port is of great significance to the Northern Corridor because it does not only serve as a logistical hub for Kenya, but it also provides port functionality to the landlocked countries within the East African Community and the Corridor. Leading up to the start of this project, the volume of cargo transiting through the port rose significantly without the port facilities and transport infrastructure to accommodate efficient operations for this increase. This therefore hampered the region's trade and limited the Port's capacity to meet the needs of its users, especially for those from the inland countries.

Whereas the project was initiated before PIDA in 2007, it plays a significant role as a strategic point in the Northern Corridor and has contributed to the subsequent development of PIDA.

Goal:

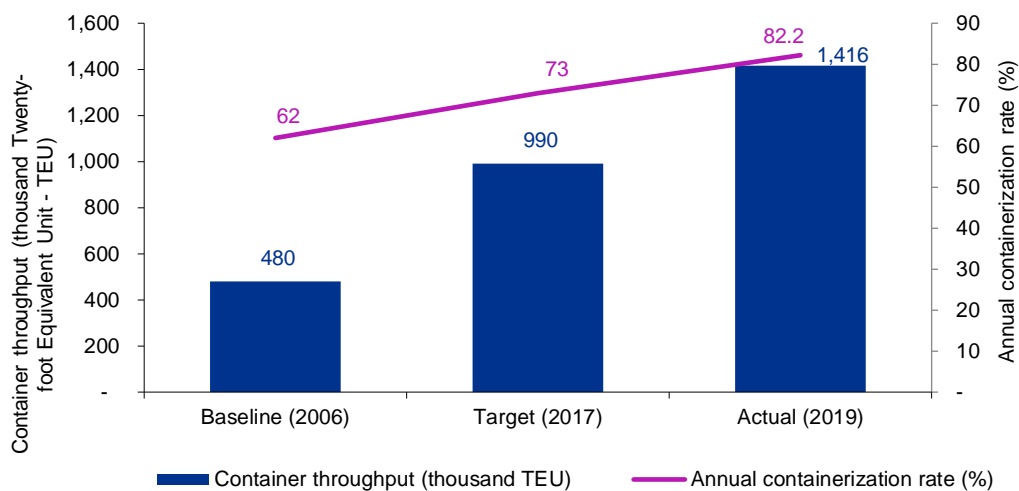
The primary objective of the project was to expand the capacity for logistics in the Mombasa Port area, given its great significance as the major logistics hub in East Africa. The planned improvements focused on constructing roads to link the new container terminal to the Northern Corridor. These roads were also designed to connect the Mombasa Southern Bypass to the southern part of the city and feed into the Dongo Kundu Special Economic Zone (SEZ). This Port Area Road development was a follow up to the development of the new container terminal under the Mombasa Port Development Project and later benefited from the synergies with other JICA supported projects like the construction of the Gate Bridge and the set-up of the Dongo SEZ.

Partnership Contribution:

Based on the project appraisal documents, the budgeted expenditure funded through an ODA loan from JICA amounted to USD 238 Million. The actual expenditure reported in the project evaluation was USD 234 Million. The actual cost was within the planned expenditure and the 1% difference was attributed to the reduced activities conducted during project implementation. This project financing was spent on the construction of container terminal and port access, procurement of cargo-handling equipment, dredging for channels and basins, and consulting services.

Results, Impact and Contribution of the Partnership:

The baseline, target and subsequent results of this development are illustrated in the graph below:



Source: https://www2.jica.go.jp/en/evaluation/pdf/2019_KE-P25_4_f.pdf

Figure 93 Container throughput and Containerization rate of Mombasa Port

As summarized in the graph above, this project has achieved all the targets set at the start of the project. In addition to the cost saving, the project registered a positive effect reflected in the tonnage of the vessels arriving at the Mombasa port and the annual containerization rate, the expansion of container terminals and equipment at Mombasa Port has effectively met rising cargo demand. The port also recorded a major reduction in the containership average waiting time from the 1.5 days/ship reported until 2015 to the 0.48 days/ship declared in 2019.

5 shipping lines and the Kenya International Freight and Warehousing Association reported reduced congestion at the Port and confirmed that the cargo-handling operations were greatly improved. The Kenya Ports Authority (KPA) also acknowledged that the Mombasa area's congestion and the container transportation were better managed because the developments on the access road under this project and the connection to Dongo Kundu Bypass were in sync and had become operational at the same time.

The project has also enhanced customer services and cooperation between KPA, Kenya Revenue Authority (KRA) and other authorities. The 3 entities operate under one roof at the Container Terminal 2's administration building which was built as part of this project. The Joint Monitoring Centre constituted by teams from KPA, KRA, and Kenya Railways Corporation were also working in this building to track real-time data on the containers' movement at Mombasa and the Inland Container Depot (Nairobi). This all encourages better cargo handling and port operations at Mombasa.

Figure 94 Priority Areas for Future Funding

Gap	Way forward
Berths were assigned on the basis of long-standing arrangements, as opposed to the capacity need of the shipping lines. For instance, Berth 21 almost exclusively catered to MAERSK even when other shipping lines needed access and were offered a berth with low cargo-handling efficiency.	KPA to install Ship to Shore Gantry cranes (SSGs) to upgrade the Port's cargo-handling capacity and improve the berth occupancy, especially at Berth 21. KPA to rethink the criteria for berth assignment to create equity in the allocations for ships with many containers.
Cargo handlers like the crane operators were not available 24/7, contrary to the working hours arrangement at the Port.	KPA to employ more skilled cargo handlers to ensure more predictable availability of their services.
The stacking of containers was usually poorly organised, requiring extra steps to identify and re-stack those that were stacked in improper areas.	KPA to monitor their cargo handlers' operations to improve the efficiency in container stacking and more predictable availability of their services.
Need for repair and maintenance of the wastewater tank at Container Terminal 2	KPA to conduct extensive repair and maintenance of the wastewater tank and consider hiring a company in Mombasa for said repair, to preserve the sanitary environment at Container Terminal 2.



Abidjan Lagos Corridor Highway Development Project

Background:

The Abidjan –Lagos Corridor was approved by the AU Heads of Governments to be a PIDA priority project. The Abidjan-Lagos corridor was also prioritised by the member states as a key infrastructure development project that fosters regional integration in West Africa. The corridor focuses on a 1,028-kilometre road which crosses through Abidjan, Accra, Cotonou, Lagos and Lome. These cities are categorized as West Africa's most economically positioned cities and are hosting more than 35 million people as well as considered the busiest corridor in West Africa.

This corridor also has continental value because it is designed to connect West Africa to both Central and Eastern Africa; the routing will pass through Dakar, Lagos, Yaounde, Bangui, Kampala and Nairobi to reach Mombasa. This project was designed to decrease transit costs and increase intra-regional trade in West Africa. This Corridor is therefore expected to facilitate job creation, urbanization, cross border trade and regional economic integration for the ECOWAS Community.

The project is broken down into 9 components, comprising feasibility studies, constituting the corridor management authority (ALCoMA), technical advisory, assessment of spatial development initiatives, road safety audit, public-private partnership structuring and transaction review service, trade and transport facilitation, financial management and public relations. The physical infrastructure components are further split into the development of a 6-lane dual carriage highway and aspects related to an intersecting rail network.

Results, Impact and Contribution of the Partnership:

JICA is one of the 4 development financing institutions that are co-funding studies with ECOWAS to address the recurring issues in the different Corridor states. Such issues include the institutional arrangements, trade facilitation and the proper implementation of their sub regional instruments. More specifically, JICA funded engineering studies for the development of an interchange at the Tema roundabout section of this Corridor. ***The planned investment from JICA in the Tema roundabout Phase 2 was USD 1.011 million for the detailed design and USD 33 million for the project implementation.***

Preliminary results from the developments on the Abidjan – Lagos Corridor are illustrated below.

Improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders have created the following results:

Results



Figure 95 The results from the improvements on the Abidjan – Lagos Corridor that were funded by JICA and other stakeholders (Reiterate)

Gaps, Challenges and Lessons Learnt of Infrastructure Development:

Unfortunately, the construction of Abidjan Lagos Corrido Highway has been delayed. However, the corridor countries are engaging each other extensively to ensure that technical requirements are harmonized to ensure that they maintain a uniform standard for the infrastructure development. The African Development Bank was also developing a project to support road standardization for the Corridor and promote the trade facilitation components of this programme.

(2) Second Priority Action Plan (PIDA PAP II)

Overview:

The PIDA PAP 2 portfolio strictly includes high priority projects chosen from a multitude of project proposals developed by RECs and Member States (MS). The criteria for choosing these projects centred on their alignment to the AU Vision under Agenda 2063 and the specific objectives of respective RECs and MS. PIDA PAP 2 projects therefore emphasize the value for money consideration and seek to maximize benefits to the African people. PIDA PAP 2 applies the Integrated Corridor Approach which is defined as an approach to infrastructure development organised along economic corridors and incorporating various types of infrastructure with a view to increase Africa's job creation and ensure environmental sustainability. Other components of the Integrated Corridor Approach include continental integration, connectivity between urban and rural areas, linkages between different infrastructure sectors, cost sharing, enhancing cross-sectoral synergies and inclusiveness.

The selection criteria and the Integrated Corridor Approach underscoring PIDA PAP 2 are a direct response to the challenges experienced in the selection for PIDA PAP 1. The Analytical Report on the Integrated Corridor Approach indicated that the portfolio for PIDA PAP 1 was so large and complex that only 175 of the 408 projects went into the construction or operation in 10 years of implementation. Relatedly, under the Lomé Declaration, Member States' Ministers stipulated guidance for improved project design and management under PIDA PAP2. The Declaration reiterates the selection criteria and the integrated corridor approach. It institutes the Service Delivery Mechanism (SDM) to provide technical support to regional project owners. The Continental Business Network (CBN) has also been constituted by AUDA-NEPAD to engage the private sector for investment in regional infrastructure projects. In addition, from our analysis of the Analytical Report on the Integrated Approach, we note that some PIDA PAP 1 projects that are still in their planning stage can be considered for the next phase if proposed by the RECs and found suitable on application of the criteria. Proposals from RECs and MS are evaluated for their alignment to Agenda 2063, to be included in the PIDA PAP 2 portfolio. PIDA PAP 2 therefore aligns with the objectives of the AU Agenda 2063 and the AfCFTA, to contribute to the movement of capital and natural persons and facilitate investments building on the initiatives and developments in the state parties and RECs, and to enhance the competitiveness of the economies of state parties within the continent and the global market.

JICA has provided extensive support to PIDA major sectors for instance the energy sector. In particular, the West African Power Pool (WAPP) whose Record of Discussions was signed on 28 May 2024 and Southern African Power Pool (SAPP) whose Record of Discussions was signed on 02 April 2024.

- JICA's Project for Strengthening Regional Power System of Southern African Power Pool has focused on building capacity in 12 SAPP member countries for improved system operation and electricity market operation for the power utilities. SAPP is also expected to improve users' access to clean and inexpensive electricity in Southern Africa.
- Under the technical cooperation project - Project for Strengthening Regional Power System of West African Power Pool, JICA will be supporting update WAPP Capacity Building Program

Initiative as well as providing training needs to member countries regarding system operation and electricity market operation to align with the region's long-term supply and demand forecast.

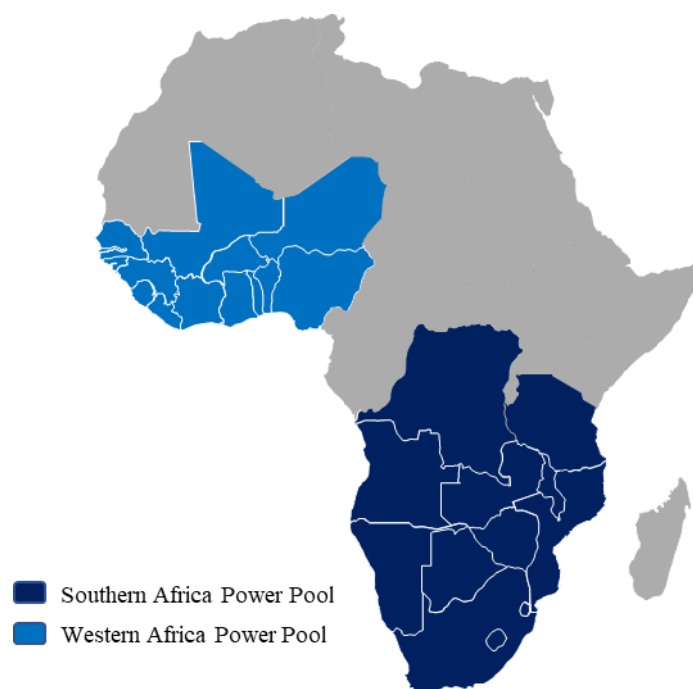


Figure 96 Power Pool Member Countries

Funded projects:

Under PIDA PAP 2, JICA has provided loans and technical assistance in form of grants to over 15 infrastructure projects.

The table below shows JICA's support in form of loans for 6 projects amounting to USD 668.18 Million.

Figure 97 Projects funded by JICA

Project Name	Sector	Fiscal Year (Japan)	Loan Amount (USD) Millions
Egypt Project for Construction of the New Dirout Group of Regulators	Flood Prevention	2014	54.74
Egypt Electricity Distribution System Improvement Project	Energy	2015	202.89
Abidjan Port Cereal Berth Construction Project	Port	2016	99.00
Project for the Construction of Three Intersections in Abidjan	Road	2018	144.83
Construction of a New Bridge Across River Nile at Jinja Project	Bridge	2018	44.14

Project Name	Sector	Fiscal Year (Japan)	Loan Amount (USD) Millions
Kampala Metropolitan Transmission System Improvement Project	Energy	2018	122.59
Total			668.18

Refer to Appendix 4 for detailed data on JICA's financial (loans and grants) support for PIDA PAP 2 projects.

Case study



Praia – Dakar – Abidjan Multimodal Transport Corridor

Background:

This Corridor feeds into the Trans-African Highway 7, connecting Dakar to Lagos through several coastal cities in the ECOWAS Member States. This Corridor development has been prioritised by the AU and ECOWAS under PIDA PAP 2. The two components of this Corridor development include the upgrading or construction of the Highway roads and stimulating cargo and passenger flows on the Maritime link.

The Maritime link project is designed to improve Cabo Verde's connection to the mainland continent and reduce the transport cost to Cabo Verde. This project comprises the establishment of a maritime link for people and goods between the island port of Praia (Cape Verde) and the port of Dakar (Senegal). The work to be done includes operationalizing the maritime link, improving the port's physical infrastructure alongside, simplifying and harmonizing the requirements or controls that govern the movement of goods and people. The Corridor countries entered a Treaty to create an enabling legal framework for this collaboration. The solution proposed involves each country developing its port infrastructure via a turnkey contract and operating the route with a single private operator. Most of the operators consulted showed relevant market interest and capability in delivering the services through a Public Private Partnership, as was done in the Dakar-Ziguinchor shipping service.

The Highway Corridor extends from the coastal highway from Abidjan to Dakar as illustrated in the figure below. It spans an estimated 3,500km and crosses through Banjul, Bissau, Conakry, Freetown and Monrovia. This corridor project involves rehabilitating the trade route from Praia-Dakar-Abidjan by building a 6-lane Dual

Carriage Multinational Highway (2x3) traversing 5 major cities, with road expansion and extra transportation modes. It also has the potential to connect to the Trans African Highway 8, which would extend West Africa direct access to the Maritime Port of Mombasa in Kenya, through Yaounde, Bangui, Kampala and Nairobi.



Source: AFB and UN review report of the implementation status of the Trans-African highways and the missing links.

Figure 98 Highway extending from Abidjan to Dakar

The underlying aim of the corridor is to upgrade the transport infrastructure in pursuit of regional integration, increased trade and economic development. The goals of this project are to:

- Promote regional and international trade for the Corridor countries and their neighbours.
- Improve the economic cooperation between Cape Verde and other West African countries.
- Mitigate the socio-economic inequalities.
- Create an enabling environment for business.

In addition, this project intends to put in place secure, well-organised, and inexpensive movement of goods and persons within the region and beyond by bettering the maritime facilities, physical infrastructure and streamlining the requirements that administer the movement of goods and persons. This in turn is expected to reduce transit costs and transit time.

Project Funding:

The project cost for the Praia – Dakar corridor is estimated at USD 57.2 million. A Pre-feasibility study was completed in 2016 and the Feasibility Study (S2B) was expected to be completed in 2023. The AUDA Infrastructure Project Preparation Facility (IPPF) financed 90% of the Praia-Dakar-Abidjan Corridor Studies with a grant of USD 1.7 Million. These studies include a Feasibility Study and an Environmental, Social Impacts Assessment (ESIA), the Engineering Design Study, a Road Safety Audit, the Financial Audits, and the Public Private Partnership (PPP) viability assessment for investment and operations of the corridor.

Alignment to Continental Frameworks:

This project is aligned with the TICAD matrix Focus area 1.2, which prioritises strengthening connectivity and integration through quality infrastructure investment. It also conforms with the suggested measure to support corridor development approach through PIDA. It also contributes to:

- Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development,
- Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance,
- Goal 10: World Class Infrastructure Criss-Crosses Africa,
- Aspiration 7: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children and
- Goal 20: Africa takes full responsibility for financing her development.

Unlike under PIDA PAP 1, this PIDA PAP 2 project had to be assessed to confirm whether it meets the standards for alignment with the priorities laid out in Agenda 2063, such as environmental protection, inclusiveness, and regional economic impacts.

This corridor's development directly contributes to the objectives of the AfCFTA, including movement of capital and natural persons, facilitating investments, and enhancing the competitiveness of the economies of State Parties within the continent and the global market.

4-1-5 Summary of impact created by the projects funded by JICA

The figure below summarizes impacts created by infrastructure development projects funded by JICA.

INFRASTRUCTURE DEVELOPMENT

JICA's support to infrastructure development has been informed by the prioritization of corridor development. Corridor development involves infrastructure development along regional economic corridors that have potential to create wider economic benefits for inland areas and landlocked countries with urbanization and improved access to markets.

The infrastructure projects focused on upgrade, expansion and construction of roads, rail, ports, transboundary water management systems, and airports.

Corridor Development:

JICA offered technical assistance and financing for infrastructure development of three Regional economic corridors.

JICA prioritized the Northern Corridor (Kenya, Uganda, Rwanda and Burundi, the Nacala Corridor (Mozambique, Malawi and Zambia) and the West African Growth Ring (Cote d'Ivoire, Ghana, Togo, Burkina Faso and Benin) for technical cooperation.



Program for Infrastructure Development in Africa (PIDA):

Under PIDA, the partnership has offered technical assistance to countries and regional economic communities to develop and implement infrastructure projects. It has also formulated reference guides and information management systems to support future projects for instance the PIDA Dashboard, the PIDA Priority Action Plan 1, Ten Year Progress Implementation Report and the One Stop Border Posts Sourcebook.

JICA has also extended financing in loans and grants amounting to USD **3.6 billion** and **157 million** respectively to support infrastructure development in Africa.



One Stop Border Posts (OSBPs):

JICA has supported 14 One stop Border Posts in Africa and promoted the adoption of OSBPs to advance trade facilitation and regional integration.

Priority areas for future programming:

- Engaging the private sector to invest in PIDA projects.
- Improving data availability and visibility
- Expanding digital Infrastructure and setting up smart and climate – resilient corridors
- Technical cooperation for instituting policy and regulatory frameworks.
- Review of the PIDA portfolio for consistency and alignment to national strategic priorities

3.8 billion

JICA Financing for infrastructure development.

14

OSBPs supported in Africa.

3

Corridors and their respective strategic master plans prioritised by JICA in Africa.

Reduced waiting time

1 day to 20 minutes for trucks and passengers to be cleared.

Figure 99 Summary of the impact created by the Infrastructure Development funded by JICA

4-2 Initiative for Food and Nutrition Security in Africa (IFNA)

4-2-1 Overview of the initiative

The Initiative for Food and Nutrition Security in Africa (IFNA) was jointly launched by JICA and AUDA-NEPAD at TICAD VI in Nairobi, Kenya in August 2016, with 10 international organizations (JICA, AUDA-NEPAD, World Bank, AfDB, IFAD, FAO, WFP, WHO, UNICEF, and JIRCAS) as a Steering Committee member for IFNA. IFNA aims to establish a framework of collaboration to accelerate the implementation of food and nutrition security policies for accelerating and up-scaling actions on nutrition in all African countries. IFNA initially targeted 10 participating countries including Burkina Faso, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mozambique, Nigeria, Senegal and Sudan and played a role as a catalyst to create synergy among stakeholders in each country. Then it was agreed to expand IFNA to all African countries at TICAD 7 in Yokohama in 2019.

IFNA's implementation is premised on two approaches which aim at improving nutrition and food security. The Multi Sectoral Approach (MSA) fosters collaboration with other sectors and stakeholders including Agriculture, Water, Sanitation and Hygiene (WASH), Health, and Education. The Nutrition Focused Approach (NFA) focuses on promoting the production and consumption of specific nutritionally rich foods to address malnutrition challenges.

IFNA supports a range of activities within four pillars, Advocacy, Capacity development, Project implementation, and Monitoring and evaluation. As one of the critical engagements, IFNA supports countries in translating priority nutrition policies and strategies into specific intervention actions through formulation of the IFNA Country Strategy for Actions, generally referred to as ICSA. ICSA is a government led action plan developed in a participatory multi-sectoral manner, to allow concentration of limited resources to the highest priority nutrition actions. Country ICSA documents for Ghana, Kenya and Mozambique prioritised nutrition issues that were addressed by pilot IFNA projects. Child stunting and iron deficiency anaemia were prioritised in Mozambique and Kenya, and iron deficiency anaemia in Ghana.



Figure 100 Development of ICSEA across Africa

4-2-2 Case study- The pilot projects under IFNA

Three pilot projects were implemented under IFNA. In these pilot projects,



Improving nutrition outcomes through nutrition sensitive agriculture programming in Kitui county, Kenya

Kitui county was selected for the pilot project implementation due to its significant development challenges including poor dietary diversity among children and women, less experience in crop cultivation, and insufficient water, and its potential for nutrition improvement. Kitui county is located in the arid and semi-arid lands (ASALs) of Eastern Kenya which are vulnerable to climate shocks that exacerbate food insecurity. Growth and development challenges such as **stunting among children under 5 years (46%) and malnutrition, and micronutrient deficiencies coupled with high poverty levels (47.5%)** in this region were relatively higher than the national averages prior to project implementation. In Kitui sub-county, agriculture and livestock farming are the main economic activities and were in alignment with the project's goals of enhancing food security and nutrition through diversified agriculture. These conditions made Kitui sub-county highly relevant for the IFNA pilot intervention.

March 2021, a pilot project aimed at improving nutrition outcomes through nutrition sensitive agriculture programming was commissioned in Kitui sub-county, Kenya. The project targeted 300 small scale farming households with children under 2 years of age or households with children under 5 years of age enrolled in malnutrition treatment programs or households with women of reproductive age.

Project goal: To contribute to the reduction of stunting among children under 5 years of age among children under 5 years of age, and reduction of anaemia among children and women of reproductive age.

Objectives and activities³⁷:

1. Objective: To promote production of locally adapted and diversified vegetables, fruits and small livestock (chicken), (including rain- water harvesting technologies at household level for domestic, crop and livestock).

Activities: Capacity building of technical government officers- from agriculture and health sectors on Nutrient Focused Approach and Nutrition Sensitive Agriculture; Support farmers in selection of nutrient-rich crops; Agriculture extension services to assist farming households to set up kitchen gardens and water harvesting structures; Provision of inputs - seeds, seedlings, tools, small stock for home gardening, water tanks; Provision of farmer training on agriculture, food and nutrition.

2. Objective: To enhance consumption of livestock products, vegetables and fruits in the daily meals of children and women of reproductive age and the target households in general (including health, nutrition and WASH knowledge).

Activities: Capacity building of technical government officers - from agriculture and health sectors on nutrition education and complementary feeding, Training target households on nutrition education, including infant and young child feeding; Documentation and dissemination of locally adapted complementary feeding recipes; Regular household or group visits to monitor feeding practices.



**Addressing iron deficiency anaemia through food-based approaches,
in Krachi West District, Ghana:**

Development of the IFNA pilot project in Ghana was informed by findings from a 2018 preparatory survey which identified the major nutrition issues in the country. The findings revealed iron deficiency anaemia in two-thirds of Ghanaian children and 40% of women of reproductive age. The survey further revealed a high anaemia prevalence (80%) among children and women in Volta state. It is against this background coupled with an analysis of intervention programmes that Oti region was chosen for the project intervention. The region has several locations described as high burden districts, such as Krachi West, with poor nutrition indicators like stunting, wasting, underweight in children under 5 and anaemia in women of childbearing age. Health and agriculture interventions in Krachi West district were not effective in addressing anaemia because of poor coordination among stakeholders. As iron-deficiency anaemia is partially a result of poor diets, it was imperative that nutrition sensitive agriculture interventions be considered.

³⁷ Improving Food and Nutrition Security in Africa- 3 Pilot Projects Brochure (https://www.jica.go.jp/Resource/activities/issues/nutrition/ku57pq00001pa078-att/IFNA_brochure.pdf)

In April 2021, a pilot project intervention aimed at addressing anaemia through food-based approaches was commissioned in Krachi West District, Ghana. It targeted 500 households with women of reproductive ages (with priority given to households with pregnant and lactating women) and children under 5 years.

Project Goal: To increase the consumption of iron-rich foods and improve the overall diets of beneficiary households, in order to contribute to the reduction of iron deficiency anaemia among women of reproductive age and children under 5 years of age.

Objectives and activities³⁷:

1. Objective: To promote production of locally adapted and nutrient rich vegetables and fruits through kitchen gardening and small livestock production.

Activities: Training of Agriculture Extension Agents (AEAs), Community Health Nurses (CHNs) and community volunteers on Nutrient Focused Approach (NFA) and Nutrition Agriculture; Supporting communities to select iron rich crops by NFA application; Development of crop calendar with aim of ensuring availability of iron rich foods and vitamin C rich foods all year round; Provision of agricultural inputs (including seeds, poultry, fencing materials).

2. Objective: To promote the consumption of vegetables, fruits and animal source foods in the daily meals of target households with women of reproductive age through nutrition education.

Activities: Training of AEAs and CHNs on nutrition; Facilitating AEAs and CHNs to undertake community nutrition education sessions (including cooking demonstrations); Train households on food preservation.

3. Objective: To promote exchange visits and knowledge sharing within the community.

Activities: Facilitating AEAs and CHNs to regularly visit project households to support behaviour change and improve food preparation and feeding.



Improving production and consumption of diverse nutritious foods among nutritionally vulnerable populations in Niassa Province, Mozambique:

JICA in partnership with AUDA-NEPAD jointly implemented a project titled Improving production and consumption of diverse nutritious foods among nutritionally vulnerable populations in Niassa Province, Mozambique.

Malnutrition in Niassa province remains widespread especially in children under 5. The District Health Survey (DHS) 2011 revealed that 47% and 6% of these children are stunted and wasted respectively.

Additionally, chronic food insecurity affects 30% of households and only 54% are well nourished. The high fertility rate with 7.1% presents a serious health threat among illiterate adolescent girls between 15 and 19 years. Niassa province was chosen for the project due to its severe chronic malnutrition, high fertility

rates among adolescents, and significant levels of food insecurity. The province has favourable agro-ecological conditions for the year-round agricultural production, providing a strong basis for improvement. These factors, combined with the existing governmental efforts to improve health and nutrition, made Niassa an ideal target for intervention to address malnutrition and promote sustainable agricultural practices. In July 2021, a project aiming at improving production and consumption of diverse nutritious foods among nutritionally vulnerable populations was commissioned in Niassa Province, Mozambique.

Project goal: To contribute to the availability and consumption of diverse foods by pregnant women and children aged 0-5 years in Niassa Province.

Objectives and activities³⁷:

1. Objective: To increase production of nutrient dense vegetables, fish and chicken.

Activities: Training of agriculture extension workers on Nutrition Sensitive Agriculture and Nutrient Focused Approach; Training farmers on vegetable production; Training fisherfolks on aquaculture production; Provision of inputs (seeds, fingerlings, fertilizers, fish feeds and other production inputs) to farming households; Rehabilitation of 10 sand fishponds; Supporting chicken rearing; Training farmers and fisherfolks on agro-processing and food preservation.

2. Objective: To improve feeding patterns of target groups through nutrition education.

Activities: Training of community health care workers, agriculture extension officers on Nutrient Focused Approach, Nutrition Sensitive Agriculture, Social Behaviour Change Communication (SBCC) and complementary feeding; Facilitate food and nutrition education trainings at community level; Undertake food preparation demonstrations with beneficiary groups; Individual household follow-ups on change in nutrition behaviours and practices; Facilitate nutrition community awareness sessions.

4-2-3 Results, Impact and Contribution of the Partnership

Impacts of overall IFNA activities

Capacity enhancement: From 2017 to 2023, 143 participants from multiple sectors, including agriculture, health, and education, were invited from African countries to participate in thematic training. In addition to the concept of “nutrition-sensitive agriculture”, the training led to the formulation of a plan to improve nutrition by combining health, education, and water sanitation in a well-balanced manner. There also have been cooperation with international organizations to enhance training programs as listed below.

- In 2023, IGES, AUDA-NEPAD collaborated with the IFNA Secretariat to launch Regional Training on Strengthening Programming Capabilities in partnership with Regional Economic Communities (RECs) under the AU to enable Ministries and Agencies of member countries to conduct multi-sectoral interventions in improving nutrition more effectively.

- JICA and AUDA-NEPAD collaborated with IFAD and FAO in 2023 in a regional training program which IFNA secretariat held with the East African Community (EAC).
- In Ethiopia in 2022, JICA worked with UNICEF to train central and local government officials in implementing NFA.

Effort for full-scale development of NFA application enabling evidence and data collection: As part of the NFA, JICA developed an NFA application (trial version) that enables the collection of data on nutrient intake status in the local field. A trial implementation in Ethiopia in cooperation with UNICEF led to the start of full-scale development. Many trainees who have studied NFA through trainings became interested in using the app in the local field. After completion of development, it is expected to be utilized by AU member countries.

The need to improve the nutritional value of crops became recognized: As efforts to improve nutrition have progressed, there has been a widespread recognition among African stakeholders that biological fortification is needed to increase the nutrient availability of crops to improve the nutrient content.

Changes in the mindset of Africans: Through the exchange of information on many platforms, African officials have learned that Japan has realized productive society by achieving good nutrition and good health. It has changed the mindset of African actors and has helped to promote the recognition that improved nutrition contributes to improved productivity.

Results and Impacts of three pilot projects

Capacity enhancement: Over 18 capacity building trainings were conducted across the 3 project locations for 189 beneficiaries including Ward Officers, Senior County Officers, Community Health Extension Workers, Nutritionists and Nurses, Agricultural Extension Workers (AEWs), Community Health Nurses (CHNs) and farmer's representatives. The trainings equipped the beneficiaries with knowledge, skills and practical tools in Mother and Infant and Young Child Nutrition (MIYCN); Nutrient Focused Approach (NFA) and Nutrition Sensitive Agriculture for Identification/selection of Nutrient-rich Crops that Address Stunting and Anaemia; Nutrition Education and Complementary feeding; Energy Conservation; Horticulture, Fish Farming, Poultry farming, Agro-processing and Food Preservation.

Increased uptake of the kitchen gardening concept: The kitchen garden intervention is a remarkable achievement of the IFNA project. In Ghana, the percentage of beneficiary households with kitchen gardens increased from **14% to 95%** and non-beneficiary households from **12% to 62%** at time of the end line evaluation. In Mozambique, 81% of the beneficiary groups/ associations set up kitchen gardens solely for

the purpose of vegetable production. The increase in uptake of kitchen gardens can be attributed to the projects' nutrient focused approach, activities such as setting up kitchen gardens, provision agricultural extension services and inputs. Additionally, the establishment of kitchen gardens fostered the production of nutritious vegetables and fruits, improving their dietary intake of fibre, vitamins, iron and protein.

Improved household dietary diversity: Across the project locations, there were of improvement in food diversity. For instance,

- In Kitui subcounty, Kenya, all of the targeted household of the project learned how to setup kitchen gardens through the agriculture and nutrition community training. They were able to select what they produce in their kitchen gardens among 14 varieties of nutrient dense vegetables and seeds including coriander, cow peas, Amaranthus, green grams, pumpkins, spring onions for production and consumption.
- In Mozambique, by the end of the project, the percentage of the households which harvest and consume a minimum of four crop varieties went up to 78%, while it was 30% at the beginning of the project. In Ghana, project beneficiaries identified 12 priority vegetables including cowpea leaves, cowpea dried, amaranth leaves, eggplant leaves, Jute (Bush Okra/ Ayoyo), Cocoyam leaves, Pepper chilli, Melon seeds (Agushie), Green beans, Okra fruit, Hibiscus cannabinus (Bra) and Turkish berry for production and consumption at the end of the project. A **121%** increase in dietary diversity among women in thein the beneficiary households consuming between 6 to 9 food groups per day.
- In Ghana, the survey results revealed a rise in the consumption of specific nutrient rich foods that the project promoted by among women of reproductive age. Dark Green leafy vegetables had the highest increase at 123%, followed by legumes, nuts, and seeds with a change of 93%. The consumption of eggs also saw the growth of 83%. Additionally, the number of project beneficiaries suffering from anaemia decreased from 19% to 4%. This can be attributed to the establishment of kitchen gardens and development of recipe books which promoted hands-on experiential learning for beneficiaries. The kitchen gardens also provided a platform to promote diversification for household consumption.

Promotion of water conservation for food security and nutrition: In Kenya, the project was implemented in in Kitui county, a semi-arid region where water scarcity significantly impacts agriculture and food systems. To address this challenge, 209 water tanks with a capacity of 3,000 litres were procured and distributed to target beneficiaries with iron roof while 91 tanks with a capacity of 1,000 litres to those without roofs. Prior to this, 11% of the project beneficiary households collected rainwater from the roof while 29% did not have suitable roofing for rainwater collection.

IFNA's context specific Multi Sectoral Approach (MSA) to project implementation was effective in addressing both direct and underlying causes of malnutrition in Kenya, Mozambique, and Ghana.

The approach integrated interventions like water, sanitation, and hygiene, healthcare, agriculture and education. It also brought together different sector stakeholders who leveraged their knowledge, expertise, resources and reach to address malnutrition, hunger, anaemia and stunting. Especially, in the agriculture sector, in particular, the main policy objectives have often been viewed from the standpoints of cereal-based food security and income improvement, but as shown in the following examples, the mainstreaming of nutrition interventions in national agricultural policies has been promoted by incorporating the perspective of nutrition improvement into agricultural projects by evaluating agricultural production from the perspective of nutrition balance.

In Kenya, the Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MoALF&C), Ministry of Health (MoH), Kitui County government (Kitui County Team) played an active role in setting up structures for home gardening and WASH interventions, strengthening linkages to local health facilities for any required referrals, facilitating specific sessions on infant and young child feeding and training farmers on improved farming methods, value addition and utilization for storing, water harvesting technologies.

In Ghana, the Directorate of Women In Agriculture Development (WIAD) of the Ministry of Food and Agriculture (MoFA), the District Agricultural Department (DAD) and the Ghana Health Service (GHS) regional/ district offices, District Nutrition Officer (DNO) played an active role in facilitating trainings, nutrition education and cooking demonstrations, provision of inputs to households, supporting households to establish gardens and small livestock structures and provision of extension services.

In Mozambique, the Provincial Directorate of Agriculture and Fisheries (PDAP), Provincial Services of Economic Activities (SPA), Provincial Directorate of Health (DPS), District Services of Health, Woman and Social Action (SDSMAS) played an active role in facilitating trainings for horticulture, fish and chicken farming and provision of inputs, training of IYCF and Social and Behaviour Change Communications (SBCC), facilitating Community Education Sessions on Food and Nutrition and cooking demonstrations.

Strengthened engagement and coordination: 4 coordination committees were established in Kenya and Ghana. These include the National Coordination Committee (NCC), County Agriculture Sector Steering Committee (CASSCOM), County Nutrition Technical Committee (CNTC), Joint Steering Committee (JSC). These committees played a key role in fostering effective project implementation and multi-sector engagement for improved nutrition. In the project areas of Kitui and Krachi West the coordination committees successfully engaged key actors in the health, agriculture, WASH sectors to improve service delivery and provided support for implementing nutrition sensitive activities.

Construction and rehabilitation of agricultural production infrastructure: In Mozambique, as a long-term strategy to enhance agricultural production, the project constructed 4 poultry pavilions and gave 500 chicks to members of one of the 11 associations targeted by the project. Each poultry pavilion was provided with inputs like drinking fountains, poultry feeds and vaccines. The project rehabilitated 8 fishponds and provided 20,000 fingerlings, and fish feeds to the fisherfolks groups. The fisherfolks received training on fish farming. The groups were also advised to consume at least 25 percent of the produce.

Community food and nutrition awareness campaigns: To increase target households and general community knowledge and skills on food and nutrition, the project undertook food and nutrition education sessions, coupled with 18 cooking demonstration sessions in Mozambique. Beneficiaries attested to improved knowledge and skills on infant food preparation and feeding, knowledge on importance of breast-feeding, improved hygiene and sanitation.

Recipe book development provided information and presented various recipes which supported beneficiaries in the preparation of nutritious foods using local ingredients: In Ghana, after the completion of the cooking demonstrations, 600 recipe books were developed and distributed to project beneficiaries for their use. In Kenya, the project supported the development of a recipe book which was used to facilitate cooking demonstrations and discussions on complementary feeding practices focusing on Maternal, Infant and Young Child Nutrition (MIYCN) for the beneficiaries.

Contribution of the partnership identified from three pilot projects:

- **Funding:** JICA provided financial resources for IFNA projects of up to USD 84,447 to Mozambique, USD 68,283 to Ghana and USD 248,128 to Kenya.
- **Expertise:** The partnership dispatched Japanese experts who provided technical assistance relating to transfer of the technology, skills and knowledge.
AUDA-NEPAD supported IFNA personnel to implement nutrition interventions, develop nutrition-sensitive policies to meet goals and targets of Malabo declaration, 2030 Agenda for Sustainable Development and Agenda 2063, and to promote the Nutrition Focused Approach and its application.
- **Policy formulation:** AUDA-NEPAD provided support to the governments of Kenya, Ghana and Mozambique in developing comprehensive policies and frameworks for nutrition, agriculture and food security.
- **Advocacy:** AUDA-NEPAD organised and participated in relevant regional and international food and nutrition advocacy events such as side events alongside the African Union (AU) summit and 1,000 days intervention on maternal and child health to mobilize Member States, raise awareness, share experiences, influence policies and advocate for positive nutrition outcomes.
- **Coordination and Collaboration:** AUDA-NEPAD supported multi-sectoral coordination efforts of IFNA partners, donors and national and local governments.

4-2-4 Gaps, Challenges and Lessons Learnt of IFNA

Gaps and Challenges identified from three pilot projects:

- During project implementation, there was an absence of linkages and interface between the county and national level government which is crucial for influencing policy processes to address malnutrition.

- The COVID 19 pandemic affected the implementation of project activities across project locations.
- Limited human resource. The project relied on a small number of governments appointed officials like agricultural extension workers, county and ward officers with competing assignments to support activity implementation which impacted effective delivery of the project.
- The short project implementation timeline (one year in Kenya, 11 months in Ghana and 8 months in Mozambique) did not allow for the implementation of certain key activities.
- Lack of a Monitoring and evaluation system to measure project progress and identify achievements, challenges and lessons learnt.

Lessons Learnt:

Lessons Learnt from three pilot projects

1. Participation of beneficiaries is essential for addressing nutritional challenges and ensuring project sustainability.
2. Projects promoting nutrition sensitive agriculture require longer timeframes to bring about changes that can be sustained beyond the lifetime of the project.
3. Improvement in nutritional status is achieved when projects integrate agriculture, health, health education and water and sanitation interventions.
4. Prioritising nutrition at policy level fosters effective multi-sectoral coordination

Lessons Learnt for overall IFNA

5. As the target year of the Malabo Declaration approaches 2025, it is necessary to strengthen the intervention in the actual field as a concrete and practical demonstration of IFNA.
6. It is desirable to coordinate with existing AUDA-NEPAD programs and to institutionalize and integrate them as IFNA programs. Because parallel implementation of the IFNA and AUDA-NEPAD programs is not effective, integrating both programs and centralizing work plan and program implementation resources would be a highly effective effort and further enhance AUDA-NEPAD ownership.
7. Adequate food access and crop diversity must be ensured as a preliminary step in addressing nutrition improvement, which has been facilitated by CARD and SHEP. As food access and crop diversity are being secured, there is a need to continue advocacy and awareness-raising activities regarding food and nutrition for people in Africa by utilizing various opportunities through IFNA in the future.

Comparative advantage of JICA:

While JICA has the high name brand for nutrition from AUDA-NEPAD, IFNA is a relatively late nutrition initiative and needs to be devised to build international momentum to involve various development partners.

Figure 101 Strength of JICA in IFNA

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none">• Developed the idea of improving nutrition through agriculture through IFNA. Based on the interviewee's opinion, in the past, the agricultural sector has often been viewed from the perspective of food security and income improvement mainly through cereals.• The highest name brand in terms of nutrition among donors, as a result of the large amount of money invested through IFNA, the capacity of stakeholders, and the mainstreaming of nutrition in national and regional programs. "JICA is a home name or the brand name for a good nutrition. When we, AUDA-NEPAD talks about nutrition related activities, Japan always comes on top and identified as the key partner in promoting nutrition issues across the continent of both regional and country level." (Dr. Clement Adjorlolo)• Given that development partner initiatives to date have focused on national-level action, IFNA is contributing to local nutrition improvement activities that other partners initiatives have been able to address adequately.	<ul style="list-style-type: none">• As nutrition initiatives began to strengthen globally around 2008, IFNA has been a relatively late starter among nutrition initiatives launched by development partners, making it difficult to gain momentum. In Africa, before IFNA was launched, nutrition issues were already mentioned in the Malabo Declaration by the AU and the CAADP Initiative by the AUDA-NEPAD.• In addition, most countries have multisector national plans for nutrition improvement, and development partners are supporting them in line with those national plans, so the ICSEA which IFNA promoted has not been implemented in many countries.

Expectations for JICA's cooperation for the future

- **Expanding resources within the IFNA framework:** Improving nutrition across Africa will require further collaboration with African countries and other donors in countries currently not reached by IFNA. In order to promote the participation of these African countries and other donors in IFNA, it is essential to take measures such as expanding resources and establishing certain funds within the framework of IFNA.

- **Continue to collect nutritional data:** Nutrition data at the grassroots level are important for identifying and reflecting nutrition gaps in policies. JICA has already implemented nutrition gap analysis (Methods to identify situations in which sufficient interventions to meet the needs of communities in need of nutritional interventions have not been delivered) and developed NFA apps, and it is hoped that such efforts to collect information will continue.

4-2-5 Alignment to the Continental Frameworks and the TICAD Matrix

IFNA, through its nutrition-sensitive agriculture and MSA to address malnutrition, aligns with the TICAD Matrix' **Focus Area 2.2** which aims to *Accelerate Universal Health Coverage (UHC) in Africa and improve nutrition*, and its corresponding **Action (c) which aims to Implement programs to reduce childhood stunting and all forms of malnutrition. It also aligns with Agenda 2063's **Aspiration 1** which envisions *a prosperous Africa based on inclusive growth and sustainable development*, and **Goal 3** which envisions *Healthy and well-nourished citizens*. The AU adopted the Malabo Declaration in 2014, which calls for efforts to eradicate hunger and improve nutrition in Africa by 2025, and IFNA also aligns with the concept of the Malabo Declaration. As the Malabo Declaration promotes the initiative of CAADP, the one of the CAADP's priority areas which envisions *Increasing food supply, reducing hunger, and improving responses to food emergency crises* also aligns with IFNA.**

4-2-6 Summary of impact created by the initiative funded by JICA

The figure below summarizes impacts created by IFNA initiative funded by JICA.

IFNA

The Initiative for Food and Nutrition Security in Africa (IFNA) supports countries in translating priority nutrition policies and strategies into specific intervention actions through formulation of the IFNA Country Strategy for Actions, generally referred to as ICSEA.

IFNA aims to contribute to the comprehensive improvement in the nutrition status of the African Continent, in line with the Malabo Declaration of the African Union; Goal 2 of the Sustainable Development Goals and the UN Decade of Action on Nutrition which began in 2016.

IFNA's implementation is premised on the Multi sectoral and Nutrition Sensitive approaches which aim at improving nutrition and food security.

Project implementation integrated a Nutrition Sensitive Approach and Multisectoral Approach (MSA).

Case study: Kenya, Mozambique, and Ghana



The Initiative for Food and Nutrition Security in Africa (IFNA) was jointly launched by the Japan International Cooperation Agency (JICA) and the African Union Development Agency (AUDA-NEPAD) in Nairobi, Kenya in August 2016. IFNA has 10 participating countries including Kenya, Ghana, Mozambique, Burkina Faso, Malawi, Ethiopia, Senegal, Madagascar, Sudan and Nigeria.

Following preparatory surveys across ten countries, IFNA pilot projects were launched in Kenya, Ghana and Mozambique. The projects prioritized nutrition issues like Child stunting and iron deficiency anaemia.



In Kenya, JICA and AUDA-NEPAD supported the implementation of a project on **Improving nutrition outcomes through nutrition sensitive agriculture programming in Kitui county** between March 2021 and February 2022 with an approved budget of USD 248,128 while in Ghana, it supported a project on **Addressing iron deficiency anaemia through food-based approaches**, in Krachi West District between April 2021 and February 2022 with an approved budget of USD 68,283. In Mozambique, a project on **Improving production and consumption of diverse nutritious foods among nutritionally vulnerable populations in Niassa Province** was supported between July 2021 and February 2022 with an approved budget of USD 84,447.



Priority areas for future programming:

- Integrate an income generation approach into food and nutrition security interventions
- Provision of services that prevent and treat malnutrition and anaemia.
- Establishment of a robust Monitoring and Evaluation (M&E) framework to consistently assess project performance and ensure sustainability of interventions through evidence-based data.

189

Beneficiaries trained in 3 countries

4

Coordination committees established.

Improved HH dietary diversity among 78% beneficiaries in Mozambique and 123% in Ghana

The Multisectoral Approach (MSA) addressed both direct and underlying causes of malnutrition.

Figure 102 Summary of the impact created by the IFNA funded by the JICA

4-3 The Africa Kaizen Initiative (AKI)

4-3-1 Overview of the initiative

Kaizen is a Japanese process- focused concept that aims to promote continuous improvement in quality and productivity. It started in Japan's manufacturing sector and had since expanded to the agro-processing, service and public sectors in Africa. It is not limited to a specific sector but focuses on alignment with country policies and sector priorities.

JICA has been implementing quality and productivity improvement projects known as “the Kaizen projects”. In Africa, the Kaizen projects have been implemented in 9 countries including Egypt, Ethiopia, Kenya, Tanzania, Zambia, Ghana, Tunisia, Cameroon and South Africa.

The phases were implemented as follows:

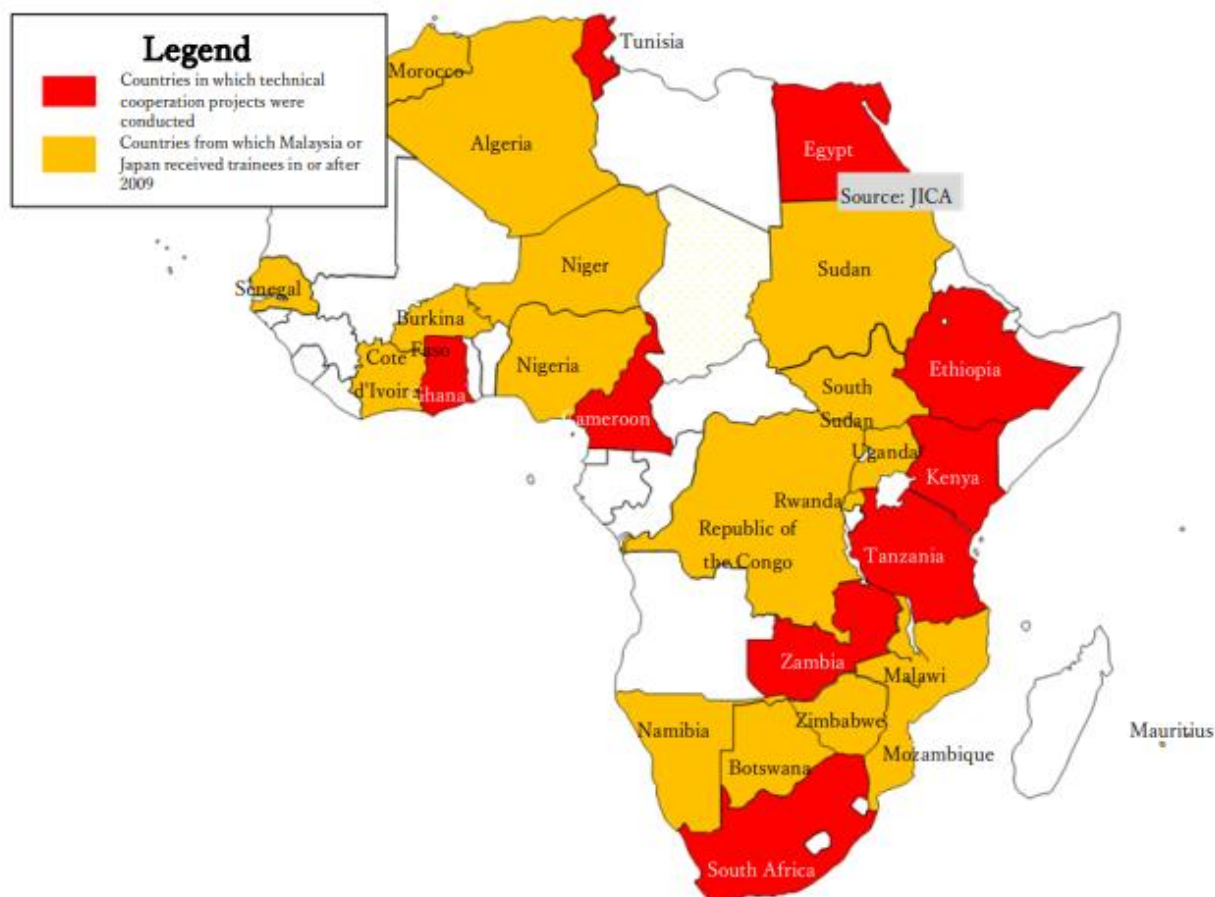
- The pilot and the first phase of cooperation began in 2005 for Egypt, 2006 for Tunisia, 2009 for Ethiopia, 2013 for Tanzania, 2014 for Zambia, 2015 for Cameroon, 2021 in Ghana, and 2021 in Kenya, and 2022 for South Africa.
- The second phase began in 2011 for Ethiopia, 2016 for Tunisia, 2017 for Tanzania, 2017 for Zambia, and 2019 for Cameroon.
- The third phase commenced in 2015 for Ethiopia and 2023 for Cameroon.
- The fourth phase commenced in 2021 for Ethiopia.
- Kaizen projects are ongoing in Kenya (2021-2025), Ethiopia (2021-2026), Ghana (2021-2026), South Africa (2022-2027), Cameroon (2023-2027), Tanzania (2023-2027) and Tunisia (2024-2028).

Following the announcement at TICAD VI in 2016 that the Kaizen Initiative would be promoted throughout Africa, AUDA-NEPAD and JICA launched the 10-year Africa Kaizen Initiative (AKI) 2017-2027 to further accelerate industrial development through dissemination of Kaizen approach in the African continent. In 2023, under JICA Global Agenda for Private Sector Development, the strategy for AKI was formulated and published by JICA. The details of AKI including current situation, basic direction and goal/target are explained in this strategy document. The initiative operates on three basic objectives including: 1) To accelerate industrialisation and economic transformation in Africa, 2) To create employment and decent work, 3) To develop innovative human resources with competitive skills. The AKI consists of five strategic activities which were developed to support the realisation of the above objectives. These include:

- 1 Promoting Advocacy at policy level (Publication of joint research/books)
- 2 Establishing and strengthening functions of Centers of Excellence (promotion of cooperation in third countries)
- 3 Standardising Kaizen activities in Africa (Formulation of a handbook, creation of an award)
- 4 Supporting networking between Kaizen institutes /counterpart organisations with global

Kaizen/ productivity institutions (holding of the Africa Kaizen Annual Conference and Award Ceremony for the Africa Kaizen Award)

5 Enhanced capacity of public private partnership for Africa's industrialisation and the African Continental Free Trade Area (AfCFTA) goals.



Source: [JICA Global Agenda for Private Sector Development: Strategy for Africa Kaizen Initiative \(AKI\) \(2023\)](#)

Figure 103 Africa Kaizen Project

4-3-2 Quantitative Evaluation

KAIZEN projects aim to improve the productivity and quality of companies, and it involves cultivating KAIZEN trainers and consultants as well as establishing systems for developing them. For cultivating KAIZEN trainers and KAIZEN consultants, in-company training (ICT) is conducted, where candidates for KAIZEN trainers and consultants analyse the current issues and problems at pilot companies, set KAIZEN themes, and conduct KAIZEN activities. Afterwards, in the KAIZEN project, measurements are taken to see to what extent the set KAIZEN theme indicators have improved. Since the candidates of KAIZEN consultants/trainers analyse the current issues and problems at the pilot companies and set KAIZEN themes, the KAIZEN themes are not uniform but determined according to the challenges of each company. In this study, the improvement rates (KAIZEN effects) of the respective KAIZEN themes reported in each project

were classified into five items (productivity³⁸, 5S score³⁹, defect rate, lead time, cost) and analysed.

Data

- Among the KAIZEN projects implemented so far, the analysis was conducted using data from 8 projects where baseline and endline surveys were conducted at pilot companies.

Figure 104 List of KAIZEN projects used for quantitative evaluation

Project Name	Country	Start Year	End Year
Project on Quality/Productivity Improvement	Tunisia	2009	2013
Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (KAIZEN)	Tanzania	2013	2016
National KAIZEN Project	Zambia	2014	2016
Project on Capacity Development for KAIZEN Implementation for Quality and Productivity Improvement and Competitiveness Enhancement	Ethiopia	2015	2020
National KAIZEN Project	Ghana	2015	2018
Project on Quality/Productivity Improvement (Q/PI) Phase 2	Tunisia	2015	2019
The Project on Strengthening Manufacturing Enterprises through Quality and Productivity	Tanzania	2017	2022
Integrated SME Promotion Project with the Enhancement of KAIZEN in Cameroon	Cameroon	2019	2023

Analysis Methods

- The KAIZEN theme set at each pilot company was classified into five categories (productivity, 5S score, defect rate, lead time, and cost), and calculations were made to determine the average extent to which corporate activities were improved through KAIZEN activities by candidates for KAIZEN trainers and KAIZEN consultants.

Results

- Significant improvements were seen in all five categories due to the KAIZEN activities carried out by candidates for KAIZEN trainers and KAIZEN consultants. Productivity, defect rate, and 5S score improved by approximately 55-64%, lead time improved by 38.1%, and cost improved by about 20.9%.

³⁸ Productivity includes not only the overall productivity of the company but also productivity in a specific production process such as "productivity on the assembly line." Similarly, for defect rates, lead times, and costs, the improvement rates are also calculated including indicators for specific production processes.

³⁹ The 5S score indicates the degree of achievement of 5S (activities to maintain and improve the workplace environment) based on a 5S checklist created by JICA experts.

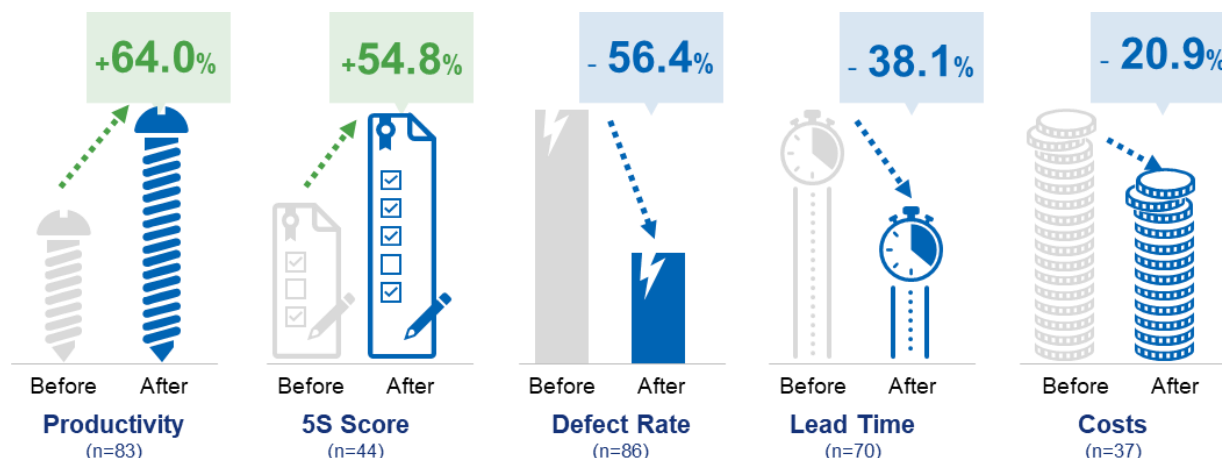


Figure 105 Results of quantitative evaluation on KAIZEN

4-3-3 Case Study of Kaizen projects reviewed

The assessment study focused on Kaizen projects in Ethiopia (Phase 3 among four phases) and Cameroon (Phase 1 among three phases). In Ethiopia, JICA supported the project on capacity development for Kaizen implementation for quality and productivity improvement and competitiveness enhancement from 2015 to 2020. It focused on developing Kaizen practitioners in both private and public sectors through the Kaizen dissemination system led by Ethiopian Kaizen Institute (EKI)⁴⁰. Similarly, in Cameroon, the partnership supported the project on quality and productivity improvement (Kaizen) for Small and Medium Enterprises (SMEs) from 2015 to 2017. It focused on disseminating Kaizen-based Business Development Services (BDS) for SMEs within the country.



The project on Capacity development for Kaizen implementation for quality and productivity improvement and competitiveness enhancement in the Federal Democratic Republic of Ethiopia (Third phase).

Background

In Ethiopia, JICA has been implementing the Kaizen initiative to improve quality and productivity since 2009, in response to a strong request and initiative by the Prime Minister of Ethiopia. From 2009 to 2011, JICA implemented the pilot phase of a Kaizen project titled Study on Quality and Productivity Improvement (Kaizen). Since its inception in 2009, Kaizen has been widely accepted and successfully implemented in the manufacturing and service sectors at the national level in Ethiopia. Having seen the success of Kaizen at pilot level, the Government of Ethiopia became confident of the value of Kaizen and established Ethiopian Kaizen Institute (EKI), a government institute which exclusively lead dissemination of Kaizen in 2011. This was followed by a second phase titled the project on Capacity Building for the Dissemination of

⁴⁰ EKI is a government institution established in Ethiopia in 2011 for the dissemination of Kaizen throughout the country. It has been providing trainings and guidance for the productivity improvement to private companies and other organizations. It was re-named as Kaizen Excellence Centre (KEC) in 2022.

Quality and Productivity Improvement from 2011 to 2014. The second phase support was a technical co-operation project aimed at establishing a mechanism to disseminate KAIZEN activities led by the EKI. Ethiopia's Kaizen initiative is the most prominent on the African continent because of the proactive role and commitment of the Ethiopian government in spearheading its promotion.

In response to a significant increase of the staff members of the EKI and the growing demand for Kaizen, a third phase project was launched in July 2015. This focused on capacity development for Kaizen implementation for quality and productivity improvement and EKI was the implementing counterpart agency for this project.

The fourth phase of the Kaizen project which focuses on establishing Comprehensive Kaizen Support System for Enhancing Firm Competitiveness is currently ongoing to KEC (Kaizen Excellence Centre).

Project Goal: To ensure that the quality and productivity in the targeted industries are improved, leading to enhancement of Ethiopia's industrial competitiveness.

Outputs:

1. The EKI's (including its regional network) management capacity for Kaizen dissemination is enhanced through the accumulation and standardization of best practices.
2. The EKI is able to provide intermediate-level Kaizen training and consultancy services for the private and public sectors.
3. A coordinated system (vertical and horizontal) is put in place whereby the quality of the Kaizen training and consultancy services provided by the EKI, and other institutions is ensured and Kaizen dissemination is promoted at the national level.



The Republic of Cameroon Project on Quality and Productivity Improvement (Kaizen) for Small and Medium Enterprises (SMEs), phase one.

Background:

In 2013, JICA provided technical support to Cameroon's Ministry of SMEs, Socio-Economy and Handicrafts (MINPMEESA) and the SME Promotion Agency (APME) which had just been established. JICA dispatched Japanese Advisors to provide policy expertise to MINPMEESA and APME. During this period, officials from MINPMEESA acknowledged the importance of integrating the Kaizen approach into the activities of SMEs in Cameroon.

JICA later launched a pilot phase of the Kaizen project focusing on quality and productivity improvement (Kaizen) for Small and Medium Enterprises (SMEs) in Cameroon from 2015 to 2017. The second phase of the project was implemented from 2019 to 2023 and focused on Integrated SME Promotion with the Enhancement of Kaizen. Phase three is currently ongoing.

Project implementation is supported by two government agencies-The Ministry of SMEs, Socio-Economy and Handicrafts (MINPMEESA) and the SME Promotion Agency (APME).

Project Purpose:

1. Provision system of KAIZEN and other BDS to SMEs in Cameroon is strengthened.

Outputs:

1. Consultant training system is improved.
2. Methodologies and systems are developed to provide more SMEs with KAIZEN and other BDS.
3. SME promotion policy and strategy with emphasis on delivery of BDS are enhanced.

4-3-4 Results and Impact and contribution of the partnership**Overall impacts at output level**

- **Introduction of KAIZEN and improvement of quality and productivity**

- The introduction of KAIZEN at the corporate level improved corporate quality and productivity. JICA's support has benefited 18,000 companies and 280,000 business owners and employees in 27 African countries.
- KAIZEN, which was born from production sites in Japan, was customized according to the culture and customs of each country in the process of its spread in Africa, and an African-style KAIZEN was born. ("Translative adaptation"⁴¹)
- The interviewee, Izumi Ono, highly evaluates the cooperation between JICA and AUDA-NEPAD in promoting KAIZEN. "Involving AUDA-NEPAD against the important issue of how to spread African-style KAIZEN can be noteworthy since it has been building the system of dissemination of mutual learning process not only by implementing individual projects but also by networked method, and also since it has been building the stance where Japan does not do it all on its own that African side firmly takes it in and drives it forward." she said.

- **Establishment of KAIZEN Dissemination System**

- Through technical cooperation, many KAIZEN trainers and KAIZEN consultants have been trained to guide KAIZEN to companies. The number of trained Kaizen trainers is about 1,400.
- A certification system was established to ensure the quality of KAIZEN consultants.
- In many countries, organizations for the dissemination of KAIZEN were identified, and in Ethiopia and Zambia in particular, a public organization specializing in KAIZEN was established as a result of national commitment.

⁴¹ It means to replace and adapt an introduced exogenous model from an intrinsic point of view in one's own society, according to local circumstances.

- Through the KAIZEN Consultant, KAIZEN was introduced to many companies, leading to improvements in quality and productivity.
- As a facility for human resource development, the TICAD Human Resource Development Centre for Business and Industry was constructed in Ethiopia.

Overall impacts at outcome level

- **KAIZEN strengthened networks and promoted practical knowledge sharing and transfer on how governments and private organisations promote Kaizen:** This was done through initiatives for instance third country study trips, counterpart trainings, annual conferences and knowledge sharing forums. Counterpart trainings were held in Ghana, Malaysia, Argentina and Japan. Annual conferences were conducted in Tunisia in 2019, Tanzania in 2021, Cameroon in 2022 and Ethiopia in 2023. Knowledge sharing forums were conducted in Ethiopia in 2016, Kenya in 2017 and South Africa in 2018.
- **Promoting employment and investment, improving the working environment**
 - Improvements in quality and productivity have led to improvements in corporate profitability and financial conditions, as well as the expansion of employment and investment in companies. In particular, employment through KAIZEN focused on young people and women, and contributed to the creation of an inclusive society.
 - In addition to the above, the concept of 5S, etc. has become widespread, which has resulted in the improvement of the working environment at the production site of enterprises. KAIZEN thus contributed to the realization of Decent Work, one of the goals of the SDGs.
 - By saying “After the implementation of KAIZEN, one thing which has changed is the mindset that increased the willingness of people to come together and work together. A high teamwork spirit.”, Getahun Tadesse Mekonen, an interviewee, points out that KAIZEN activities also contributed to improving the unity at production sites.
- **KAIZEN introduced outside the industrial sector:** As the effects of KAIZEN achievements, KAIZEN has been spread in the health sector (hospitals) and the public sector (government organizations and international organizations). As of 2022, for example, about 500 health facilities in 21 countries in Africa and Asia are implementing KAIZEN activities.
- **A Government-led campaign to improve quality and productivity was promoted:** The importance of quality and productivity was enlightened not only at the corporate level but also at the individual level. National initiatives to improve productivity included the National Productivity Policy in Zambia and the KAIZEN National Movement in Ethiopia.
- **Efforts to disseminate and standardize KAIZEN throughout Africa**
 - In addition to individual projects, efforts to disseminate KAIZEN across Africa (sharing experiences of preceding countries) and to standardize KAIZEN were started through AKI

jointly established by JICA and AUDA-NEPAD. Interviewee Cyprian Mayamba commented about before the launch of AKI as “JICA activities were isolated in different countries. In fact, we didn't even know what other countries JICA was operating in.”, and he highly evaluates AKI’s effort explaining that he has gained “huge opportunity for us to learn from one another” since AKI launched.

- Before AKI was launched, the KAIZEN curriculum varied from country to country. However, after AKI took place, efforts were made to develop KAIZEN activities of the same quality throughout Africa, including the establishment of a standard training curriculum and the creation of guidelines for the establishment of a qualification system for KAIZEN consultants.
- In addition, JICA provides support for the dissemination of KAIZEN in Africa from the viewpoint of providing a place for mutual learning, such as the Africa KAIZEN annual conference to share good cases of KAIZEN, and capacity-building trainings in 2023 for Centre of Excellence (COE) that disseminates KAIZEN to other countries.
- OECD (Organisation for Economic Co-operation and Development) has also recently introduced the KAIZEN approach as a best practice for skills development in Africa.

Contribution of the partnership identified from the two case studies

- **Technical cooperation:** JICA provided technical cooperation support of up to USD 6,588,706 to Ethiopia for the third phase of its Kaizen project and USD 4,463,762 to Cameroon for pilot (first) phase of its Kaizen project.
- **Expertise:** In Ethiopia, the partnership dispatched Japanese experts to support Institutional development; Quality and productivity development (advanced Kaizen); systems development, activity coordination. In Cameroon, the experts were dispatched to support the delivery of Kaizen trainings and development of the draft BDS strategy and operational guidelines, and the SME needs survey. Additionally, local consultants in Ethiopia and Cameroon were trained and dispatched to disseminate Kaizen within their countries.
- **Training:** In Ethiopia, the partnership supported counterpart training in Japan and third countries including Argentina, Ghana and Malaysia. It also provided training on Kaizen to beneficiaries in the public and private sector. In Cameroon, the partnership supported Kaizen consultant trainings and BDS delivery.
- **In-kind support:** JICA provided 6 vehicles (minibuses) and equipment (a photocopier) to the EKI.

Kaizen Ethiopia impacts at output level

01

Enhancement of Ethiopian Kaizen Institute's* (including its regional network) management capacity through the accumulation and standardisation of best practices:

- Conducted a study about best practices and performances of Kaizen promoting organizations in Japan and third countries in the first year of the project.
- Formulated a five-year Kaizen dissemination plan (2015-2020). The plan has five strategic pillar and 17 individual programs.
- Developed guidelines/frameworks such as the Organisation Kaizen guideline, consultant evaluation framework, Consultant Certification, Accreditation and Registration System (CARS) implementation guidelines.

* Ethiopian Kaizen Institute (EKI) was re-named as Kaizen Excellence Centre (KEC) in 2022.

02

Provision intermediate level Kaizen training and consultancy services to private and public sectors by the Ethiopian Kaizen Institute (EKI) *:

- In-Company Trainings were conducted for 83 kaizen trainees who were split into five batches. They focused on manufacturing, service, and public sectors.
- The Ethiopian Kaizen Institute (EKI)* has been implementing Plan, Do, Check and Action (PDCA) cycle based on the Balanced Scorecard (BSC) and started implementing the intermediate-level Kaizen from 2017.
- Prepared course materials and manuals; and revised them at each batch to correspond the status of the trainees, as well as based on the practices gained. The Japanese experts finalized the Classroom Training (CRT) materials as the standard version.

* Ethiopian Kaizen Institute (EKI) was re-named as Kaizen Excellence Centre (KEC) in 2022.

03

Establishment of a coordinated system (vertical and horizontal) to promote the provision of quality of Kaizen training and consultancy services by Ethiopian Kaizen Institute (EKI)* and other institutions and ensure the dissemination of Kaizen at national level:

- The Kaizen Consultant Certification, Accreditation and Registration System (CARS) was developed in 2017. The CARS exam was conducted three times and a total of 47 consultants (EKI*: 27) were certified and registered.
- The project developed a proposal in the Organizational Kaizen focusing on knowledge management. EKI* has developed the database and information system called Kaizen Management Information System (KMIS).

* Ethiopian Kaizen Institute (EKI) was re-named as Kaizen Excellence Centre (KEC) in 2022.

Kaizen Ethiopia third phase impacts at outcome level:

- Out of 56 Large and Medium Enterprises (LMEs) that received intermediate-level Kaizen training from the project or the **EKI, 51 (91%) have continued Kaizen activities independently.**
- In Ethiopia, kaizen has become a **widely recognized term for quality and productivity improvement across different sectors** including manufacturing, capacity building and regional support, infrastructure, utility and services and the research and certification sectors.
- **Local Dissemination:** The project established Kaizen activity bases in several regions and municipalities. EKI provides capacity development programs to these local bodies, which are responsible for spreading basic-level Kaizen practices to micro and small enterprises (MSEs), as well as sectors like education, health, and other public services.
- **Training and dispatching of consultants:** As of June 2020, 109 Kaizen consultants across four sectors including: the Manufacturing sector, Capacity building and regional support, Infrastructure, Utility and Service sector; and research and certification were trained and serve as a powerful tool to disseminate the Kaizen approach within the country.
- Ethiopia's Kaizen project **contributed to the development of EKI's 10-year strategic plan (2020-2030).**
- In collaboration with Mekelle University, the **Ethiopia Kaizen Institute launched a Kaizen Doctor of Philosophy (PHD) programme** in October 2018.
- Since its inception, the **EKI has gained experience as a model institute for Kaizen dissemination in Africa.** This program employs 109 researchers from the Manufacturing sector, Capacity Building and Regional Support, Infrastructure, Utility and Services and the research and has provided training to governmental organizations in Djibouti. The institute has also attracted interest from UN agencies and AUDA-NEPAD.
- **Provision of support by development partners to companies implementing the Kaizen** approach across the pilot countries: In Ethiopia, the Korea International Cooperation Agency (KOICA) is supporting a program focusing on competitiveness enhancement of the leather sector in Ethiopia through a business incubation.

Kaizen Cameroon pilot phase project impact:

Impact of the Kaizen project in Cameroon.

- Cameroon has adopted Kaizen as one of the pillars of its Small Medium Enterprise (SME) promotion measures. The Ministry of Small and Medium-sized Enterprises, Social Economy and Handicraft (MINPMEESA) and the SME Promotion Agency are taking lead in imbedding and disseminating the Kaizen approach in their collaborative efforts with the private sector and development partners like the United Nations Development Programme and French Development Agency (AFD).

- **Capacity enhancement:** The project delivered tailored On-The Job trainings to 14 SME consultant trainees, 41 enterprises and organisations which equipped them with practical knowledge and skills on financial analysis, The 5S pillars of Kaizen and SWOT analysis. The practical knowledge and skills obtained from this training supported the development of business plans.
- **Development of a draft BDS Strategy:** A draft strategy for Business Development Services (BDS) delivery was formulated by the Ministry of SMEs, Socio-Economy, and Handicrafts (MINPMEESA). It prioritises two SME development goals which focus on business sustainability improvement and increase in job creation by enterprises.
- **Development of draft guidelines for BDS Delivery** on practical activities such as Kaizen consultant training. The guidelines give detailed actions for the selection of Kaizen consultants to support SMEs and match consultants to SMEs, operation management, development of training materials, logistics and monitoring.
- **SME Improvement:** During the project period, SMEs in Cameroon, guided by trained consultants, began implementing Kaizen activities. This includes the 5S methodology, which standardizes the work environment, improves work efficiency, and enhances quality and productivity without requiring significant financial investment.
- **Pilot enterprise engagement and support:** 42 enterprises were selected as pilot enterprises to host On-the-Job Training (OJT) for Kaizen 41 consultant trainees. These enterprises came from diverse sectors such as food, metal processing, construction, textiles, and services like hotels and hospitals. Additionally, these were supported to create business plans that were essential for corporate planning and financial management and aligned them with the diagnostic reports used in Kaizen training.
- **Provision of support by development partners to companies implementing the Kaizen** approach across the pilot countries: The following interventions are being supported in Cameroon.
 - International Labour organisation (ILO) is supporting the SCORE program,
 - United Nations Development Programme (UNDP) is supporting a program focusing on providing guidance to entrepreneurs, development of Kaizen consultants, provision of Kaizen programs to companies based on contracts with Kaizen consultants trained, and
 - French Development Agency (FDA) is supporting a program focusing on providing BDS programs to companies based on contracts with Kaizen consultants trained in Cameroon.

4-3-5 Gaps, Challenges and Lessons Learnt of KAIZEN

Challenges related to the projects:

1. The pandemic hindered traditional, in-person Kaizen implementation. The practical nature of the Kaizen approach requires in-person interaction which was very difficult during that period. Additionally, development partners were hesitant to contribute financially, and member states faced difficulties in convening due to physical constraints caused by the pandemic. However, through this challenge e-Learning for Kaizen was adopted as a new approach.

2. Limited human resources: A limited number of staff from counterpart agencies were assigned to support project implementation. In addition, staff turnover is also an ongoing concern, particularly evident within the current project in Ethiopia.
3. Limited allocation of funds by Kaizen recipient countries to support activities.

Challenges related to overall initiative:

1. To enhance “self-propelled” Kaizen which means Kaizen spread by African countries themselves, it is important for to build close relationships with African organizations such as PAPA and ARSO, and international organizations in Africa and Asia such as ILO, UNIDO, and APO, which are deemed to require cooperation for the spread of Kaizen, centring on AUDA-NEPAD, and to concentrate resources on assistance that takes into account the needs of Africa.
2. From the perspective of contributing to AIDA and AfCFTA, alignment with these frameworks, including collaboration with the AfCFTA Secretariat, should also be taken into account.
3. In interviews with experts, question was asked about the complementarities and synergies between Kaizen and other cooperation, but no clear answer was given that there had been a success. Comprehensive cooperation combining Kaizen with investment environment improvement, startup ecosystem development, and industrial human resource development is key for industrial promotion.
4. Japan should take advantage of the results achieved through cooperation on the dissemination of Kaizen and cooperate more actively with other fields. (ex. Promotion of investment and business in Africa by matching companies to which Kaizen has been introduced with Japanese and other foreign companies, promotion of human resources who have experience in Japanese companies or production sites in Japan as Kaizen consultants, fostering awareness of productivity by providing Kaizen training for entrepreneur human resources, etc.)

Lessons Learnt related to the projects:

1. Commitment from key stakeholders like governments, managers, employees and consultants is key in fostering buy-in, ownership and dissemination of Kaizen.
2. Building the capacity of project personnel through practical Kaizen activities deepens their knowledge, understanding and application of the approach.
3. Successful implementation of the Kaizen approach requires for it to be tailored to country contexts and organizational values and cultures of companies.

Lessons Learnt related to overall initiative:

1. Active use of local resources in promoting Kaizen: In the past, many Kaizen consultants have been trained in Africa, and they are working to introduce Kaizen at production sites of companies in various countries. By actively utilizing these local resources not only in the introduction of

KAIZEN but also in workshops, third country training, etc., it is expected to contribute to the popularization of “self-propelled” Kaizen and the improvement of the sustainability of the cooperation. Additionally, young African workers who have studied in Japan under the ABE Initiative can effectively help promoting Kaizen.

Comparative advantage of JICA:

JICA's cooperation in KAIZEN is characterized by practical and realistic activities rooted in the workplace of enterprises, "translative adaptation" tailored to local needs, and the dissemination system of Africa itself cultivated through past cooperation. In the future, it is expected that, taking into account the needs and initiatives of the African side as well as the results of the cooperation to date, JICA is expected to promote side support of “self-propelled” KAIZEN by African countries, and to promote collaboration with new initiatives such as support for entrepreneurs and startups.

Figure 106 Strengths of JICA in KAIZEN

Strengths of JICA	Areas of improvement for JICA
<ul style="list-style-type: none"> • Implementation of practical and realistic technology transfer rooted in corporate production sites. • The concept of KAIZEN that originated in Japan and customized according to the culture and customs in Africa ('translative adaptation') <p>"We want to work with JICA on KAIZEN because we believe that approach fits into our culture, into our (AUDA-NEPAD's) philosophy." (Mr.Kossi Toulassi)</p> <p>Mr. Toulassi also confirmed during the interview that AUDA-NEPAD intends to utilize JICA's KAIZEN concept alone in the area of productivity improvement.</p> <ul style="list-style-type: none"> • Establishment of a system for disseminating KAIZEN in Africa itself through efforts such as the training of KAIZEN consultants and the establishment of AKI. 	<ul style="list-style-type: none"> • Compared with lean management and six-sigma, which were developed in the United States and so on based on KAIZEN, KAIZEN is often less well-known, and there is no internationally recognized standard or certification such as ISO. • The amount of aid is smaller than that of other donors, and the size of the aid may limit its effectiveness. • Africa is growing rapidly, and while requests for assistance come from a variety of countries at a rapid pace, JICA's response to requests often takes a little time and has not been able to keep up with the needs.

Expectations for JICA's cooperation for the future:

- **KAIZEN efforts continue to be important**

- In recent years, various new initiatives have been launched to support startups and promote innovation. Efforts such as field level and practical KAIZEN should be continued in the future. In particular, it is expected that KAIZEN will be further popularized in the future because it is easy for innovation to permeate companies that implement KAIZEN and because KAIZEN has a high affinity for production, such as manufacturing.
 - The spread of KAIZEN itself is gradually shifting to an African-led approach, and Japan is expected to cooperate in such areas as the standardization of KAIZEN standards and processes, and the establishment of multilateral networks.
 - On the other hand, the demand for KAIZEN in Africa is increasing, and the development of training facilities, such as the TICAD Human Resource Development Center for Business and Industry in Ethiopia, is required to further strengthen the soft side infrastructure that enables constant training of consultants and provision of KAIZEN services throughout Africa. Speaking of Africa's demand for KAIZEN, interviewee Getahun Tadesse Mekonen said, "The SMEs are not growing as we plan, so looking into their operations, their markets or whatever, still there are gaps that Kaizen can make impactful input." suggesting that there is still a lot that KAIZEN can do to help the growth and all-round improvements of small and medium enterprises in Africa. He added that these have been witnessed by observing the improvement data from companies implemented KAIZEN and competed annually for Africa KAIZEN Award (AKA)⁴² for the last 5 consecutive years.
- **Creating an environment that fosters young people's hopes and desires to work**
 - It is expected that further progress will be made in improving the working environment with employee management through KAIZEN activities, realizing "Decent Work" and promoting employment.
 - Collaborations with efforts such as improving quality and productivity in the public sector through the use of young professionals, research and development for innovation, and the AUDA-NEPAD initiatives "Energize Africa" and "Home Growth Solutions (HGS)" which aim to create entrepreneurial opportunities are also expected in the future (Disseminating KAIZEN to young people, entrepreneurs, startups, etc., providing technical transfer and training, etc.). It is also hoped that KAIZEN will be incorporated into AUDA-NEPAD's plans for special economic zones and agro-industrial processing parks.

4-3-6 Alignment to the Continental Frameworks and the TICAD Matrix

The Kaizen project aligns with the TICAD Matrix's Focus Area 1 which aims to Promote economic diversification and industrialization and competitiveness and ensure sustainable financing practices and its corresponding Action (b) which is to Support Africa's productivity, industrialization, and trade policies. It also aligns with Agenda 2063's Aspiration 1 which envisions a prosperous Africa based on inclusive growth

⁴² The Africa Kaizen Award (AKA) is an awarding system for good practices of quality and productivity improvement (Kaizen) under a framework of the Africa Kaizen Initiative (AKI).

and sustainable development and Goal 4 which envisions Transformed Economies and Job Creation of the Agenda 2063. Furthermore, the initiative aligns with AfCFTA's General objective 5 which aims to promote and attain sustainable and inclusive socio-economic development and structural transformation of the State Parties.

4-3-7 Summary of impact created by the projects/initiatives funded by JICA

The figure below summarizes impacts created by KAIZEN initiative funded by JICA.

KAIZEN

Kaizen is a Japanese process- focused concept that aims to promote continuous improvement in quality and productivity.

JICA launched the first Africa Kaizen project in Tunisia in 2006. Subsequently, due to the significant surge in economic development in Africa, JICA together with AUDA-NEPAD introduced the Africa Kaizen Initiative in 2017.

Case study: In Ethiopia, the third phase of Kaizen project was implemented in partnership with the Ethiopia Kaizen Institute while in Cameroon the first phase was implemented in partnership with The Ministry of Small and Medium-sized Enterprises, Social Economy and Handicraft (MINPMEESA) and the SME Promotion Agency.

27 Countries in Africa are implementing Kaizen technical cooperation projects with support from JICA



Africa Kaizen Initiative (AKI):

JICA and AUDA-NEPAD launched the 10-year Africa Kaizen Initiative (AKI) in 2017 to further accelerate industrial development through dissemination of Kaizen. JICA planned to invest **USD 78.51 Million**



Improvements through KAIZEN activities:

There are Kaizen effects on the following items.

- Productivity improved by 64%
- 5S Score improved by 54.8%
- Defect rate improved by 56.4%
- Lead time improved by 38.1%
- Cost improved by 20.9%



Priority areas for future programming:

- Support towards the Africa Kaizen Initiative to explore new possibilities of integrating the Kaizen approach into innovation and technology.
- Support towards the scaling up and dissemination of Kaizen across the manufacturing, public and private sectors

1,400
Kaizen trainers
through training
program

18,000
Beneficiary
companies

280,000
Beneficiary
company
managers and
workers

Figure 107 Summary of the impact created by the KAIZEN funded by JICA

4-4 Home Grown Solutions (HGS) Accelerator for pandemic Resilience

4-4-1 Overview of the initiative

The Home Grown Solutions (HGS) is an acceleration initiative which was designed and launched in 2020 by JICA and AUDA-NEPAD in collaboration with the Boston Consulting Group (BCG). Its conceptualisation in late 2020 was in response to the COVID -19 pandemic which highlighted persistent gaps in Africa's healthcare systems such as reliance on external supply chains and low healthcare capacity. During the COVID 19 pandemic, a number of African healthcare companies devised local solutions through development of products and services and were later supported by the HGS initiative to kickstart and expand their operations.

To date the HGS accelerator has supported 36 companies. JICA contracted the BCG in August 2020 to support AUDA-NEPAD in designing and launching an accelerator initiative for healthcare companies. A pilot was designed to foster learning and adaptation as the initiative progressed and supported 5 East African companies. The East African region was selected because of the strong presence of business acceleration and favourable environment for start-ups. The initiative expanded in 2022 to support 14 companies across the continent and continued in 2023 (Cohort 3) with an annual cohort of 9 companies. The fourth cohort commenced in 2024 with an additional 10 companies, 2 of which are alumni.

Since its inception, HGS accelerators have been selected through calls for applications which are launched by the AUDA-NEPAD core team, JICA representatives, BCG & Villgro Africa who form a Core Team whose responsibility is to receive applications and meet the shortlisted applicants. Based on an eligibility criterion, the final participants of the HGS accelerator initiative are then selected by eight esteemed African leaders who form the Steering Committee (SteerCo).

The growing impact of climate change exacerbated by the Ukraine crisis caused the HGS Accelerator initiative to venture into the agricultural sector with a focus on agribusiness and food systems resilience. As a result, AUDA-NEPAD secured support from the Government of New Zealand to design, pilot and scale up a Pan-African Food Systems Accelerator.

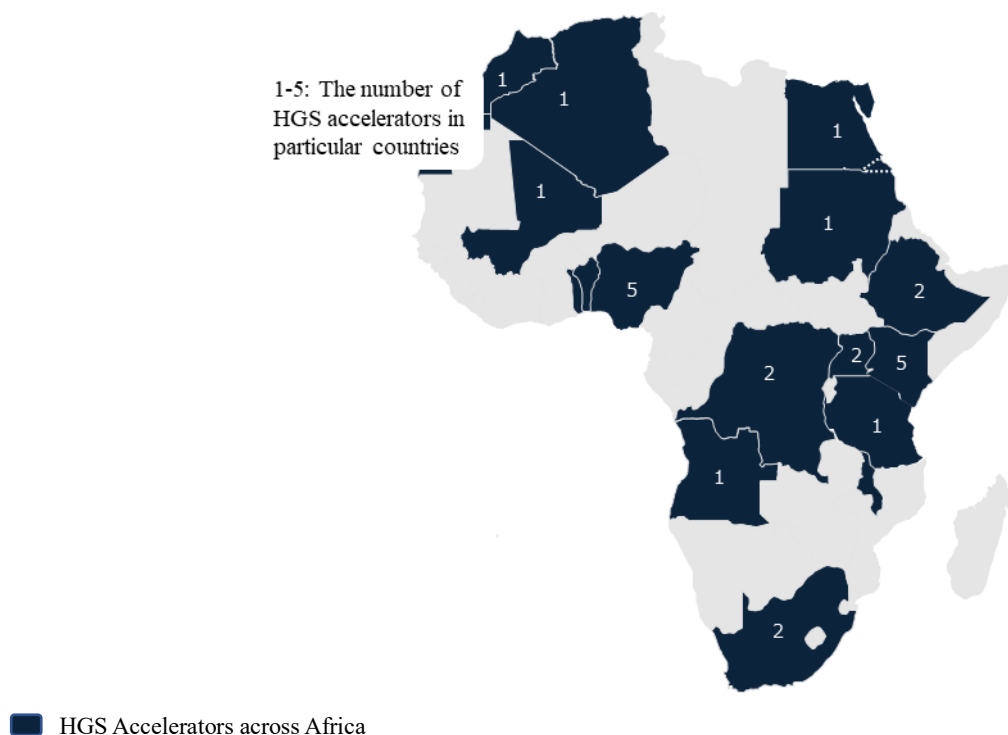


Figure 108 Home Grown Solutions accelerators across Africa

4-4-2 Results, Impact and Contribution of the Partnership

Impact:

HGS accelerator has supported 36 companies including providers, manufacturers, supply chain, digital enablers, and health finance providers in over 30 African countries. It has served over 13 million patients in the last 3 years and created about 4,600 direct and indirect jobs. The figure below shows other impacts.

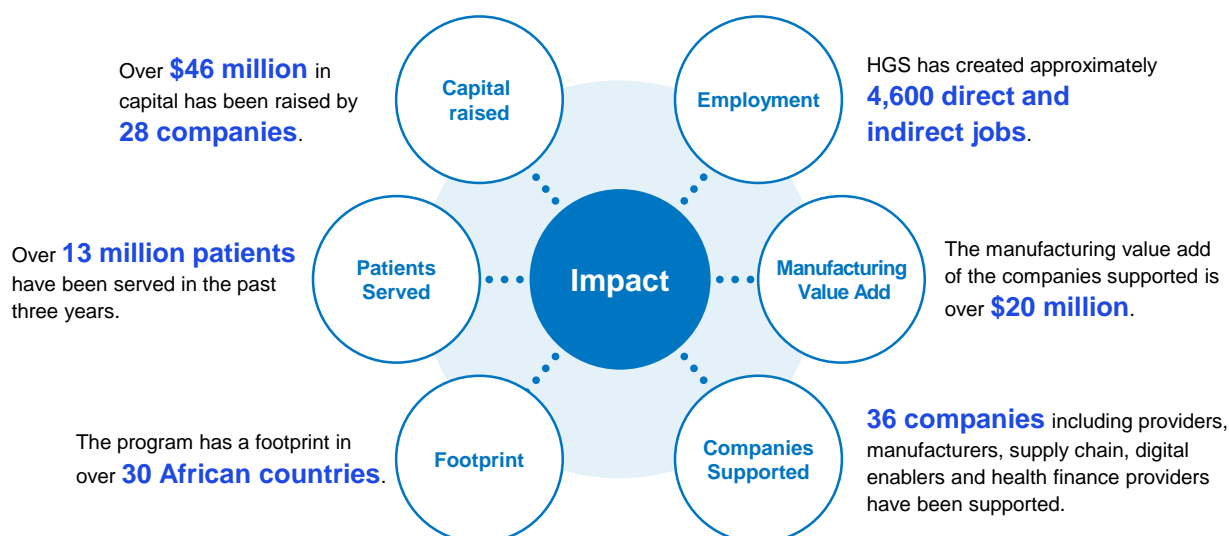


Figure 109 Impacts created through the partnership on Home Grown Solutions

Contribution of the partnership:

To date, both JICA and AUDA-NEPAD have been contributing to the HGS accelerator initiative through works such as those described below, and some of the results have emerged as impacts described above.

AUDA-NEPAD:

- Provides context specific hands-on support to help demystify complex business practices and support entrepreneurs especially those in the early stages to scale up impact.
- Matches the needs of companies to funding options through resources, linking to them to coaches and mentors like industry experts, business owners with experience and expertise in marketing, finance, business to help them further develop and validate their models; and
- Matches entrepreneurs to strategic public and private funders through whom they can access capital to support their growth and expansion.

JICA:

- Provides technical cooperation support: JICA provided total technical cooperation support of up to USD 7,407,515 for the entire project duration. For Cohort 1, USD 1,670,000 was disbursed; USD 1,520,000 for Cohort 2; USD 1,234,375 for Cohort 3, and USD 2,983,140 for Cohort 4.
- As a member of the Steering Committee of the HGS Accelerator, JICA selects HGS companies to participate in the initiative and provides guidance to overall accelerator and its Project Validation Committee.

4-4-3 Gaps, Challenges and Lessons Learnt of HGS Accelerator**Challenges:**

- The rising cost of medical services and products and limited infrastructure makes it challenging for innovations to develop cost-effective solutions and maintain high standards of healthcare.
- The scalability of innovations is often hindered by complexities like regulatory environments, access to funding, diverse cultural norms.
- The healthcare market is saturated with ventures duplicating each other's models which makes the market extremely competitive leaving no room for distinction.

Lessons Learnt:

- Collaboration with healthcare professionals is important for insight into the healthcare industry dynamics.

- Partnerships are essential for access funding opportunities, markets and expansion.
- Understanding the legal and regulatory landscape is crucial for the successful operations of companies.

4-4-4 Cohorts of the HGS Accelerator:

As described in the figure below, the HGS initiative has been supporting four cohorts since its launch to date. Companies join annual cohorts, having peer networking and learning opportunities among the companies in the same cohort, while tailored support is given to each cohort from the initiative. The initiative continues to spread throughout the continent with diverse funding sources and more companies each year.

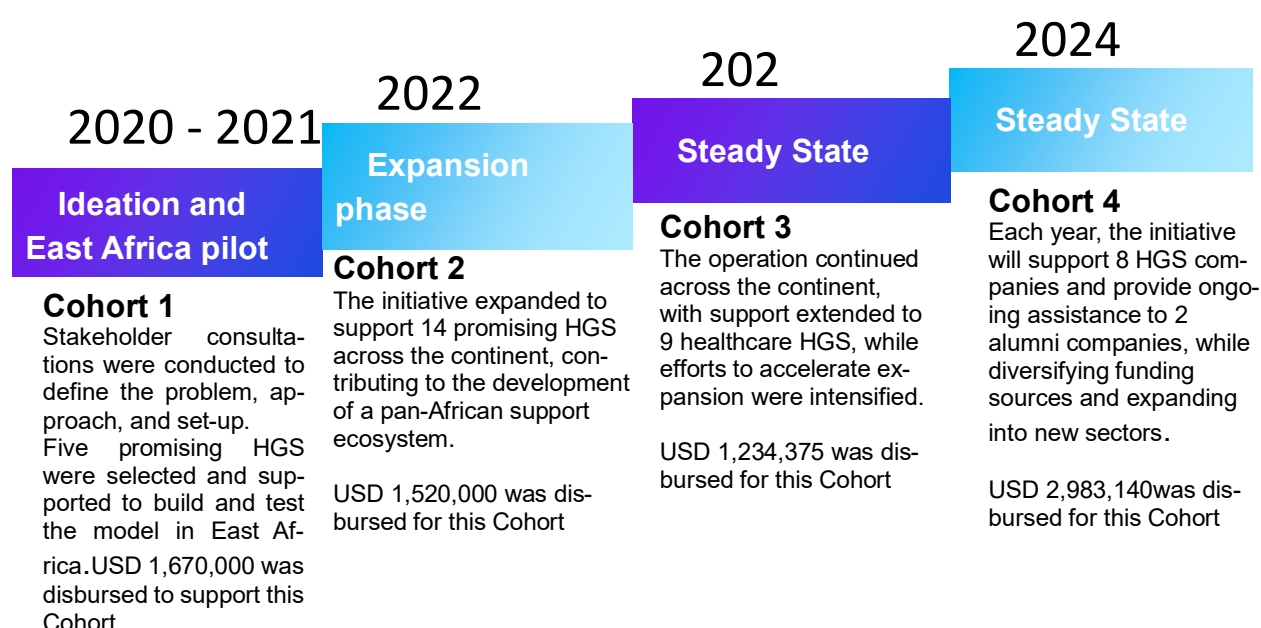


Figure 110 Cohorts of the Home-Grown Solutions Accelerator

4-4-5 Alignment to the Continental frameworks and the TICAD Matrix

The HGS is in alignment with the following continental frameworks and TICAD matrix provisions:

The HGS Accelerator aligns with the TICAD Matrix's Focus Area 1.2 which aims to strengthen connectivity and integration through quality infrastructure investment; and its corresponding Action b which focuses at improving the capacity of border logistics and authorities related to border. The resulting Expected Outcome is increased pandemic resilience through acceleration of African Home Grown Solutions in line with the Agenda 2063 aspiration. It also aligns with the Agenda 2063's targets of Goal 1.3 including eliminating all communicable diseases, ending maternal and under 5 child mortality by 2030, universal access to quality health, reduce to zero deaths from HIV /AIDs and Malaria. Furthermore, the initiative aligns with AfCFTA's General objective 5 which aims to promote and attain sustainable and inclusive socio-economic

development, gender equality, and structural transformation of the State Parties. The initiative also contributes to AIDA, which has Human Capital Development and Sustainability, Innovation, Science and Technology as one of its major priorities.

4-4-6 Summary of impact created by the projects/initiatives funded by JICA

The figure below summarizes impacts created by HGS initiative funded by JICA.

Home-Grown Solutions

The HGS Accelerator was conceptualised in late 2020.

JICA contracted the Boston Consulting Group (BCG) in August 2020 to support the African Union Development Agency (AUDA-NEPAD) in designing and launching an accelerator initiative for healthcare companies.

The HGS Accelerator initiative pilot selected and supported five (05) companies within East Africa. It expanded its support to 14 companies across the continent and later selected an additional nine (09) in the third cohort. The fourth and current cohort supports 10 companies.

36

Companies including providers, manufacturers, supply chain, digital enablers and health finance providers have been supported.



The Home-Grown Solutions accelerator (HGS) is an initiative that was designed in response to persistent gaps in Africa's healthcare systems such as reliance on external supply chains and low healthcare capacity exacerbated by the COVID-19 pandemic.

During the COVID 19 pandemic, a number of African healthcare companies devised local solutions through development of products and services and were later supported to kickstart and expand their operations.



Priority areas for future programming:

- Continued prioritization of support towards strengthening health systems resilience.
- Replication of the HGS initiative in other sectors and explore of synergies with existing programs like the JICA's Next Innovation with Japan (NINJA).



HGS Cohorts:

From 2020 to date JICA and AUDA-NEPAD have supported four cohorts of companies. JICA provided total grant aid of up to ¥ 725,065,159 (USD 7,407,515) for the project period.

Cohort One (2020-2021): USD 1,670,000

Cohort Two (2022): USD 1,520,000

Cohort Three (2023): USD 1,234,375

Cohort Four (2024): USD 2,983,140

13M+

Patients served

USD
20million+

Manufacturing value.

USD
46Million+

Raised in capital.

4600

Direct and indirect
jobs created

Figure 111 Summary of the impact created by the Home-Grown Solutions funded by JICA

4-5 Summary findings for initiatives of JICA and AUDA-NEPAD partnership

4-5-1 JICA contribution

Over the last 30 years of the TICAD process, JICA has made significant contributions towards development initiatives in line with the economic and social pillars of the TICAD matrix. JICA has disbursed loans to fund various infrastructure projects. The loans are directly disbursed to the respective member states in which the infrastructure projects are implemented.

In addition, JICA has supported implementation of development initiatives through provision of grants. However, it was difficult to confirm the actual amount of grant funds disbursed to each of the development initiative because some projects are under implementation, although the amount of disbursed funds can be confirmed in documents publicly available. Therefore, only budgeted amounts (planned costs) have been availed as illustrated below. Refer to pages 10- 11 for the detailed contribution by JICA.

Figure 112 Summary of Available Financial Information for 5 Selected Initiatives

Initiative	Funding commencement date	Loans USD (Millions)	Grants USD (Millions)
TICAD Matrix Pillar: Economic Development Pillar			
PIDA (Programme for Infrastructure Development in Africa)	2012	3,695.61	157.53
One Stop Border Posts	1999	**201.96	**79.59
Kaizen (9 technical cooperation projects across Africa)	2006	-	**78.51
Home Grown Solutions accelerator (HGS)	2020	-	**7.41
TICAD Matrix Pillar: Social Development			
Initiative for Food and Nutrition Security in Africa (IFNA)	2016	-	**2.97

Notes:

** These are budgeted amounts (planned costs).

The OSBPs and AKI grant amounts include the funding for technical cooperation.

The HGS grant amount include funding by means of a research scheme.

The funding for technical cooperation under PIDA was not provided.

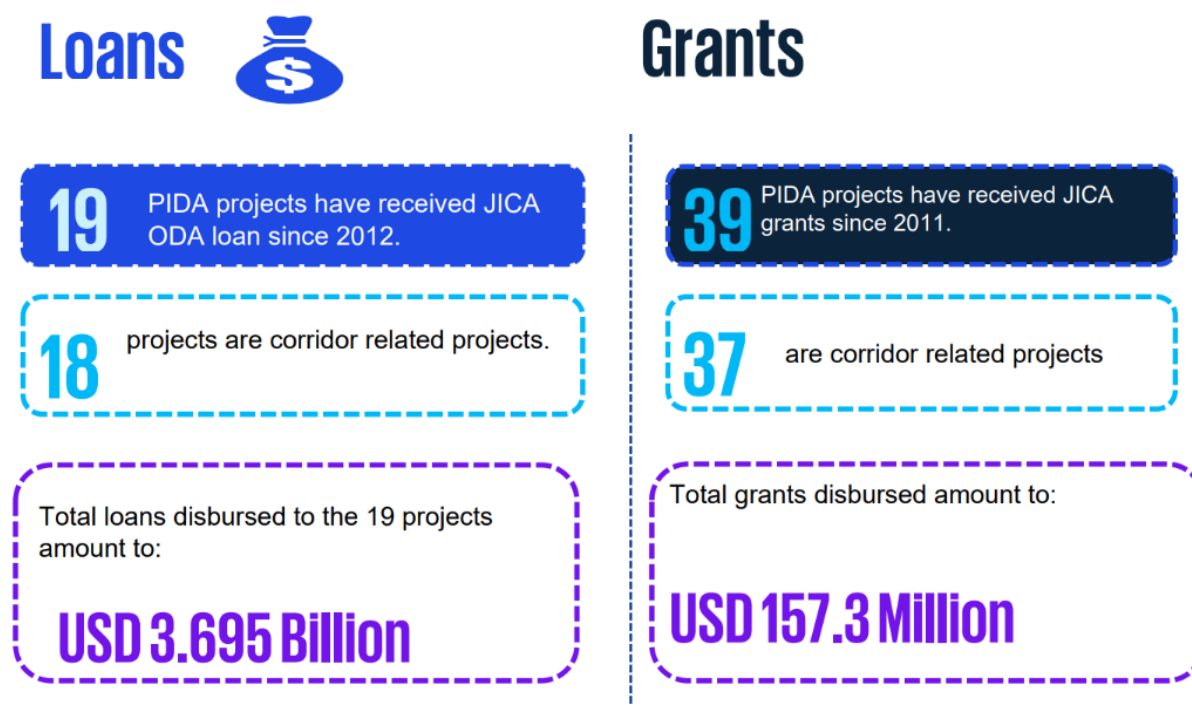
Source: JICA

Regarding the IFNA, HGS and KAIZEN initiatives, we note that the reported grant amounts are planned amounts. We were not availed with actual expenditure for these projects. For IFNA projects, we have reported the planned amounts to the 3 pilot countries.

Funding for PIDA projects

Since 2012, JICA has disbursed over USD 3.6 billion in form of ODA loans to support implementation of 19 PIDA related projects that is covered under our scope of the assessment. During the same period, JICA has supported implementation of 39 PIDA programs through provision of grants as illustrated below.

Projects funded by loans and Grants



Source: JICA

Figure 113 PIDA projects funded by loans and grants

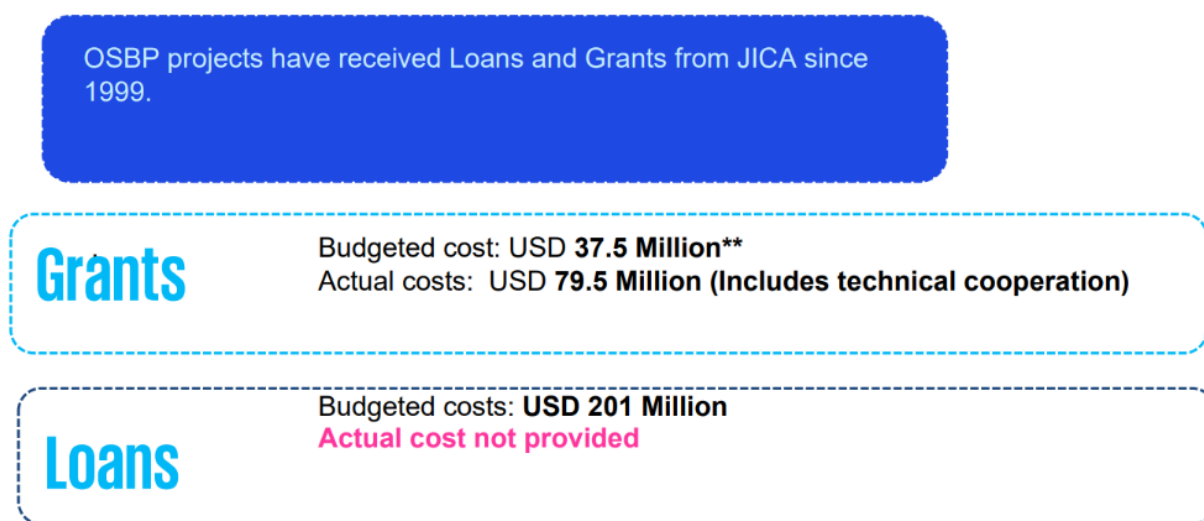
Regarding the grants, while there is evidence of project implementation, the total project actual funds incurred could not be ascertained. We noted that JICA had budgeted USD 1,129.4 Billion to implement the 39 projects. However, USD 157.3 Million was disbursed to 8 projects. Refer to Appendix 4 for detailed breakdown.

Funding for One Stop Border Posts

One Border Posts (OSBPs) are a critical aspect of Africa's efforts to improve regional integration and trade facilitation in Africa and JICA's support to infrastructure development. OSBPs typically involve harmonization and simplification of border control procedures at a crossing to ensure that the control processes are clear, specific, efficient, and cost-effective. The OSBPs are often set up to address the challenges of high costs for cargo transit, duplication of processes and unclear requirements for clearance at the borders. OSBPs ensure that users will undergo border control clearance once and on one side of the border. OSBPs are constituted by hard infrastructure like construction or upgrade of physical facilities and soft components including bilateral treaties between governments, and the legal and policy framework enabling the set-up of inter-agency collaboration. This fosters intra-African trade and eases access to coastlines for the inland areas and landlocked states. JICA supported the set-up of 14 OSBPs in Africa.

JICA provided over **USD 79.5 million** in grants to aid the implementation of OSBPs since 1999. Along with that, JICA allocated a budget of USD 201 million to provide loans to assist in the implementation of

OSBPs. However, details of the actual loans disbursed have not been availed. Hence, total funding may not be exhaustive.



** The budgeted cost under grants excludes the Project for Construction of the Chirundu Bridge because the specific project financing was not available.

Figure 114 OSBP projects funded by loans and grants

4-5-2 AUDA-NEPAD contribution

AUDA-NEPAD's role under the TICAD process has been coordination and oversight as illustrated in the table below. It includes promotion of the TICAD process consistent with Agenda 2063, facilitation among and coordination with different countries and stakeholders, policy formulations, and advocacy.

Figure 115 Contributions of AUDA-NEPAD under each initiative

Initiative	Contribution
Infrastructure Development (Corridor Development, PIDA PAP 1 & 2 and OSBPs)	<ul style="list-style-type: none"> - AUDA-NEPAD manages the Infrastructure Project Preparation Facilities (IPPF), a critical source of technical and financial support for project preparations. - Developed and published guidance materials to support future infrastructure development projects including the PIDA PAP First Ten-Year Progress Implementation Report and the One Stop Border Posts Sourcebook. - Co-developed materials for enhancing visibility of PIDA's achievements, challenges, and future prospects for accelerating the implementation; these materials were the PIDA First 10-Year Implementation Report and the 2nd PIDA Priority Action Plan (2021-2030) Projects Prospectus.

Initiative	Contribution
	<ul style="list-style-type: none"> - Offered technical assistance and supported resource mobilization for prioritised projects. - Extensively involved in feasibility studies and project design for development of infrastructure projects, especially for the PIDA initiative. - Engaged countries and their respective communities on coordination mechanisms, legal and policy framework required for bilateral collaboration, structuring the transaction, and addressing sustainability concerns. - Promoted the tracking of progress and data related to the project implementation on the Virtual PIDA Information Centre (VPIC), recognised as PIDA Dashboard. - Recruited IT personnel to design and maintain this information management system (the PIDA dashboard). - Worked extensively with countries and RECs to develop their own reporting processes and contribute their data to the dashboard.
IFNA	<ul style="list-style-type: none"> - Policy formulation: AUDA-NEPAD provided support to the governments of Kenya, Ghana and Mozambique in developing comprehensive policies and frameworks for nutrition, agriculture and food security. - Advocacy: AU-NEPAD organised and participated in relevant regional and international food and nutrition advocacy events such as side events alongside the African Union (AU) summit and 1,000 days intervention on maternal and child health to mobilize Member States, raise awareness, share experiences, influence policies and advocate for positive nutrition outcomes. - Coordination and Collaboration: AUDA-NEPAD supported multi-sectoral coordination efforts of IFNA partners, donors and national and local governments.
KAIZEN	<ul style="list-style-type: none"> - Policy advocacy including the publication of joint research and books - Creating and strengthening the functions of Centers of Excellence (COE) for the Kaizen approach dissemination. - Standardising Kaizen in Africa through formulation of a standard Kaizen approach through a handbook; setting up a standard Kaizen certification system for personnel engaged in dissemination and formulation of standard Kaizen educational materials including Key Performance Indicator (KPI) lists, training modules and guidelines. - Networking with Kaizen promoting institutions around the world including convening the Africa Kaizen Annual Conference and award ceremony for the Africa Kaizen award.
Home Grown Solutions	<ul style="list-style-type: none"> - Provides context specific hands-on support to help demystify complex business practices and support entrepreneurs especially those in the early stages to grow and scale up impact.

Initiative	Contribution
	<ul style="list-style-type: none"> - Matches the needs of companies to funding options through resources, linking them to coaches and mentors like industry experts, business owners with experience and expertise in marketing, finance, business to help them further develop and validate their models; and - Matches entrepreneurs to strategic public and private funders through whom they can access capital to support their growth and expansion.

4-5-3 Alignment to Agenda 2063, the Continental Frameworks and the TICAD Matrix

During the study, we analysed how the various development initiatives and infrastructure projects supported by JICA in Africa are aligned with the Agenda 2063 and other Continental Frameworks such as AfCFTA and TICAD matrix. We summarize the key aspirations of these frameworks and the projects' alignment below.

- The Agenda 2063 seeks to deliver 7 aspirations each with its own set of goals whose achievements are critical for the vision of Agenda 2063. The 7 aspirations comprise of 20 goals which aim at accelerating intra-African trade and boosting Africa's trading position in the global market by strengthening Africa's common voice and policy space in global trade negotiations (Refer to Appendix 7). Additionally, the Agenda 2063's First Ten-Year Implementation Plan (FTYIP) of Agenda 2063 is the first series of 5 ten-year plans over the fifty-year horizon of Agenda 2063's timeframe. It was launched against the backdrop of many global trends ranging from economic growth, governance, peace and security to external shocks. AU is currently implementing the second Ten-year implementation Plan (2024-2033) of Agenda 2063. This decade emphasizes the speeding up of implementation, building on the previous decade which focused mainly on convergence. The implementation plan showcases the combined desire and resolve of African people to shape their future and uphold the African ideals of unity, dignity, and prosperity for everyone.
- The TICAD matrix is comprised of focus areas, actions and expected outcomes. The focus areas are listed under the three pillars of the matrix which are economy, society and peace/stability and correspond to the AU flagship initiatives. The actions which are listed under each focus area are illustrative and aim to contribute to progress in each of the focus areas and AU flagship initiatives, which in turn will contribute to progress in each of the pillars. TICAD 8 monitoring report (TICAD Matrix) can be accessed via the link⁴³.
- Continental Frameworks have been developed for different important sectors to achieve the development goals of Member States of AU. The PIDA, AIDA, AfCFTA, and CAADP are the part of Continental Frameworks with some other initiatives. These frameworks also influence the FTYIP of Agenda 2063. For the study, we analysed the alignment of each initiative with AfCFTA among other Continental Frameworks.

⁴³ <https://www.monitor-ticad.org/wp-content/uploads/ENG-TICAD-8-Tunis-Plan-of-Actions.pdf>

As summarized in the table below, all the infrastructure projects and priority development initiatives implemented by JICA and AUDA-NEPAD aligned with the continental frameworks.

Figure 116 Summary of alignment to continental frameworks and the TICAD Matrix

Initiative	Agenda 2063 Second Ten Year Implementation Plan	AfCFTA	TICAD Matrix
Infrastructure Development (PIDA, OSBPs and Corridor development)	✓	✓	✓
Initiative for Food and Nutrition Security in Africa (IFNA)	✓	☒	✓
KAIZEN	✓	✓	✓
Home Grown Solutions accelerator	✓	✓	✓

KEY

- ✓ Aligned to continental framework
- ✗ Not aligned to continental framework
- ☒ Not applicable

5 Megatrends in Africa and Challenges

In this section, priority issues for Africa over the next 10 years based on medium- to long-term megatrends to realize "Agenda 2063" and actions to be taken to address the issues were identified. The study was implemented according to the following steps.

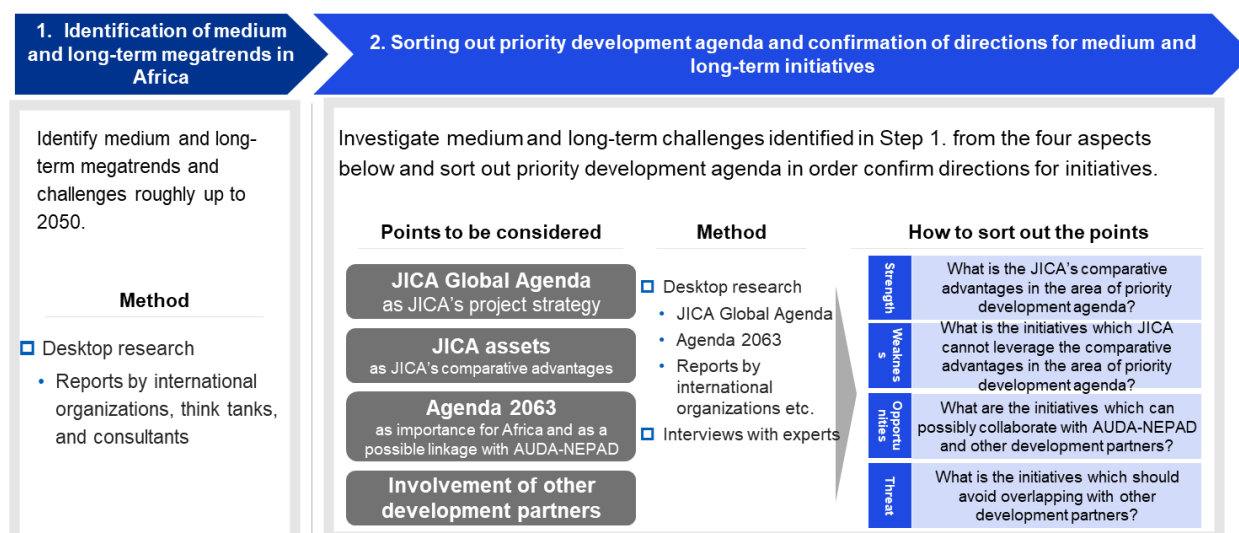


Figure 117 Steps for this section

5-1 Identification of medium- to long-term megatrends in Africa

Various organizations, including international organizations, think tanks, and research centres of private consultant companies have published reports and literature on African development issues. In particular, to grasp medium- and long-term megatrends rather than short-term issues such as the next 3 or 5 years, 10 megatrends and medium- and long-term issues shown below were identified as a result of unravelling reports and literature analysing medium- and long-term issues specific to Africa over the years 2030 and 2050. For each of the identified issues, the approach required to address was examined.

Figure 118 List of identified megatrends

No.	Megatrend	Overview
(1)	Africa's population will be more and young	By 2050, the population of the African continent will have doubled to approximately 2.5 billion, and approximately 60% of the population will be under the age of 25.
(2)	Africa's cities will be more populated	By 2050, about 1 billion more inhabitants will be concentrated in Africa's urban areas. Urban populations will triple from their current levels, and the number of megacities with populations of 10 million or more will increase.

No.	Megatrend	Overview
(3)	The continent will be vulnerable to climate change	Africa's share of global greenhouse gas (GHG) emissions is less than 4%, though 35 of the 50 countries in the world considered to be most at risk from climate change impacts are African countries.
(4)	Africa will move quickly into Digital Technology	Africa's digital technology sector, including software, cloud, and Internet services, is growing tremendously, with the Internet economy reaching \$712 billion by 2050.
(5)	Africa will be a more active source of Innovation and Entrepreneurship	The African region has a higher percentage of its working-age population starting their own businesses* than other regions. Africa has a strong track record of innovation and entrepreneurship, including mobile payments and digital healthcare platforms. * 22% in Africa, 18% in Latin America, 13% in Asia
(6)	The region will be more open to intercontinental co-operation	African Continental Free Trade Area (AfCFTA), signed by most of African countries, became operational in January 2021, and if the potential of the AfCFTA is fully leveraged, a continent-wide market will be formed.
(7)	Deepening Good Governance – Inclusion, democracy, and security	Efforts towards further good governance will be promoted, as it will not be possible to achieve the 2030 SDGs or implement Agenda 2063 effectively unless institutional reforms are implemented to strengthen good governance supported by the rule of law.
(8)	Infrastructure deficits	Infrastructure development in Africa requires USD 130-170 billion per year, while current infrastructure spending is around USD 75 billion. The situation of inadequate infrastructure is therefore likely to gradually worsen, increasing instability and hindering potential growth.
(9)	Africa will fight for Epidemics and Pandemics	The African region is always at risk for outbreaks of infectious diseases. Africa Centers for Disease Control and Prevention (Africa CDC) tackles to strength the capacity of the public health institutions.
(10)	Achieving the Sustainable Development Goals	No region is more in need of achieving the SDGs than the African continent. While all sub-Saharan African countries are expected to make some progress toward each SDGs goal by 2030, 18 are estimated to achieve only about half of the overall goals by 2030. Progress is particularly limited in the underdeveloped countries such as Central African Republic, Chad, and South Sudan.

(1) Africa's population will be more and young

By 2050, the population of the African continent will have doubled to approximately 2.5 billion, and approximately 60% of the population will be under the age of 25.

Medium and long-term challenges

A huge working-age population can be a disruptive force in promoting economic growth, as it is called “the demographic dividend”. Sufficient job opportunities, more specifically 250 million jobs, especially in sectors that require a motivated and skilled workforce such as manufacturing, energy (especially GX), and the digital sector, can promote economic growth. However, a lack of job opportunities/environments could lead to social anxiety and migration.

With a large young population and an estimated GDP of \$2.96 trillion in 2022, Africa could be the world's largest growth market for consumer goods and services. It could also serve as a talent supply market, providing digital natives and skilled workers to other regions. To achieve this, necessary schooling, skills training, and education-related services must be provided through the establishment of appropriate education systems in the African region to develop 17 million professional educators.

Necessary Approaches

- Provision of school education, skills training, and education-related services to enable advanced engineers, such as digital engineers, to advance into the world or play an active role as capable human resources in the region
- Development and expansion of professional educators
- Creation of employment opportunities in areas that support economic growth

(2) Africa's cities will be more populated

By 2050, about 1 billion more inhabitants will be concentrated in Africa's urban areas. Urban populations will triple from their current levels, and the number of megacities with populations of 10 million or more will increase. (currently Cairo, Lagos, and Kinshasa)

Medium and long-term challenges

Urban growth in the African region will energize the region's economy and culture, attract significant foreign investment, and strengthen global business and trade relations. If investments in infrastructure are made sufficiently and quickly, urbanization can accelerate growth of GDP and consumer spending, promote entrepreneurship and innovation, create new markets, and increase worker productivity.

On the other hand, rapid urbanization is likely to destabilize communities by making it difficult to provide basic services such as electricity and education, as well as transportation. Therefore, infrastructure investment is needed for sustainable urban planning and development.

Necessary Approaches

- Sustainable urban planning and development of megacities and medium-sized cities
- Planning and development of public transportation systems that reduce traffic jams that may occur in the future and allow large numbers of people to travel
- Development of an environment to attract infrastructure investment
- Implementation of PIDA
- Realization of related initiatives in Agenda 2063's flagship business (i.e. Integrated high-speed railway network, Ingadam, etc.)

(3) The continent will be vulnerable to climate change

Africa's share of global greenhouse gas (GHG) emissions is less than 4%, though 35 of the 50 countries in the world considered to be most at risk from climate change impacts are African countries.

Medium and long-term challenges

On the African continent, temperatures are expected to rise at a rate 1.5 times faster than the global average. The impacts caused by climate change can be divided into three main categories.

- Increase in natural hazards due to rainfall fluctuations:
The incidence and intensity of natural phenomena (droughts, floods, epidemics, etc.) on the African continent have increased since 1980. Floods are particularly prominent in urban areas. Though it depends on the country, the World Bank⁴⁴ states that "there is a strong correlation between rainfall variability and GDP. An increase in rainfall variability could sometimes results in a GDP decrease of 10% or more". The impact of climate change on climate variability is expected to be more pronounced near the equator, and the economic impact could be greater in countries near the equator.
- Increase in internal immigrants:
Climate change will cause complete devastation of the African mountainous regions and sea level rise along the coasts by 2050, resulting in extreme weather events such as droughts, storms, floods, and excessive temperature increases and decreases. Many people will be forced to move within their own countries to escape the ever-increasing climate change problems (sea level rise, crop failures, water shortage, etc.). Under the pessimistic scenario⁴⁵, the World Bank estimates that the number of climate change-induced internal migrants in sub-Saharan Africa will reach 86 million by 2050.
- Decline in agricultural productivity and threat to food security

⁴⁴ World Bank (2018) "Groundswell: Preparing for Internal Climate Migration", World Bank (2006) "Water for Growth and Development – A Theme Document of the 4th World Water Forum"

⁴⁵ Scenario with high GHG emissions and progressively unequal development

More than 95% crop production in sub-Saharan Africa depends on rainfall and is vulnerable to climate change. Farmers' vulnerability to climate change is high because most agriculture is small-scale, with low productivity and yields, and limited access to financial support, infrastructure, distribution systems, and information. Vulnerability and increased risk are more pronounced in certain regions of the African continent and may be related to the types of crops grown. In Africa, where water resource infrastructure is already fragile, climate change is likely to further increase water demand. In addition, population growth in Africa is likely to further exacerbate the situation; even if agricultural adaptive capacity improves, food and water prices are likely to rise, especially in urban expansion, increasing threats to food security across the continent.

Many experts have pointed to Africa's potential to become a centre of innovation and development of solutions. For example, renewable energy (solar, wind, geothermal, off-grid), carbon sequestration (use of land, forests, coastlines), sustainable land use and new agricultural approaches.

Necessary Approaches

- Development of method to deliver accurate information to people in a timely manner to mitigate the impact of climate change
- Education of citizens on how to act based on data
- Implementation of projects specific to adaptation to climate change (especially in the areas of disaster risk reduction and management, immigration measures, water resources, agriculture, etc.) and procurement of funds to implement the projects
- Establishment of ecosystems to create innovations that can be solutions to climate change
- Strategic alignment with other relevant sectors: It is a difficult area to generate effects by the project itself. It is important to work with the agriculture, energy, and water resources sectors to gain a better understanding of their importance.

(4) Africa will move quickly into Digital Technology

Africa's digital technology sector, including software, cloud, and Internet services, is growing tremendously, with the Internet economy reaching \$712 billion by 2050.

Medium and long-term challenges

Africa's ICT sector has been driven primarily by the expansion of mobile digital financial services. The African region already held about half of the world's mobile money accounts in 2018 and is projected to be the fastest growing region for mobile money by 2025.

A key pillar for driving digital growth in Africa is "improving connectivity". With the right investment

in telecommunications infrastructure, access to affordable products and services, and upskilling and education, Africa has the potential to become one of the world leaders in digital services, thanks to its huge working-age population. Transforming Africa's population growth into an “opportunity” rather than a “risk” will require appropriate investments in infrastructure development and human resource development.

Necessary Approaches

- Development of telecommunications infrastructure
- Distribution of affordable digital-related products suitable for the African market
- Investment in digital human resource development
- Implementation of PIDA (ICT sector)

(5) Africa will be a more active source of Innovation and Entrepreneurship

The African region has a higher percentage of its working-age population starting their own businesses* than other regions. Africa has a strong track record of innovation and entrepreneurship, including mobile payments and digital healthcare platforms. (* 22% in Africa, 18% in Latin America, 13% in Asia)

Medium and long-term challenges

The rise of innovation up until now has been largely due to the digital hubs of the African continent, but it is not limited to information and communication technology. Sprouts of innovation are beginning to emerge in areas such as energy, health services, pharmaceuticals, and sustainable agriculture and land use. In fact, annual revenues in the agriculture sector are estimated to potentially grow to up to \$320 billion by 2030. Africa's entrepreneurial culture is particularly promising from a gender equality perspective, with African women's entrepreneurial potential roughly twice that of women in other regions.

Africa's imaginative and creative youth will need to invest in digitally savvy human capital and create an ecosystem that fosters digital entrepreneurship and innovation if it is to become a startup continent and build a robust digital economy and competitive marketplace.

Invest in digitally savvy human capital and creating an ecosystem that fosters digital entrepreneurship and innovation will be needed to let Africa to become a startup continent with many imaginative and creative youth and to build a robust digital economy and competitive marketplace.

Necessary Approaches

- Investment in digital human resource development
- Promote women's empowerment
- Creation of an ecosystem to promote startups, including establishment and strengthening of VC

(6) The region will be more open to intercontinental cooperation

African Continental Free Trade Area (AfCFTA), signed by most of African countries, became operational in January 2021, and if the potential of the AfCFTA is fully leveraged, a continent-wide market will be formed.

Medium and long-term challenges

Intra-African exports as a share of Africa's total exports increased from about 10% in 1995 to about 17% in 2017 but remains low compared to other regions⁴⁶. African Continental Free Trade Area (AfCFTA), which became operational in January 2021, holds great promise for investment, expanded economic diversification, job creation, etc. (54 countries have signed and 47 countries have ratified AfCFTA as of April 2024). It has the potential to create substantial economic value if past complex difficulties such as logistics, visas, and existing trade barriers as well as non-tariff barriers such as tariff concessions and certificates of origin can be overcome. The potential impact on key issues on the continent, such as food insecurity, is also very significant.

However, for the full benefits of AfCFTA to be realized, effective implementation and realization of this epoch-making commitment must be maintained.

Necessary Approaches

- Corridor development to promote intra-regional trade and stimulate the region's economy
- Development of supply chains to link rural and urban areas
- Harmonization and facilitation of customs clearance procedures

(7) Deepening Good Governance – Inclusion, democracy, and security

Efforts towards further good governance will be promoted, as it will not be possible to achieve the 2030 SDGs or implement Agenda 2063 effectively unless institutional reforms are implemented to strengthen good governance supported by the rule of law.

Medium and long-term challenges

Many African countries have undergone institutional reforms since the 1990s, significantly changing their governance structures and putting in place new leadership. On the other hand, the Ibrahim Index of African Governance states that since 2008, the overall score on 'security and rule of law' has continuously deteriorated, except in some countries such as Ghana and Kenya. Many countries have yet to achieve reforms to prevent dictatorship, corruption and economic decline, and still have a long way to go to realize

⁴⁶ Intra-regional exports from other regions account for a percentage of total regional exports: Europe (69%), Asia (59%), and North America (31%).

one of the AU's key policies in Agenda 2063: 'Good governance, democracy, respect for human rights, justice and rule of law in Africa'.

The persistence of dysfunctional governance processes leads to non-compliance with tax obligations and laws and regulations by individuals and companies, an environment in which public officials and political elites act without accountability, and the appropriation of scarce public resources available for education, healthcare, infrastructure, water treatment plants, power, roads and technology. Pro-poor economic programmes and public investment in education, clean water, basic health care, child nutrition, etc. are usually discouraged by such corrupt political elites.

The governance structures that African countries should aim for in the next decade will ensure the full and effective participation of historically marginalized groups such as women, vulnerable groups, ethnic and religious minorities in the economic and political system, along with peaceful coexistence and economic development, reducing inequality, addressing the effects of climate change, promoting health and healthcare and strengthening regional cooperation.

Necessary Approaches

- Strengthening of the rule of law and the government's capacity⁴⁷
- Empowerment of historically marginalized people, and institutional design and social formation to enable such empowerment

(8) Infrastructure deficits

Infrastructure development in Africa requires USD 130-170 billion per year, while current infrastructure spending is around USD 75 billion. The situation of inadequate infrastructure is therefore likely to gradually worsen, increasing instability and hindering potential growth.

Medium and long-term challenges

Infrastructure development in Africa lags behind in all aspects - quantity, price, and quality. Infrastructure services on the African continent cost almost twice as much as in other regions due to diseconomies of scale and lack of competition. According to an African Development Bank (AfDB) report (2018), mobile phone access tends to be relatively good, and prices are expected to continue to fall, but even so, 'mobile and internet phone prices in Africa are about four times higher than in South Asia and international phone prices more than twice as high'. In addition, more than 1/3 of Africa's total infrastructure is considered to require urgent maintenance.

The current state of infrastructure on the African continent, particularly energy and electricity, is the result of political choices and decisions. Specific challenges include 1) weak legal, regulatory and

⁴⁷ While "Sustainable Water Resources Management and Water Supply" is not directly addressed here, initiatives to enhance government capacity, such as the projects that link trust-building and peacebuilding through stable water supply, have been undertaken in Sudan, South Sudan, and other regions in the past. In the future, similar projects are planned for the Sahel region and Côte d'Ivoire.

institutional frameworks in Africa, 2) invalid or lack of institutional implementation functions and 3) lack of strong and reliable financial institutions.

Necessary Approaches

- Development of overall infrastructure, including telecommunications, electricity, water, and transportation
- Maintenance of existing infrastructure and replacement of aging infrastructure
- Implementation of PIDA

(9) Africa will fight for Epidemics and Pandemics

The African region is always at risk for outbreaks of infectious diseases. Africa Centers for Disease Control and Prevention (Africa CDC) tackles to strength the capacity of the public health institutions.

Medium and long-term challenges

In addition to COVID-19, Africa also experienced an Ebola epidemic in West Africa in 2014-2016, and dengue fever and malaria are endemic in large parts of the continent. According to a study by the World Health Organization (WHO) in 2017, 90% of the increase in malaria cases worldwide between 2015 and 2016 occurred in Africa. A recent analysis found that more than 75% of all African countries reported outbreaks of the infectious disease in 2018. Out of the reported outbreaks, cholera was the most common disease. Infectious diseases and pandemics lead not only to suffering and death from disease, but also to severe public debt crises and food insecurity.

Although health care systems are gradually improving, the majority of African countries still fail to meet the basic requirements of a quality health care system. The underlying problem is socioeconomic and structural and is caused by the situation of inadequate infrastructure throughout Africa. Access to existing health care is not ensured across the African continent, and most health facilities lack staff and equipment. It is the poor and vulnerable people who are most affected by disease, epidemics, and pandemics.

Necessary Approaches

- Building and improving resilient medical systems and infrastructure
- Development of medical human resources
- Provision of health services to all people (UHC)⁴⁸

⁴⁸ Due to waterborne diseases, a significant number of infants and young children die, and 50% of cases of low birth weight and malnutrition are related to water and sanitation issues. Public health, as it contributes to UHC, was prioritised in TICAD8 with a focus on strengthening prevention under healthcare and nutrition and water sanitation were also emphasized.

(10) Achieving the Sustainable Development Goals

No region is more in need of achieving the SDGs than the African continent. While all sub-Saharan African countries are expected to make some progress toward each SDGs goal by 2030, 18 are estimated to achieve only about half of the overall goals by 2030. Progress is particularly limited in the underdeveloped countries such as Central African Republic, Chad, and South Sudan.

Medium and long-term challenges

One of the main reasons to expect progress in efforts to achieve the SDGs in Africa is the alignment of the SDGs with the AU's Agenda 2063. Indeed, it is no exaggeration to say that the achievement of the SDGs will lead to the achievement of Agenda 2063, as the two ambitious agendas share more than 85% of their respective goals. African countries have shown great enthusiasm and effort in implementing the SDGs, with 90% of countries integrating the SDGs into their national development plans.

On the other hand, a major funding gap constrains the achievement of the SDGs. The financing gap is particularly large in low-income countries, estimated at over 14% of GDP on average. While the annual additional spending requirement for Sub-Saharan Africa is estimated at 24% of the continent's GDP, or about US\$420 billion, more than 20 out of 54 African countries are in debt crisis or at high risk of debt crisis as of 2018. This financing gap is a major challenge for many African countries. Exacerbating this challenge, Official Development Assistance has been increasing overall but decreasing on a per capita basis, and foreign direct investment has been declining in recent years. Although it is expected that more than one-third of the funding needed for achieving SDGs will come from the private sector, so far, the private sector has contributed only 4-8% of the actual funding required for the SDGs.

Necessary Approaches

- Consideration and implementation of better mobilization approaches to finance the achievement of the SDGs in Africa
- Private sector implementation of sustainable business and contribution to achieving the SDGs

5-2 Sorting out priority development agenda and directions for medium- to long-term initiatives

5-2-1 Summary of JICA and AUDA-NEPAD initiatives for medium- and long-term issues

In order to address the necessary approaches to resolve the medium- to long-term challenges in Africa, JICA Global Agenda⁴⁹ as JICA's asset was sort out. In consideration of the possibility of cooperation with the AU as well as AUDA-NEPAD, the relationship with the AU's Agenda 2063 and AUDA-NEPAD initiatives in the coming 50 years was also summarized. The relationship between JICA Global Agenda and

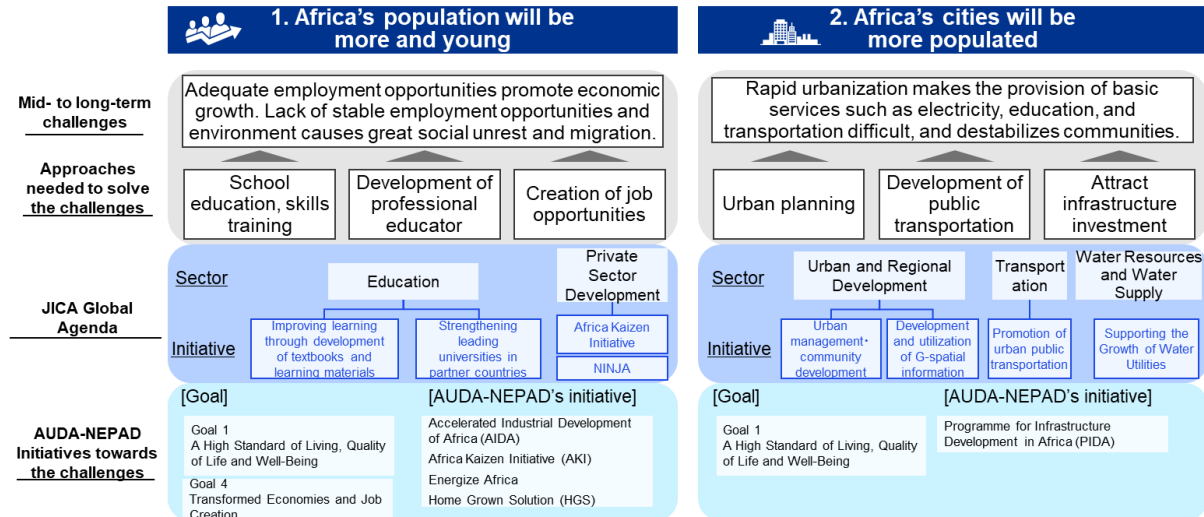
⁴⁹ JICA has set 20 cooperation strategies for global issues, "JICA Global Agenda" from the four perspectives; of Prosperity, People, Peace, and Planet, based on its mission of realizing "Human Security" and "Quality Growth". Based by this "JICA Global Agenda," JICA collaborates with governments and individuals in partner countries, as well as engage with various partners in Japan and abroad, to address global issues and to realize a free, peaceful, and prosperous world where people can believe in a bright future and pursue diverse possibilities.

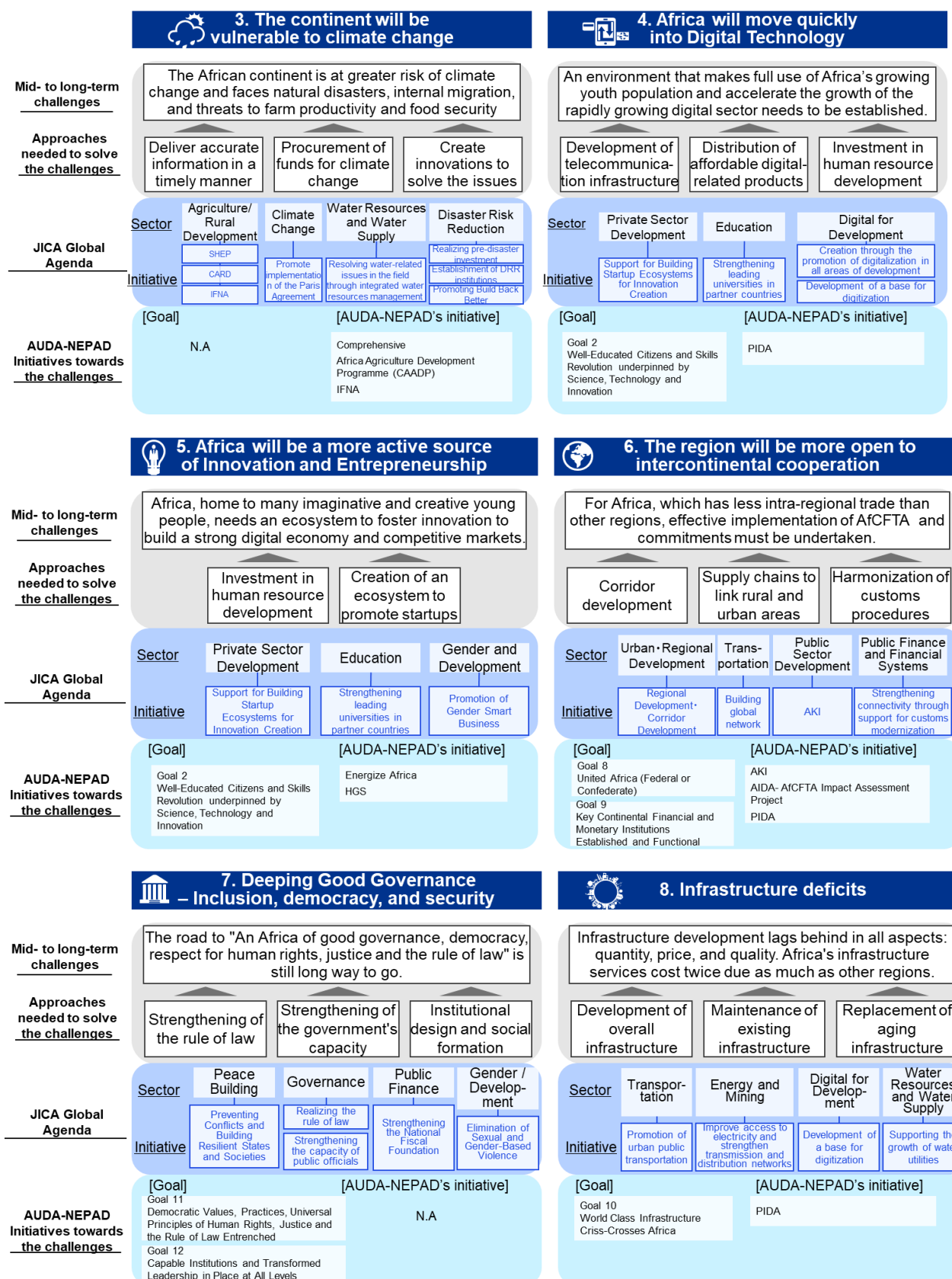
initiatives of AU and AUDA-NEPAD for medium- and long-term challenges in African development is summarized in the figure below.

It can be said that the approach to the megatrend of "Africa's population will be more and young" and "Africa's cities will be more populated" has been actively supported by JICA in the fields of education, urban and regional development, and transportation, and it seems that the AU is also very keen to undertake their initiatives. With regard to the megatrend of "The continent will be vulnerable to climate change", JICA has conducted many projects in many developing countries, and its needs are expected to increase in Africa in the future. However, it has little relevance to the direction of the AU's initiatives.

It can be said that the interest of AU is high on the digital. As for the megatrend of "Africa will be more active source of Innovation and Entrepreneurship", JICA has conducted projects such as NINJA, etc., and there is also a high interest from the AU side. As the AfCFTA has just begun operation of regional integration and cooperation, the need for assistance from the AU is expected to grow in the future.

With regard to the megatrend of "Deeping Good Governance – Inclusion, democracy, and security" and "Infrastructure deficits" which continue to be major issues, JICA has provided a variety of assistance in many developing countries, and the AU has also of great interest to improve. With regard to the megatrend of "Africa will fight for Epidemics and Pandemics", JICA has provided a great number of supports in Africa, and the AU has set this as one of goals in Agenda 2063. From the perspective of the SDGs, the issue will be how JICA will support the mobilization of private finance.





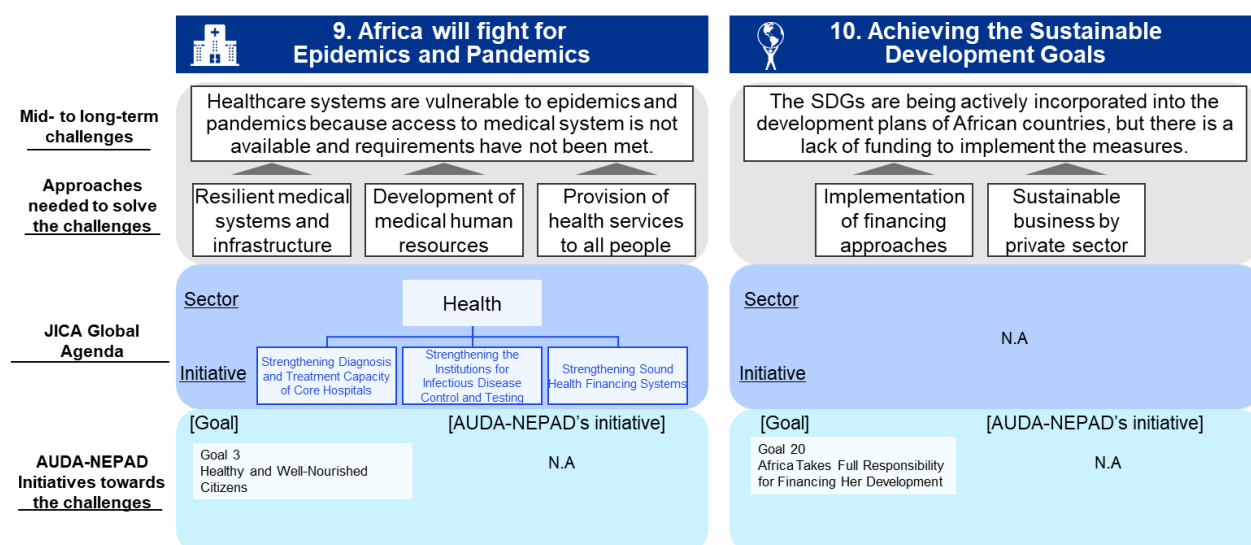


Figure 119 JICA and AUDA-NEPAD's Existing Efforts to Solve Medium- and Long-Term Challenges in Africa

5-2-2 Comparative advantage of Japan/JICA

Interviews with experts indicated that Japan/JICA has many comparative advantages in terms of strength and uniqueness. In addition, it became clear that Japan/JICA was subordinated to other donors as a direction for improvement.

First of all, in sorting out JICA's comparative advantages in the priority agenda field, Japan/JICA's comparative advantages and points of improvement can be summarized into the keywords shown in the figure below.



Figure 120 Keywords for Japan/JICA's comparative advantage and disadvantages

Based on these points, a more detailed analysis of the comparative advantages of Japan/JICA in the interview survey reveals that the strengths of Japan/JICA can be broadly classified into three perspectives: Japan's position as a country, the existence of TICAD, and the ideal form of development cooperation.

Figure 121 Summary of Comparative Advantages of Japan/JICA

Point of view	Comparative advantage of Japan/JICA	Detailed Description
Japan's position as a country	Having a history of proving that one can go from being poor to being rich	<ul style="list-style-type: none"> After the defeat in World War II, the United States interfered with Japan's industrial policy and the products that Japan should produce, and Western countries thought that Japan could not make cars. The experience of becoming an economic power has given Africa an opportunity to think of hope.
	Being neutral	<ul style="list-style-type: none"> Since they have never colonized Africa, they are not subject to anti-colonialist antipathy like France or Britain and can build a relationship from a neutral standpoint.
	For better or worse, being not a big player as a medium player.	<ul style="list-style-type: none"> Compared with China and other countries, the scale of ODA is small and there are not many large-scale infrastructure projects. There is little criticism or antipathy because they do not have outstanding activities for better or worse.
Existence of TICAD	Holding TICAD where African development issues and priority areas can be discussed at the same table as Japan and African countries, the AU and other partner organizations.	<ul style="list-style-type: none"> Through TICAD, JICA has been able to confirm the direction of African countries and the AUDA-NEPAD as well as the priority areas, and JICA has a great advantage in being able to capture Africa's needs and interests. TICAD is highly appreciated by African stakeholders because it is a place where African experts in various fields meet with Japanese and foreign experts and share their experiences.
Modality of development cooperation	Developing cooperation based on Japanese values	<ul style="list-style-type: none"> It can be said that nurturing an organization and nurturing people from a long-term perspective is one of Japan's values. For example, the values of sanpo-yoshi ("good for the seller," "good for the buyer," and "good for the world"), such as living in harmony with the local community, and the value of allowing people to live in a natural environment instead of controlling nature, have been nurtured as Japanese culture and values. These values and beliefs of Japan are probably reflected in the long-term support provided by Japan's ODA, which often resonates in Africa.

Point of view	Comparative advantage of Japan/JICA	Detailed Description
	Organization building, human resource development, and capacity development are areas that Japan/JICA focuses on and excels in.	<ul style="list-style-type: none"> • Unlike hard infrastructure development, investment in human resources is not a visible development. However, the impact on human resources investment and the appreciation of those involved can be felt wherever they are. In particular, there are many JICA fans among the local people in Africa, and JICA's support is highly appreciated. When I talk to people in Africa, they often say, "Thank you for being with me all the time." • The reason why Japan places importance on organization and human resources seems to be that, as a Japanese, it is important. In the absence of natural resources, the only thing that exists is human resources. It can be said that Japan has grown because parents want to give their children an adequate education, and companies have a system to nurture human resources. • In the DNA of JICA, there is a mind to nurture human resources and build organizations. It also focuses on the importance of long-term capacity building.
	Engaging in development cooperation from a medium- to long-term perspective	<ul style="list-style-type: none"> • Development cooperation often takes a long time. It takes a lot of time to create organizations and people, but it is a wonderful thing that JICA has continued to do so.
	As a bilateral development donor, Japan provides assistance tailored to the circumstances of each country	<ul style="list-style-type: none"> • Each donor organization has its own country-specific strengths. In particular, bilateral ODA reflects a country's sense of values and sensitivity. Japan attaches importance to the assembly and implementation of projects based not on conditionality but on the needs of the field and the country, with the counterpart government as the counterpart. • There are JICA offices and branches in each country, and they have built a relationship of trust with each country through long-term support. Projects are formulated based on a deep understanding of each country's position, needs, and situation. For example, instead of simply improving the investment environment, the government is taking a stance of creating industries that take into account the real economy while looking at industries that potential countries want to focus on.

Point of view	Comparative advantage of Japan/JICA	Detailed Description
	JICA's efforts are recognized for their high quality and effectiveness.	<ul style="list-style-type: none"> As JICA is a project-oriented support, it is considered highly effective in achieving its objectives and benefiting the public. Japan has been able to produce high quality results, albeit with few words. Japan has been providing assistance tailored to the needs of African countries and producing results, and I believe this has led to Japan gaining trust from Africa.
	Being particular about the details of	<ul style="list-style-type: none"> While many European and American donor agencies have taken the approach of incorporating models and concepts into each country, JICA has put more emphasis on capacity development, such as the transformation of the recipient's behaviour, and has taken an approach based on changes in the recipient's mindset and awareness. Thorough planning ensures that projects are implemented quickly, efficiently, and effectively.
	The presence of Japanese experts/Japanese experts are assigned to organizations and organizations that benefit from Japanese experts	<ul style="list-style-type: none"> By dispatching Japanese experts, JICA will be able to properly communicate the needs of recipient organizations and recipients, and JICA's policies will be better understood by recipient organizations and recipients when implementing projects.

In addition, in order to clarify the issues of areas and initiatives in which JICA's comparative advantage cannot be demonstrated, we asked experts about the weak points and subordinates of JICA compared with other donor agencies. In addition, in the interview, we were able to hear about improvements and expectations for JICA, so we have summarized them in the table below.

Figure 122 Summary of Comparative Disadvantage of Japan/JICA

Weaknesses / Comparative Disadvantage of JICA	Detailed Description	Direction for improvement and expectations for JICA
More development co-operation initiatives for the informal sector	<ul style="list-style-type: none"> It is difficult for Japan's ODA to reach the informal sector. For example, KAIZEN is chosen at a certain level of companies, and KAIZEN is useful for such companies, but we must discuss whether KAIZEN is useful for companies where employees leave in a year. It is impossible to convert all informal sectors to formal. If that is the case, it would be a great addition to Africa's development in the future to look at the links between them and to provide assistance towards the middle, which is neither formal nor informal. 	<ul style="list-style-type: none"> In considering Japan's ODA to Africa, Japan/JICA should discuss once again what issues of Africa are.
Proceed with Africans more collaboratively	<ul style="list-style-type: none"> Sophisticated economists are growing up in Africa. JICA should discuss more with such people. There is also opposition to Japan's stance of expanding its experience to Africa. Since JICA has excellent national staff, it is also necessary to consider networking and networking with national staff, such as working with them on treatment and creating senior positions for national staff. 	<ul style="list-style-type: none"> To strengthen African think tanks/research institutions, JICA should co-operate with such organizations.
Should have more high-level network	<ul style="list-style-type: none"> Instead of a one-off dialogue, it is necessary to have a network in which ambassadors and directors of JICA offices can hold dialogues so that they can have continuous policy dialogues. 	<ul style="list-style-type: none"> (-)
Promote more on private sector investment	<ul style="list-style-type: none"> Private investment and development should not be considered separately. In Africa, investment is more important than aid, but Japanese companies are different from Chinese companies, so even if the government says so, Japanese companies will not expand into Africa. I often hear about Blended finance these days. JICA, together with other donor agencies, provides more active financial support, which will help private companies that contribute to the SDGs to expand into Africa while reducing risks. In addition, sovereign bonds issued by international organizations can be considered to secure financial resources for development projects. 	<ul style="list-style-type: none"> (-)

Weaknesses / Comparative Disadvantage of JICA	Detailed Description	Direction for improvement and expectations for JICA
Develop more communication strategies	<ul style="list-style-type: none"> • From the outside, I don't know what Japan/JICA is doing. • There are a lot of well-organised PR campaigns, including those of the United Nations, but praising oneself doesn't suit Japanese sensibilities. • I think there are some people who think that it is different to actively publicize results under the idea that long-term support must be carried out patiently. However, in order to reach more local people, public relations will prove to be important if we switch to the idea that more people need to know about JICA's contribution. • Most Japanese panellists are full of men in suits. It is necessary to change the image of Japan itself by hiring young people and women who are working hard there. 	<ul style="list-style-type: none"> • For example, they should organise a tour to take journalists to the project site or make a video showing the stories of the beneficiaries. • It is important to show the effects in numerical values, but it is more important to have people who are supported by Japan tell the story to make people more aware of Japan's contribution. • It is important for me to tell you a more specific story from the perspective of the beneficiaries, because I am here now, and I am able to do this thanks to the support of JICA.
Should use money more strategically to be evaluated	<ul style="list-style-type: none"> • Japan's development cooperation has not been well evaluated. Isn't it underestimated? 	
Small in scale	<ul style="list-style-type: none"> • Projects that are effective for beneficiaries are being carried out, but their development impact is limited due to their relatively small size. • Because of its small size, it is not at the level of discussing the effectiveness of JICA cooperation. • International cooperation, the use of pooled funds, and strategic collaborations with other sectors will enhance our presence in Africa. 	<ul style="list-style-type: none"> • In order to expand the development impact, JICA should not conduct it on its own, but should cooperate with other organizations to achieve wider effects.

5-2-3 Engagement with other development partners (potential synergies, overlap)

Interviews were conducted on potential synergies with other development partners and efforts to avoid duplication. In terms of synergy, since there are structural constraints on project formation, it would be better to cooperate with development partners through cooperation with AUDA-NEPAD. There is no need to worry about avoiding duplication.

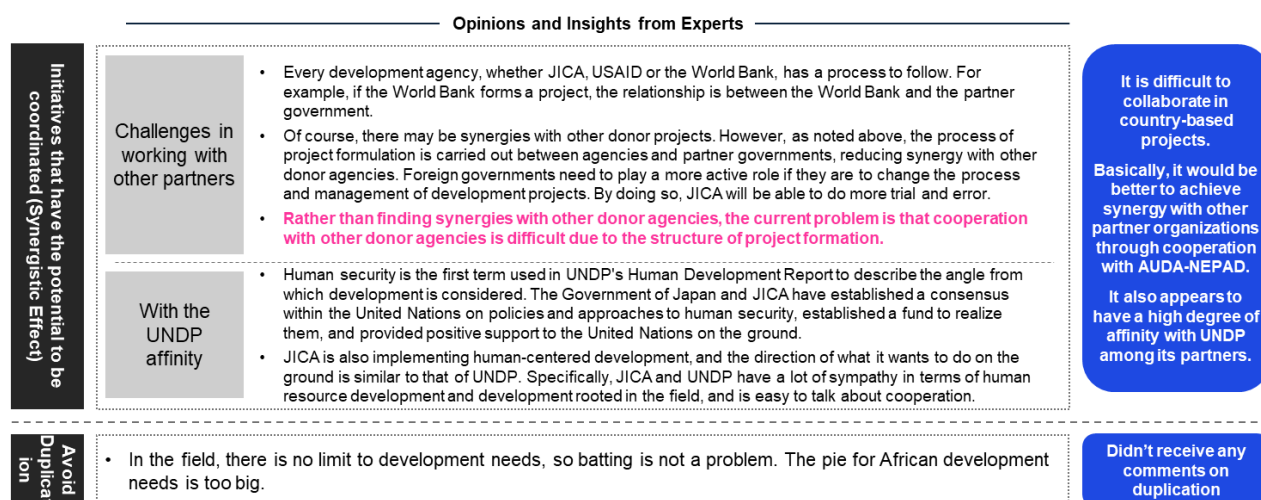


Figure 123 Opinions and Insights from Experts

6 Recommendations for future JICA and AUDA-NEPAD initiatives

To assess the impact on the JICA and AUDA-NEPAD partnership under the TICAD process, six initiatives were reviewed and aligned to the continental frameworks such as the Agenda 2063 and the African Continental Free Trade Area (AfCFTA) Agreement. The following recommendations for priority areas have been put forward to guide JICA and AUDA-NEPAD partnership to improve its future programming.

6-1 Priority areas for future programming for Infrastructure Development

- **Engage the private sector to invest in PIDA projects:** According to the PIDA First 10-Year Implementation Report (June 2023), majority of the infrastructure development is funded by AU member states. However, there is still great need to access financing especially for feasibility studies and preparatory processes. The Partnership can offer technical cooperation to engage private companies, especially in Japan since they are less vested compared to their counterparts from other G7 countries.
- **Improve Data availability and visibility:** While the Partnership has prioritised data collection and reporting under the PIDA dashboard, there is a considerable data on infrastructure development yet to be incorporated into the dashboard. AUDA advisors indicated that the Secretariat is currently supporting a few country blocs to institute information management systems and contribute their data to the Dashboard. Continued collaboration with RECs and country blocs on this issue will enable them to better leverage synergies and mobilize resources.
- **Expand Digital Infrastructure Expansion:** JICA has promoted interconnectivity and integration of information management systems for border control along supported corridors. This alone has caused significant increases in government's efficiency and improved service delivery. The Partnership may consider supporting more responsible agencies to adopt use of technology to streamline and improve their service delivery.
- **Policy and Regulatory Framework Support:** This has proven critical in laying ground for physical infrastructure, particularly for One Stop Borders and public private partnerships. The Partnership already has extensive experience with transaction advisory support and engaging multiple stakeholders to put in place laws or regulations for intra-regional collaboration. It therefore would have significant impact in investing in such support to infrastructure projects.
- **Review of PIDA's project portfolio for alignment to strategic priorities:** Majority of PIDA's projects have been in development or design for an extended period. Some of the projects may no longer be aligned to the national or regional priorities. The countries and communities therefore may consider reviewing their infrastructure development plans to ensure that they are consistent with their individual needs.
- **Setting up Smart and climate – resilient Corridors:** JICA has consistently fronted the adoption of “smart corridors” in infrastructure development. The integrated corridor approach envisages development of green, smart and climate resilient infrastructure. The Partnership can also contribute technical advisory and necessary appliances to incorporate sustainability considerations and

technological functionalities in on-going infrastructure development.

6-2 Priority areas for future programming for IFNA

- Integrate an income generation approach into food and nutrition security interventions.
- Establish a robust Monitoring and Evaluation (M&E) framework to consistently assess project performance and ensure sustainability of interventions through evidence-based data.

6-3 Priority areas for future programming for The Africa Kaizen.

- Support the Africa Kaizen Initiative in exploring new possibilities of integrating the Kaizen approach into innovation and technology.
- Support the scaling up and dissemination of the Kaizen approach to the manufacturing, agro-processing, public and private sectors.

6-4 Priority areas for future programming for Home Grown Solutions Accelerator.

- Strengthen health systems resilience should remain a priority area for AUDA-NEPAD and JICA. Interventions like the HGS Accelerator have showcased promising breakthroughs in addressing Africa's healthcare challenges.
- Strengthen the work on prevention of infectious diseases, aligning with three pillars of "JICA Global Health and Medical Initiative", through multi-sectoral approaches such as nutrition, water and sanitation, environmental management, and cities.
- Replicate the HGS Accelerator initiative to address the African continent's challenges like agriculture and food security, financial inclusion and education and skills development.
- Explore synergies with the JICA's Next Innovation with Japan (NINJA) program which aims to support African start-ups showing high-growth potential with strategic partnerships, provide mentorship, and access to investment.

Appendix 1: Interviewees and Focus Group Discussions conducted

Interviewees for Section 1 and 4

Name	Organization / Title (as of Year 2023)
Nardos Bekele-Thomas	AUDA-NEPAD, CEO
Ibrahim Assane Mayaki	AU Special Envoy for Food Systems, former CEO of AUDA-NEPAD
Motoki Takahashi	Professor, Kyoto University
David Pilling	Financial Times, Africa editor and columnist
KY Amoako	African Centre for Economic Transformation, Founder and President
Shigeki Komatsubara	UNDP Representative in Tanzania
Aileen Marshall	Partnership for Transparency (formerly World Bank)
Yasuhiko Yokoi	(Formerly Executive Vice President of Toyota Tsusho)
Ken Shibusawa	Founder and CEO of &Capital Inc.
Takao Seki	Senior Director, Global Strategy (Africa), Planning Department, JETRO (Japan External Trade Organization)

Interviewees for Section 2 and 4


Sector	Name	Organization / Title (as of Year 2023)
Food and Nutrition	Clement Adjorlolo	AUDA-NEPAD
	Hiroshi Hiraoka	JICA Expert, International Cooperation Department of Economic Development
	Pearson Jasi-SOKO	Ministry of Agriculture, Malawi
Education	Rabenandrasana Théophil	Permanent Secretary, Ministry of Education, Madagascar
	Rukmini Banerji	Pratham Education Foundation CEO
	Devyani Pershad	
Healthcare	Masahiro Hara	Aska World Consultant JICA Expert
	Ikuo Takizawa	Councillor, Human Development Department, JICA
	Francis Omaswa	ACHEST, Founder and Executive Director
Climate change	Naphtali Nyabero Agata	Former President of Kenya Medical Research Institute (KEMRI), former in-house consultant of JICA Kenya Office
	Thomas Karungu	Ministry of Energy of Kenya
	Chrispin O. Lupe	
Peacebuilding	Kosaku Onaka	JICA Expert (Forestry Agency)
	Atsushi Hanatani	Senior Specialist, Peacebuilding Division, JICA
	Kone Siaka	Abobo city, Ivory Coast, Deputy Mayor
Infrastructure development	Tugabiirwe Emmanuel	Uganda Local Government Assistant Commissioner for District Administration
	Towela Nyirenda JERE	AUDA-NEPAD, Head of Economic Integration
	Tomomi Tokuori	JICA Expert, Governance and Peacebuilding Department
Industrial	Sydney Chibabbuka	Former Zambia Revenue Authority (ZRA)
	Kossi Toulassi	AUDA-NEPAD

Sector	Name	Organization / Title (as of Year 2023)
development	Getahun Tadesse Mekonen	AUDA-NEPAD (formerly Ethiopian KAIZEN Organization) Ethiopian certified principal KAIZEN consultant
	Izumi Ohno	Professor, GRIPS
	Cyprian Mayamba	PAPA, President

Focus Group Discussions conducted.

Date	Initiative	Name	Title
17 July, 2024	Initiative for Food and Nutrition Security in Africa (IFNA)	Kefilwe Moalosi	Nutrition and Food Safety Specialist
		Kyoko Nishimura	IFNA Chief official
		Mai Yamaguchi	Project formulation adviser
19 July, 2024	Kaizen	Kossi Toulassi	Head of Industrialization Trade, Markets and Economic Analysis
		Toru Homma	Senior Advisor to the CEO, AUDA-NEPAD
		Takako Ueno	JICA expert for Africa Kaizen Initiative
22nd July 2024	Infrastructure Development	Ibrah Wahabou	Senior Programme Office / Head of Infrastructure & Transport Unit – AUDA-NEPAD
		Jumpei Sunahara	JICA Infrastructure & Trade Advisor – AUDA-NEPAD
24 July 2024	Home Grown Solutions (HGS)	George Murumba	Principle program officer – Project Coordination, AUDA-NEPAD
		Toru Homma	Senior Advisor to the CEO, AUDA-NEPAD

Appendix 2: Methods of keyword Analysis

Method		Example of result																																																															
Word Cloud	The frequency of the keyword in each document is shown by a graph visualized by the size of letter. The larger the keyword displayed in the word cloud, the more it is mentioned in the document.	 <p>*EU “Accra Agenda for Action” (2008)</p>																																																															
TopicRank	Phrases used in a document are grouped together as “topics” and the importance of the topics in the document is indicated by ranking. The higher the value, the greater the importance. The importance is determined by the strength of the number of connections to other words.	<table border="1"> <thead> <tr> <th></th><th>Keywords</th><th>Score</th></tr> </thead> <tbody> <tr><td>0</td><td>countries</td><td>0.0550</td></tr> <tr><td>1</td><td>donors</td><td>0.0438</td></tr> <tr><td>2</td><td>aid</td><td>0.0215</td></tr> <tr><td>3</td><td>aid effectiveness</td><td>0.0212</td></tr> <tr><td>4</td><td>development</td><td>0.0179</td></tr> <tr><td>5</td><td>systems</td><td>0.0173</td></tr> <tr><td>6</td><td>paris declaration</td><td>0.0170</td></tr> <tr><td>7</td><td>action ministers</td><td>0.0135</td></tr> <tr><td>8</td><td>committed</td><td>0.0123</td></tr> <tr><td>9</td><td>progress</td><td>0.0121</td></tr> <tr><td>10</td><td>development results</td><td>0.0111</td></tr> <tr><td>11</td><td>capacity</td><td>0.0099</td></tr> <tr><td>12</td><td>efforts</td><td>0.0097</td></tr> <tr><td>13</td><td>accountable</td><td>0.0095</td></tr> <tr><td>14</td><td>country level</td><td>0.0086</td></tr> <tr><td>15</td><td>csos</td><td>0.0082</td></tr> <tr><td>16</td><td>accra agenda</td><td>0.0078</td></tr> <tr><td>17</td><td>local authorities</td><td>0.0075</td></tr> <tr><td>18</td><td>greater use</td><td>0.0072</td></tr> <tr><td>19</td><td>country ownership</td><td>0.0069</td></tr> </tbody> </table> <p>*EU “Accra Agenda for Action” (2008)</p>		Keywords	Score	0	countries	0.0550	1	donors	0.0438	2	aid	0.0215	3	aid effectiveness	0.0212	4	development	0.0179	5	systems	0.0173	6	paris declaration	0.0170	7	action ministers	0.0135	8	committed	0.0123	9	progress	0.0121	10	development results	0.0111	11	capacity	0.0099	12	efforts	0.0097	13	accountable	0.0095	14	country level	0.0086	15	csos	0.0082	16	accra agenda	0.0078	17	local authorities	0.0075	18	greater use	0.0072	19	country ownership	0.0069
	Keywords	Score																																																															
0	countries	0.0550																																																															
1	donors	0.0438																																																															
2	aid	0.0215																																																															
3	aid effectiveness	0.0212																																																															
4	development	0.0179																																																															
5	systems	0.0173																																																															
6	paris declaration	0.0170																																																															
7	action ministers	0.0135																																																															
8	committed	0.0123																																																															
9	progress	0.0121																																																															
10	development results	0.0111																																																															
11	capacity	0.0099																																																															
12	efforts	0.0097																																																															
13	accountable	0.0095																																																															
14	country level	0.0086																																																															
15	csos	0.0082																																																															
16	accra agenda	0.0078																																																															
17	local authorities	0.0075																																																															
18	greater use	0.0072																																																															
19	country ownership	0.0069																																																															

	Method	Example of result															
Co-occurrence analysis	<p>This specifies the cooccurrence frequency of each word occurring with a keyword to be searched. For the study, Sankey Chart is utilized to visualize the network, in which those words with strong connection (high co-occurrence frequency) are arranged in order from the top with a thicker line.</p>	<div><div>Find target word</div><div>Enter target word here</div><div>partnership</div><div>Define the pruning criteria (e.g., keep the top 10% of edges)</div><div><div>0.05</div><div>0.01</div><div>0.50</div></div><div><table><tr><td>0</td><td></td></tr><tr><td>0</td><td>- "beyond institutions": one of the main innovations of this people-centred partnership is the involvement of a wide spectrum of non-traditional actors from civil society, the private sector and academia.</td></tr><tr><td>1</td><td>the establishment of a new 'double-hatted' eu delegation to the au in addis ababa, the ever-intensifying commission-to-commission dialogue and cooperation agenda, as well as the budding partnership between the european and pan-african parliaments are cases in point.</td></tr><tr><td>2</td><td>africa-eu partnership on peace and security peace and security remain among the top priorities for africa-eu co-operation.</td></tr><tr><td>3</td><td>the main focus of this partnership is the interconnection between policy, operational objectives and funding.</td></tr><tr><td>4</td><td>africa-eu partnership on democratic governance and human rights this partnership aims at developing a common understanding of democratic governance and at promoting and consolidating a shared human rights agenda, confirming the commitment to work together to protect and promote the human rights of all people in africa and europe.</td></tr></table></div><div></div><div><p>*EU “One year after Lisbon: the Africa-EU partnership at work” (2008)</p></div></div> <tr><td>Semantic Similarity</td><td><p>The graph shows how similar the documents issued in different years are in meaning. The transition of the number of occurrences of each word is also shown.</p></td><td><div></div><div><p>*Example analyzing the Joint Statements of FOCAC issued in 2016, 2019, and 2022</p></div></td></tr>	0		0	- "beyond institutions": one of the main innovations of this people-centred partnership is the involvement of a wide spectrum of non-traditional actors from civil society, the private sector and academia.	1	the establishment of a new 'double-hatted' eu delegation to the au in addis ababa, the ever-intensifying commission-to-commission dialogue and cooperation agenda, as well as the budding partnership between the european and pan-african parliaments are cases in point.	2	africa-eu partnership on peace and security peace and security remain among the top priorities for africa-eu co-operation.	3	the main focus of this partnership is the interconnection between policy, operational objectives and funding.	4	africa-eu partnership on democratic governance and human rights this partnership aims at developing a common understanding of democratic governance and at promoting and consolidating a shared human rights agenda, confirming the commitment to work together to protect and promote the human rights of all people in africa and europe.	Semantic Similarity	<p>The graph shows how similar the documents issued in different years are in meaning. The transition of the number of occurrences of each word is also shown.</p>	<div></div> <div><p>*Example analyzing the Joint Statements of FOCAC issued in 2016, 2019, and 2022</p></div>
0																	
0	- "beyond institutions": one of the main innovations of this people-centred partnership is the involvement of a wide spectrum of non-traditional actors from civil society, the private sector and academia.																
1	the establishment of a new 'double-hatted' eu delegation to the au in addis ababa, the ever-intensifying commission-to-commission dialogue and cooperation agenda, as well as the budding partnership between the european and pan-african parliaments are cases in point.																
2	africa-eu partnership on peace and security peace and security remain among the top priorities for africa-eu co-operation.																
3	the main focus of this partnership is the interconnection between policy, operational objectives and funding.																
4	africa-eu partnership on democratic governance and human rights this partnership aims at developing a common understanding of democratic governance and at promoting and consolidating a shared human rights agenda, confirming the commitment to work together to protect and promote the human rights of all people in africa and europe.																
Semantic Similarity	<p>The graph shows how similar the documents issued in different years are in meaning. The transition of the number of occurrences of each word is also shown.</p>	<div></div> <div><p>*Example analyzing the Joint Statements of FOCAC issued in 2016, 2019, and 2022</p></div>															

Appendix 3: Documents analysed by the keyword analysis

The study examined the following strategy and policy documents on bilateral aid or assistance for developing countries issued by main donor countries/regions and international organizations after the 1990s. As the language used for the analysis was English, all documents are written in English.

Published year	Donor/ Organization	Title of the document
2000	US	Summary of the U.S. Department of State Strategic Plan
2003	US	Strategic Plan FY 2004-2009
2007	US	Joint Strategic Plan FY 2007-2012
2011	US	USAID Policy Framework 2011-2015
2012	US	U.S. Strategy toward sub-saharan Africa (June 2012)
2013	US	Regional Development Cooperation Strategy
2014	US	Joint Strategic Plan FY 2014-2017
2018	US	Joint Regional Strategy FY2018-2022
2018	US	Joint Strategic Plan FY 2018-2022
2018	US	Remarks by National Security Advisor Ambassador John R. Bolton on The Trump Administration's New Africa Strategy
2019	US	Policy Framework: Ending the Need for Foreign Assistance
2022	US	Joint Strategic Plan FY 2022-2026
2022	US	U.S. Strategy toward sub-saharan Africa (August 2022)
2023	US	Policy Framework: Driving Progress beyond Programs
2000	EU	Cotonou Agreement
2002	EU	Untying: Enhancing the effectiveness of aid
2002	EU	Towards a global partnership for sustainable development
2005	EU	EU Strategy for Africa
2005	EU	Speeding up progress towards the Millennium Development Goals - The European Union's contribution
2007	EU	The Africa-EU Strategic Partnership: A Joint Africa-EU Strategy
2007	EU	Lisbon Declaration
2007	EU	Advancing African Agriculture - Proposal for continental and regional level cooperation on agricultural development in Africa
2008	EU	One year after Lisbon: the Africa-EU partnership at work
2008	EU	The EU, Africa, and China: Towards trilateral dialogue and cooperation
2009	EU	Partnership between the European Union and Africa - Connecting Africa and Europe: working towards strengthening transport cooperation
2010	EU	The consolidation of EU Africa relations 1.5 billion people, 80 countries, two continents, one future
2017	EU	African Union - European Union Summit 2017 Declaration

Published year	Donor/ Organization	Title of the document
2018	EU	An introduction to the European Union's International Cooperation and Development Policy
2019	EU	EU development policy
2020	EU	Joint Communication to the European Parliament and the Council: Toward a comprehensive Strategy with Africa
2020	EU	Council conclusion on Africa
2021	EU	Sub-Saharan Africa Multi-Annual Indicative Programme 2021-2027
2021	EU	Global Europe-the EU Neighborhood, Development and International Cooperation Instrument
2022	EU	A Joint Vision for 2030
2022	EU	European Consensus on Development - "our world, our dignity, our future"
2022	EU	EU-AU Partnership for Peace, Security and Governance
2022	EU	EU-AU Partnership for Migration and Mobility
2022	EU	EU-AU Partnership for Multilateralism
2000	China	Programme for China-Africa Co-operation in Economic and Social Development
2000	China	Beijing Declaration of the Forum on China-Africa Co-operation
2004	China	Consolidating China-Africa Traditional Friendship and Deepening China-Africa All-round Cooperation
2012	China	Beijing Declaration of the Fifth Ministerial Conference of the Forum on China-Africa Cooperation
2013	China	Joint Communiqué of the Third Round of Political Consultations between Chinese and African Foreign Ministers
2015	China	The Forum on China-Africa Cooperation Johannesburg Action Plan (2016-2018)
2015	China	Declaration of the Johannesburg Summit of the Forum on China-Africa Cooperation
2016	China	Joint Statement of Coordinators' Meeting of The Implementation of the Follow-up Actions of The Johannesburg Summit of The Forum on China-Africa Cooperation (FOCAC)
2017	China	Joint Communiqué of the Fourth Round of Political Consultations between Chinese and African Foreign Ministers
2018	China	Beijing Declaration-Toward an Even Stronger China-Africa Community with a Shared Future
2018	China	Forum on China-Africa Cooperation Beijing Action Plan (2019-2021)
2019	China	Joint Statement of the Coordinators' Meeting on the Implementation of the Follow-up Actions of the Beijing Summit of the Forum on China-Africa Cooperation (FOCAC)
2021	China	DECLARATION ON CHINA-AFRICA COOPERATION ON COMBATING CLIMATE CHANGE

Published year	Donor/ Organization	Title of the document
2021	China	Dakar Declaration of the Eighth Ministerial Conference of the Forum on China-Africa Cooperation
2021	China	Forum on China-Africa Cooperation Dakar Action Plan (2022-2024)
2021	China	China and Africa in the New Era : A Partnership of Equals
2021	China	China-Africa Cooperation Vision 2035
2022	China	Joint Statement of the Coordinators' Meeting on the Implementation of the Follow-up Actions of the Eighth Ministerial Conference of the Forum on China-Africa Cooperation (FOCAC)
1997	UK	Eliminating World Poverty: A Challenge for the 21st Century
2000	UK	Eliminating World Poverty: Making Globalisation Work for the Poor
2006	UK	Eliminating World Poverty: Making Governance Work for the Poor
2009	UK	Eliminating World Poverty: Building our Common Future
2015	UK	UK aid: tackling global challenges in the national interest
2017	UK	Economic Development Strategy: prosperity, poverty and meeting global challenges
2022	UK	The UK Government's Strategy for International Development
2023	UK	UK-Pan Africa region development partnership summary
1996	OECD-DAC	Shaping the 21st Century: The Contribution of Development Co-operation
2005	OECD-DAC	The Paris Declaration on Aid Effectiveness
2008	OECD-DAC	Accra Agenda for Action
1999	IMF	HIPC Initiative: Strengthening the Link Between Debt Relief and Poverty Reduction
1999	IMF	Poverty Reduction Strategy Papers--Operational Issues
1999	IMF	The Poverty Reduction and Growth Facility (PRGF)--Operational Issues
2000	IMF	Country Assistance Strategies Retrospective and Implications
2000	World Bank	The Comprehensive Development Framework
2010	World Bank	Africa's Pulse Vol.1
2010	World Bank	Africa's Pulse Vol.2
2011	World Bank	Africa's Pulse Vol.3
2011	World Bank	Africa's Pulse Vol.4
2012	World Bank	Africa's Pulse Vol.5
2012	World Bank	Africa's Pulse Vol.6
2013	World Bank	Africa's Pulse Vol.7
2013	World Bank	Africa's Pulse Vol.8
2014	World Bank	Africa's Pulse Vol.9
2014	World Bank	Africa's Pulse Vol.10
2015	World Bank	Africa's Pulse Vol.11
2015	World Bank	Africa's Pulse Vol.12

Published year	Donor/ Organization	Title of the document
2016	World Bank	Africa's Pulse Vol.13
2016	World Bank	Africa's Pulse Vol.14
2017	World Bank	Africa's Pulse Vol.15
2017	World Bank	Africa's Pulse Vol.16
2018	World Bank	Africa's Pulse Vol.17
2018	World Bank	Africa's Pulse Vol.18
2019	World Bank	Africa's Pulse Vol.19
2019	World Bank	Africa's Pulse Vol.20
2020	World Bank	Africa's Pulse Vol.21
2020	World Bank	Africa's Pulse Vol.22
2021	World Bank	Africa's Pulse Vol.23
2021	World Bank	Africa's Pulse Vol.24
2022	World Bank	Africa's Pulse Vol.25
2022	World Bank	Africa's Pulse Vol.26
2023	World Bank	Africa's Pulse Vol.27
2023	World Bank	Africa's Pulse Vol.28
1992	UN	Enhancing International Cooperation for Development The Role of the United Nations System
2000	UN	United Nations Millennium Declaration
2001	UN	Road map towards the implementation of the United Nations Millennium Declaration
2002	UN	Plan of Implementation of the World Summit on Sustainable Development
2002	UN	The Johannesburg Declaration on Sustainable Development
2004	UN	Proposed Strategy Document Advocacy and Communications Campaign for the NEPAD
2009	UN	Report of the High-level United Nations Conference on South-South Cooperation
2015	UN	Transforming our world the 2030 Agenda for Sustainable Development
2019	UN	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
2019	UN	The causes of conflict and the promotion of durable peace and sustainable development in Africa
1990	UNDP	Human Development Report 1990
1991	UNDP	Human Development Report 1991
1992	UNDP	Human Development Report 1992
1993	UNDP	Human Development Report 1993
1994	UNDP	Human Development Report 1994
1995	UNDP	Human Development Report 1995
1996	UNDP	Human Development Report 1996

Published year	Donor/ Organization	Title of the document
1997	UNDP	Human Development Report 1997
1998	UNDP	Human Development Report 1998
1999	UNDP	Human Development Report 1999
2000	UNDP	Human Development Report 2000
2001	UNDP	Human Development Report 2001
2002	UNDP	Human Development Report 2002
2003	UNDP	Human Development Report 2003
2004	UNDP	Human Development Report 2004
2005	UNDP	Human Development Report 2005
2006	UNDP	Human Development Report 2006
2008	UNDP	Human Development Report 2007/8
2009	UNDP	Human Development Report 2009
2010	UNDP	Human Development Report 2010
2011	UNDP	Human Development Report 2011
2013	UNDP	Human Development Report 2013
2014	UNDP	Human Development Report 2014
2015	UNDP	Human Development Report 2015
2016	UNDP	Human Development Report 2016
2019	UNDP	Human Development Report 2019
2020	UNDP	Africa's Promise The UNDP Renewed Strategic Offer in Africa
2020	UNDP	Human Development Report 2020
2022	UNDP	Human Development Report 2021-22
2016	UNTFHS	Human Security Handbook An integrated approach for the realization of the Sustainable Development Goals and the priority areas of the international community and the United Nations system
2022	UNTFHS	Realizing the triple nexus Experiences from implementing the human security approach

Appendix 4: Detailed projects funded by the JICA

1. Infrastructure Development

PIDA PAP 1 & 2: 19 Projects funded using loans.

Country	Project Name	Sector	Fiscal Year (Japan)	Loan Agreement Amount (USD)
Kenya	Mombasa Port Area Road Development Project	Port	2012	342,750,886
Mozambique	Nacala Port Development Project Phase I	Port	2012	97,647,674
Kenya	Mombasa Port Development Project (Phase 1)	Port	2012	330,620,740
Kenya	Mombasa Port Development Project (Phase 2)	Port	2014	300,304,509
Angola	Power Sector Reform Support Program	Energy	2015	193,700,591
Mozambique	Nacala Port Development Project Phase II	Port	2015	239,544,703
Tanzania	Kenya-Tanzania Power Interconnection Project	Energy	2015	97,071,527
Uganda	Kampala Flyover Construction and Road Upgrading Project	Road	2015	163,785,157
Côte d'Ivoire	Abidjan Port Cereal Berth Construction Project	Port	2016	98,995,472
Rwanda	Rusumo-Kayonza Road Improvement Project	Road	2016	62,745,405
Cameroon	Yaounde-Brazzaville International Corridor Development Project (Mintom-Lele Section)	Road	2017	52,082,716
Kenya	Mombasa Port Area Road Development Project (II)	Port	2017	110,156,624
Rwanda	Ngoma-Ramiro Road Upgrading Project	Road	2017	67,776,456
Côte d'Ivoire	Project for the Construction of Three Intersections in Abidjan	Road	2018	144,826,239
Kenya	Mombasa Gate Bridge Construction Project (I)	Bridge	2019	434,507,273
Kenya	Mombasa Special Economic Zone Development Project (I)	Infra	2019	337,152,192
Nigeria	Lagos and Ogun Power Transmission System Improvement Project	Energy	2022	197,587,679
Egypt	Project for Construction of the New Dirout Group of Regulators	Flood Prevention	2014	54,738,529
Egypt	Electricity Distribution System Improvement Project	Energy	2015	202,893,995
Uganda	Construction of a New Bridge Across River Nile at Jinja Project	Bridge	2018	44,138,033
Uganda	Kampala Metropolitan Transmission System Improvement Project	Energy	2018	122,586,702
Total				3,695,613,104

39 Projects funded using grants.

Country	Project Name	Planned Cost (USD)	Actual cost (USD)	Corridor related project
Benin	le Projet de Construction de l'Echangeur du Carrefour Vedoko dans la Ville de Cotonou	34,075,762	-	●
Burundi	the Project for the Improvement of the Port of Bujumbura	31,301,175	-	●
Cote D' Ivoire	le Projet d'Aménagement de l'Echangeur d'Amitié ivoiro-japonaise	41,280,185	-	●
Cote D' Ivoire	le Projet d'Aménagement de l'Echangeur de l'Amitié ivoiro-japonaise (phase 2)	46,600,829	-	●
Democratic Republic Of The Congo	le Projet d' Amélioration du Terminal Conteneur du Port de Matadi	18,785,169	-	●
Ghana	the Project for Improvement of Ghanaian International Corridors	57,007,329	-	●
Ghana	the Project for Rehabilitation of National Trunk Road N8	61,488,033	-	●
Ghana	the Project for the Improvement of the Tema Motorway Roundabout	34,021,368	-	●
Guinea	le Projet d'amenagement d'un pont sur la route nationale N°1	15,924,649	-	●
Guinea	le Projet de Reconstruction du pont Soumba sur la Route Nationale N°3	13,364,979	15,812,055	●
Kenya	the Project for Dualling of Nairobi-Dagoretti Corner Road C60/C61	19,383,478	-	●
Kenya	the Project for Infrastructure Development in Mombasa Special Economic Zone at Dongo Kundu Area	45,283,655	-	●
Kenya	the Project for Dualling of Nairobi-Dagoretti Corner Road C60/C61 (Phase 2)	23,681,995	-	●
Lesotho	the Project for Small Hydropower Improvement	12,776,025	-	●
Liberia	the Project for Reconstruction of Somalia Drive in Monrovia	51,195,099	-	●
Liberia	the Project for Reconstruction of Somalia Drive in Monrovia (Phase2)	47,544,058	-	●
Malawi	the Project for the Improvement of Main Roads in the City of Lilongwe	31,526,982	-	●
Mozambique	the Project for Urgent Rehabilitation of Nacala Port	38,415,008	32,528,595	●
Rwanda	the Project for Strengthening Nzove - Ntora Principal Water Transmission Pipeline in Kigali City	28,638,565	-	●
Rwanda/Tanzania	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	23,512,809	20,592,270	●
Senegal	le Projet de Réhabilitation du Môle 3 du Port de Dakar	39,924,156	-	●

Country	Project Name	Planned Cost (USD)	Actual cost (USD)	Corridor related project
Sierra Leone	the Project for Urgent Improvement of Power Distribution System in Freetown	15,741,058	15,680,204	●
Sierra Leone	the Project for Urgent Improvement of Power Distribution System in Freetown (Phase2)	1,275,128	1,275,128	●
Sierra Leone	the Project for the Extension of Power Distribution Network along the Freetown Peninsula	15,622,861	-	●
South Sudan	the Project for Improvement of Juba River Port	40,589,945	-	●
South Sudan	the Project for Construction of Nile River Bridge	130,078,674	-	●
South Sudan	the Project for Construction of Bridges in Juba	20,038,017	-	●
Tanzania	the Project for Improvement of Tazara Intersection	32,507,566	31,715,393	●
Tanzania	the Project for Improvement of Tazara Intersection (Phase 3)	16,101,768	16,101,768	●
Tanzania	the Project for Improvement of Tazara Intersection (Phase 2)	3,235,314	3,235,314	●
Tanzania	the Project for Improvement of Transport Capacity in Dar es Salaam	15,439,029	-	●
Tanzania	the Project for Improvement of Transport Capacity in Dar es Salaam (phase 2)	1,054,813	-	●
Tanzania	the Project for the Rehabilitation of Kigoma Port	24,613,035	-	●
Tanzania	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	23,512,809	20,592,270	●
Togo	le Projet d'Aménagement du Port de Pêche de Lomé	25,447,911	-	
Uganda	the Project for the Improvement of Traffic Control in Kampala City	23,996,257	-	●
Zimbabwe	the Project for the Road Improvement of the Northern Part of the North-South Corridor	20,534,327	-	●
Zimbabwe	the Project for the Road Improvement of the Northern Part of the North -South Corridor (Phase2) (Detailed Design)	732,086	-	●
	The Project for Enhancing Trade Facilitation and Border Control Capacity in East Africa	3,190,629	-	●
Total		1,129,442,534	157,532,997	

2. OSBPs Funding

Grant Funding and Technical Cooperation

Scheme	Name of Project	Target Country	Project Start Year	Planned Cost (USD)	Actual Cost (USD)
Grant	The Project for Construction of the Chirundu Bridge	Zambia	1999	-	12,975,520
	The Project for Construction of the Chirundu Bridge	Zimbabwe	1999	-	12,975,520
	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	Tanzania	2011	16,135,398	20,592,270
	The Project for Construction of Rusumo International Bridge and One Stop Border Post Facilities	Rwanda	2011	16,135,398	20,596,492
Technical Cooperation	Project for Capacity Building for the Customs Administrations of the Eastern African Region	Kenya, Tanzania, Uganda	2007	-	1,384,247
	Project for Capacity Building for the Customs Administrations of the Eastern African Region (Phase 2)	Kenya, Tanzania, Uganda, Rwanda, Burundi	2009	3,473,357	9,041,351
	The Project for the Establishment of the One Stop Border Post between Botswana and Namibia at Mamuno/Trans Kalahari Border Post	Botswana, Namibia	2013	1,783,386	2,027,487
Total				37,527,539	79,592,887

OSBP Loan Funding

Name of Project	Target Country	Project Start Year	Planned Cost (USD)
Arusha – Namanga – Athi River Road Development Project	Tanzania	2007	58,231,800
Kazungula Bridge Construction Project	Botswana	2012	108,119,208
Kazungula Bridge Construction Project	Zambia	2012	35,610,642
Total			201,961,651

3. Budgeted costs for case studies selected for AKI, IFNA AND HGS initiatives.

Initiative	Projects	Budgeted cost (USD)
Africa Kaizen Initiative (AKI)	The project on capacity development for Kaizen implementation for quality and productivity improvement and competitiveness enhancement (Third Phase) in the Federal Democratic Republic of Ethiopia. (2015-2020)	5,535,176
	The Republic of Cameroon Project on Quality and Productivity Improvement (First phase) for SMEs. (2015-2017)	2,065,364
Improving Food and Nutrition Security in Africa (IFNA)	Improving production and consumption of diverse nutritious foods among nutritionally vulnerable populations in Niassa Province, Mozambique (July 2021- February 2022).	84,447
	Addressing iron deficiency anaemia through food-based approaches, in Krachi West District, Ghana (April 2021- February 2022).	68,283
	Improving nutrition outcomes through nutrition sensitive agriculture programming in Kitui county, Kenya. (March 2021- February 2022)	248,128
Home Grown Solutions Accelerator for pandemic Resilience. (HGS)	Total contribution to BCG -Technical Consultants <i>(Below is the breakdown)</i>	7,407,515
	Cohort 1 (2020-2021)	1,670,000
	Cohort 2 (2022)	1,520,000
	Cohort 3 (2023)	1,234,375
	Cohort 4 (2024)	2,983,140

4. Africa wide Projects for Quality and Productivity Improvement (Kaizen)

The partnership is overseeing the project implementation under the technical cooperation scheme.

No	Name of Project	Target Country/ Scheme	Project Start Year (Fiscal Year)	Budgeted Cost (USD)	Actual Cost (USD)
1	Project on Quality and Productivity Improvement (Kaizen for SMEs	Cameroon	2015	4,463,762	-
2	Project on Integrated SME Promotion with the Enhancement of Kaizen	Cameroon	2018	5,433,642	-
3	The study on quality and productivity improvement (KAIZEN) in the Federal Democratic Republic of Ethiopia	Ethiopia	2009	3,526,768	-
4	Project on Capacity Building for Dissemination of Quality and Productivity Improvement (Kaizen)	Ethiopia	2011	7,016,927	-
5	Project on Capacity Development for Kaizen Implementation for Quality and Productivity Improvement and Competitiveness Enhancement	Ethiopia	2015	6,588,706	-
6	Project on Business Development Services (BDS) Enhancement for Enterprises Growth	Ethiopia	2018	4,528,035	-
7	Strategic Model for Quality/Productivity Improvement through Strengthening BDS for MSEs	Ghana	2012	4,511,818	4,248,628
8	National KAIZEN Project	Ghana	2015	2,808,895	-
9	Enterprise Development Project with Kaizen	Ghana	2020	6,818,102	-
10	Project for Enhancing Enterprise Competitiveness	Kenya	2020	6,527,771	-
11	Project for Development of Local Industry Through OVOP Movement and Kaizen	Mozambique	2022	4,638,849	-
12	Quality and Productivity Improvement.	South Africa	2022	4,334,662	-
13	Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (Kaizen)	Tanzania	2012	4,511,818	-
14	The Project on Strengthening Manufacturing Enterprises through Quality and Productivity Improvement (The KAIZEN Project Phase Two	Tanzania	2017	3,298,678	-
15	Project on Quality/Productivity Improvement	Tunisia	2009	3,826,009	-
16	Project on Quality/Productivity Improvement (Q/PI) Phase II	Tunisia	2015	3,552,426	-
17	National Kaizen Project	Zambia	2013	2,459,126	-
18	National Kaizen Project Phase 2	Zambia	2017	3,120,371	-

**** This is not an exhaustive list of the Africa wide projects for Quality and Productivity Improvement (Kaizen)**

Appendix 5: Results, Impact and Contribution of the Partnership

Project name	Background	Impact and lessons
Chirundu (Zambia/ Zimbabwe)	<p>The first fully functional OSBP in Africa was established at Chirundu. This OSBP lies between Zambia and Zimbabwe, along the North South corridor in Southern Africa. Chirundu is considered one of the busiest borders in Zambia, which is one of the most preferred options for Eastern and Southern African countries. The development of this OSBP was led by the COMESA Secretariat, as part of the COMESA-EAC-Southern African Development Community (SADC) Tripartite initiative. This development was conducted through the Regional Trade Facilitation Programme (RTFP) with funding from the United Kingdom Department for International Development (DFID), JICA, and the World Bank. This OSBP was conceptualized under the North-South Corridor Pilot Aid for Trade Programme, to reduce the clearance waiting time and travel times along the corridor.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: In 1999, JICA invested a total of USD 25,951,040 (2,956,000,000 yen) in this OSBP.</p> <p>Relevancy to the country: Busiest border in Zambia and most preferred option for Eastern and Southern African countries.</p> <p>Project Challenges:</p> <ol style="list-style-type: none"> Poor interconnectivity between the information management systems used by the border control agencies on either side, requiring the staff to handle exit procedures manually and later input into the system. Differences in regulations and policies between Zambia and Zimbabwe. 	<p>Impact:</p> <p>The OSBP Sourcebook estimates that before the operationalization of the Chirundu OSBP, the average crossing time for commercial vehicles was between 2 to 9 days. Clearance for trucks could require up to 3 weeks. Joint inspections by customs, immigration and other agencies in the yard could take up 1 to 2 hours. Zambia also received about USD 10.0 million in monthly revenues.</p> <p>With the operations of this OSBP, most vehicles were cleared within 1 day. The waiting time in the yard was reduced to 20 minutes. The Zambian government's revenues increased to USD 20.3 million a month, a vast improvement that may be attributed to increased efficiency and traffic flows at Chirundu. The OSBP Sourcebook 3rd Edition also reports informal findings that the reduced time truck drivers spent at the border may have caused a reduction in the HIV/AIDS infections at Chirundu.</p> <p>Lessons:</p> <p>Setting up OSBPs to synchronize with corridor development would yield better results for the "business corridor". In the case of Chirundu, the OSBP would have realized better benefits for the North South Corridor if it was linked with developments at Beitbridge between Zimbabwe and South Africa, and Kasumbalesa between Zambia and the Democratic Republic of Congo.</p>

Project name	Background	Impact and lessons
	<ul style="list-style-type: none"> iii. Limited security particularly within the common control zone (CCZ) iv. Limited facilities for the screening or reception of vulnerable migrants 	
Namanga (Kenya/ Tanzania)	<p>Under the East African Trade and Transport Facilitation Project (EATTFP) conceptualized in 2006, the East African Community (EAC) Secretariat, Partner States and development partners designated border posts for conversion to OSBPs. Partner States with completed OSBP facilities started instituting OSBP procedures under their respective bilateral agreements to accelerate the operationalisation of OSBP operations. Namanga was one of the OSBPs where the Partner States developed their OSBP operating framework as they built the facilities. Kenya and Tanzania decided to harmonize their OSBP processes which had been developed separately for different OSBPs along their common border. Like other OSBPs in the EAC, Namanga was required to conform to the overarching objectives of the EAC Customs Union by structuring border facilities and procedures to be consistent with the EAC integration agenda.</p> <p>The overarching goal for the OSBPs in East Africa and along the Northern Corridor, including Namanga, Rusumo, Malaba and Gatuna/Katuna is promotion of regional economic development through trade facilitation, ensured safety and improved security in the region.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: In 2007, JICA offered a concessionary loan of USD 58,231,800 (6,857,000,000 yen) to build OSBP physical facilities and rehabilitate the Tanzanian side of the Arusha-Namanga-Athi River Road Development Project (104.3 km between Arusha and Namanga).</p>	<p>Impact:</p> <p>The Kenya Revenue Authority reported a reduction in the clearance time at Namanga from 277 minutes in 2014 to 1 hour in 2018. This has caused increased trade between Kenya and Tanzania because the reduced transit time for goods crossing Namanga.</p> <p>This development has also been associated with the improved revenue collection. Between October and February of FY 2016/2017, Ksh993 million was collected while Ksh1.46 billion was received over the same period in the 2017/2018 financial year, indicating an increase of Ksh466 million.</p>

Project name	Background	Impact and lessons
	<p>JICA also offered technical assistance for the design and operationalization of the OSBP.</p> <p>Under the Trade Facilitation and Border Control Project in East Africa (2017-2022), JICA supported joint border surveillance (JBS) at Namanga (Kenya/Tanzania). This set up served as coordination for law enforcement and intelligence information sharing in relation to the OSBPs.</p> <p>Relevancy to the country: One of the key borders between Kenya and Tanzania, along a corridor connecting Nairobi (the capital of Kenya) and Arusha (a central city in Northern Tanzania).</p> <p>Project Challenges:</p> <ul style="list-style-type: none"> i. Poor communication between border management agencies ii. Construction delays on the Kenyan side due to an impasse between the construction contractor and the supervising engineer. iii. The Tanzanian side which was funded by JICA was completed in 2014 but could not be handed over to the Government of Tanzania due to issues including the water connections and furniture for the premises. 	
Rusumo (Rwanda/Tanzania)	<p>Rusumo is the largest border between Rwanda and Tanzania located about 157 km southeast of Kigali, the capital of Rwanda, and 1,320 km northwest of Dar es Salaam, the largest commercial centre in Tanzania. JICA supported the construction of an 80 m long, 13.5 m wide international bridge at Rusumo, along with associated OSBP facilities, which were completed in December 2014.</p> <p>These anticipated benefits of this project were: enhanced border security, reduced waiting time for vehicles at borders and reduced</p>	<p>Impact:</p> <p>During the baseline survey, taxi and bus passengers had to disembark at the border and walk through the crossing to be cleared by the Immigration and Customs authorities.</p> <p>Operationalizing the Rusumo OSBP has achieved the following:</p> <ul style="list-style-type: none"> i. Cross border time for trucks has reduced by 73%. ii. Improved User Satisfaction has been registered for both the clearance processing and the Post's facilities.

Project name	Background	Impact and lessons
	<p>transport cost.</p> <p>Targets and KPIs:</p> <ul style="list-style-type: none"> i. Customs and border procedures to reduce from 5 to 2. ii. Round trip time to reduce from 14 hours to between 5 and 10 hours. iii. Axle load limit for passing vehicles to increase from 8 to 20. iv. Transportation costs for a round trip from Dar es Salaam Port to Kiga(USD/40ft container) to reduce from 3,130 (2008) to 3050 (2017). <p>Funding: JICA invested USD 41,188,763 (3,328,000,000 yen) of grant funding in the Rusumo project. JICA funded the border post upgrading and the construction of a two-lane bridge at Rusumo, with a carrying capacity of 80 tons.</p> <p>Relevancy to the country: largest border between Rwanda and Tanzania.</p> <p>Project Challenges:</p> <ul style="list-style-type: none"> i. Lack of internet services in the common control zone (CCZ) on the Tanzanian side and yet the Tanzania Customs Integrated System (TANCIS) is web-based. ii. The direct trader input (DTI) facility on the Tanzanian side has not been used as intended. Although the facility is physically there, this space has been allocated to government departments such as agriculture and standards and not clearing agents as is the case on the Rwandan side. iii. There were unexplained financial charges in the CCZ: While some charges could be legitimate, users require information on what they are paying for, especially when operating outside their home country. 	<ul style="list-style-type: none"> iii. The processing flow for travellers and Commercial transactions is considerably streamlined and smooth. With proper permits including Temporary Import Permit documentation, buses and taxis can cross Rusumo with their passengers aboard. iv. The traffic lanes have been organised to distinguish between those for Passenger and Commercial transit, and improved parking facilities are now in place. <p>Lessons:</p> <p>The responsible government entities should consider engaging the public and the private sector more actively at Rusumo to seek their insights and recommendations for the OSBP.</p>

Project name	Background	Impact and lessons
	<ul style="list-style-type: none"> iv. Difficulty in distinguishing between users and officers in the CCZ because some officers do not display identity cards or do not wear uniforms, especially those from Tanzania who now work alongside the Rwandans on the Rwandan side. v. public transport motorcycles (boda-boda) generally used the entry lane into Rwanda for exit back to Tanzania as well, thereby compromising controls and the smooth flow of traffic. vi. The exit gate into Tanzania was understaffed causing inconvenience for Rwandans. 	
Mutukula (Uganda/ Tanzania)	<p>This One-Stop Border Post is a crossing between Tanzania and Uganda, which lies on the Central corridor. The establishment of this OSBP involved construction of office buildings, roads, parking yards, cargo verification bays, a scanner shed, passenger sheds, targeting booths, the warehouse, and canopies. It also included the set-up of ICT networks and hardware, installation of furniture and institutional support to the border agencies. With the set-up of this OSBP, goods leaving Uganda can be cleared on the Tanzanian side, changing the requirement to be cleared in both countries.</p> <p>Goal:</p> <p>The OSBP is expected to facilitate trade through reduction of clearance time for goods crossing between the two countries. This development was also supposed to cause a drop in the transportation costs and increase volumes of cargo transiting through the Central Corridor. This Border Post is expected to cause this change because previously, delays arose from the duplication of border control processes, limited institutional arrangement or cargo management systems, poor physical infrastructures, and insufficient immigration management services.</p> <p>Targets and KPIs:</p> <p>Reduce the time to import from the EAC (and the rest of the</p>	<p>Impact:</p> <p>In 2011, the average transit time from Mutukula-Uganda to Mutukula-Tanzania was 10 hours and 12 minutes. Following the set-up of the OSBP, crossing from Uganda to Tanzania in 2017 took an average of 3.4 hours, reducing by 66%. The 2017 Survey also indicated that the time for crossing from Tanzania to Uganda was 4.5 hours, reducing by 90% from 46 hours.</p> <p>Lessons:</p> <p>The physical infrastructure of the OSBPs should facilitate efficient flow of traffic. The premises should also have a designated space for dangerous goods and petroleum commodities to manage the safety risk for the Post.</p> <p>The Post's performance monitoring system should track GPS data to inform the reports on the transit patterns at the border and in the corridors.</p> <p>OSBPs would greatly benefit from instituting a centre of responsibility for "Border Post Management", distinct from the Customs administration, Immigration authorities and other hosted agencies. The Border Post management would be responsible for maintenance, security, and proper use of the physical facilities. seeing that this</p>

Project name	Background	Impact and lessons
	<p>world) by a third.</p> <p>Funding: The Mutukula OSBP project was implemented with funding of US\$11.7million from the United Kingdom through the Department for International Development (DFID) and US\$1.2million from the Government of Canada, through Global Affairs, Canada.</p> <p>Mutukula is also one of the East African borders that benefited from the USD 10,425,598 (1,009,000,000 yen) that JICA invested in the region's OSBPs through the 2 phases of the Project for Capacity Building for the Customs Administrations of the Eastern African Region and Project on Capacity Development for International Trade Facilitation in the Eastern African Region.</p> <p>Relevancy to the country: Provides access to the coastline on the Central Corridor and a Priority route for Humanitarian aid transiting to Uganda.</p> <p>Project Challenges: On both sides of the border, the border agency officials reported staff shortages, a porous border allowing illegal entry, absence of laboratory and testing equipment, insufficient internet connectivity minimal office equipment like computers and a lack of vehicles for patrols. The Tanzanian officers also reported the need for thermal scanners and that the side gate on Tanzania side should be closed. The progress of this project also suffered construction delays and was hindered by the lack of an administrative framework.</p>	<p>function would have an independent unit, they could use existing resources like the cameras and the control room to oversee operations and deter corruption.</p>
Taveta/Holili (Kenya/ Tanzania)	<p>The Taveta/Holili One Stop Border Point crossing was the first OSBP to operate in East Africa. This Post is a crossing from Southern Kenya to Northern Tanzania, located 264 kms South-</p>	<p>Impact: In 2012, the estimated time for transit through the Taveta border was 24 hours. The OSBP is now reporting a reduction of 96% in the</p>

Project name	Background	Impact and lessons
	<p>east of Mombasa (Kenya) and 110 km West of Arusha (Tanzania). Taveta is considered a key border point because of its proximity to major cities in both countries. Setting up the Taveta/Holili OSBP became critical with the construction of the Voi-Arusha Road. The increased volume of transit passing through the two border points on the Voi Arusha Road exceeded the capacity of the existing infrastructure and border control; this in turn extended delays and hiked the associated costs for import and export processes.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: The implementation of this project cost USD 12 Million and it was funded by the World Bank, Trademark East Africa (Canada, Foreign, Commonwealth and Development Office (FCDO) and the United States Agency for International Development (USAID).</p> <p>Relevancy to the country: Proximity from Southern Kenya to Northern Tanzania - located 264 kms South-east of Mombasa (Kenya) and 110 km West of Arusha (Tanzania)</p> <p>Project Challenges: The OSBP's physical infrastructure did not have the capacity to accommodate the volume of trade. Even with the new Voi-Arusha Road, the available facilities and staff were overwhelmed which caused longer waiting times for the clearance processing.</p> <p>The lack of geofencing on a 15-kilometer piece of the road on the Tanzanian side of the Taveta-Holili OSBP has pushed traders to rely on alternative routes e.g using the longer and more costly Dar es Salaam option to transit goods to Rwanda and Burundi.</p>	<p>processing times with the border taking 15 to 30 minutes.</p> <p>Lessons: Integration of the IBM systems within East Africa has such great potential that having goods registered at Mombasa would make them eligible for preclearance at the Taveta crossing.</p>

Project name	Background	Impact and lessons
	<p>The traders were compelled to use the traditional bond system for clearing goods, in spite of the inefficiencies and the delays it causes within customs administration processes.</p>	
<p>Nemba/ Gasenyi I (Rwanda/ Burundi)</p>	<p>The Burundi Revenue Authority and Rwanda Revenue Authority entered into a memorandum of understanding and a bilateral agreement, both of which established the OSBP at Gasenyi I/Nemba and provided for the related project implementation in the two countries. The agreements provide for:</p> <ul style="list-style-type: none"> (i) Maximum possible integration of border control documentation, procedures, and systems, (ii) joint technical training of border control officers on the OSBP concept, (iii) ICT interconnectedness of border operations and data sharing, and (iv) partnering with the private sector for training and provision of requisite access to private border control facilitation agents. <p>The 2 Countries also passed Acts of Parliament granting the border control officials the authority to carry out their respective duties throughout a common control zone. These laws also provide for the hosting arrangements allowing the foreign officers to carry out controls in the neighbouring country. Additionally, part of the funds was meant to facilitate the construction of 149 kilometres of feeder roads between the two countries to improve the transportation of goods.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: This was implemented with USD 45.79 million from the African Development Bank (AfDB) and World Bank. Nemba is also one of the East African borders that benefited from</p>	<p>Impact: The Nemba/Gasenyi OSBP was set up and is operational. Rwanda and Burundi successfully set up a straddling model for the OSBP and their respective agencies conduct their border control duties jointly. Both countries have passed the laws and instituted operational procedures to enable such close collaboration in the management of their border. The development of the OSBP was combined with the creation of the common control zone within which police and other authorities of the 2 countries have the jurisdiction to manage border control.</p> <p>Lessons: The straddling OSBP model can apply where the physical facility is constructed on flat land is relatively flat and without a natural barrier forming the border between the two countries like a river.</p> <p>The OSBP development can influence the border communities to be compliant with border controls at a porous crossing if the processes are simplified and shorter for the users.</p>

Project name	Background	Impact and lessons
	<p>the USD 10,425,598 (1,009,000,000 yen) that JICA invested in the region's OSBPs through the 2 phases of the Project for Capacity Building for the Customs Administrations of the Eastern African Region and Project on Capacity Development for International Trade Facilitation in the Eastern African Region.</p> <p>Relevancy to the country: Significant passenger traffic with about 1,000 people per day, and an estimate of 7,000 over a two-day weekend.</p> <p>Project Challenges: Small scale traders entering Rwanda to source items experienced informal barriers to trade. If the border control officers believed that the number of traders was excessive or that they were sourcing products that were in short supply, they would restrict entry to Rwanda.</p>	
Lunga Lunga/ Horo Horo (Kenya/ Tanzania)	<p>The Lunga Lunga-Horo Horo border post is one of 12 One Stop Border Posts in East Africa, developed to facilitate cross border trade and reduce costs of doing business in the region. This Post is located between Kenya and Tanzania. In Tanzania, this crossing is known as Horo Horo while in Kenya, it is called Lunga Lunga and situated in Kwale County. This OSBP's special attribute is that it connects the Central corridor and the Northern Corridors, thereby providing access to the East African coastline for the landlocked countries in Central and Southern Africa. The marked increase in trade between the Eastern, Southern and Central regions of Africa necessitated the operationalization of this OSBP.</p> <p>This border had the traditional two-stop system for clearing cargo, passengers, and vehicles. This translated to Kenya and Tanzania conducting separate clearance and verification for imports and</p>	<p>Impact: Initially, cargo clearance time at Lunga Lunga was estimated to be 48 hours and this OSBP was expected to reduce that time by 40%. In Maryam Swaleh's assessment of the trade facilitation efforts at the Lunga Lunga OSBP, she received reports that the border suffered significant levels of cross border crime, extensive bureaucratic procedure and, delays in processing of required documents. She found that before the OSBP was set up, the border was quite porous, with rampant corruption, untrained personnel, poor storage for goods and poor working environment for the teams.</p> <p>After the OSBP started operating, the estimated average time for cargo clearance reduced to less than 8 hours. The collected revenue also increased by 51% in the 2021/2022 fiscal year. Aside from quicker clearance, the users and local community have reported improved multi-agency cooperation, physical facilities, infrastructure,</p>

Project name	Background	Impact and lessons
	<p>exports. Further still, the Kenyan authorities' premises were about 5kms away from the border with the stretch in-between being unmanned territory. The Lunga Lunga OSBP now operates with several responsible institutions conducting verification and clearance at the border, with Kenya Revenue Authority (KRA) and Tanzania Revenue Authority (TRA) as lead agencies on their respective sides. Both countries have harmonized their border control processes to have the cargo examination and clearances jointly done.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: This OSBP was developed with support from the Japan International Cooperation Agency (JICA), Trademark East Africa (TMEA) and the African Development Bank (AfDB). The AfDB offered \$185 million in funding for this Project, with \$108 million allocated to Kenya and \$77 million to Tanzania. The construction cost was USD 9 million.</p> <p>Relevancy to the country: Connects the Central corridor and the Northern Corridors, thereby providing access to the East African coastline for the landlocked countries in Central and Southern Africa.</p> <p>Project Challenges: Unfortunately, by 2020, the infrastructure between Kenya and Tanzania was yet to be interconnected. The state agencies from the 2 countries were occupying different buildings and the common baggage hall was not operationalized by both countries, minimizing the benefits from the OSBP.</p>	<p>border security and general organization at the Post. Because of the simplified procedures for low-value goods, the Post also facilitates increased cross-border trade for small-scale enterprises. By reducing the transit time for this crossing to 30 minutes, this OSBP has heightened trade and tourism between Kenya and Tanzania.</p> <p>Lessons: Transparency and predictability are critical in customs administration because they minimize opportunity for corruption and enable better revenue collection.</p> <p>Improving border security also enables faster delivery of goods, reduced transaction costs and reassurance for traders using these borders.</p>
Malaba (Uganda/ Kenya)	The Malaba border is situated along the Northern Corridor and considered the busiest crossing in the East African region with over 1,000 trucks passing daily. This OSBP was designed:	<p>Impact: Crossing the border usually took over 48 hours. However, with the OSBP, this decreased to less than 6 hours. Further still, the timing of</p>

Project name	Background	Impact and lessons
	<ul style="list-style-type: none"> i. To ease congestion at existing facilities. ii. To reduce time delays at border iii. To increase coordination between border agencies iv. To simplify the processes at borders and to facilitate trade. <p>Targets and KPIs: Decrease the border crossing time to within 12 hours, inclusive of the driver's rest time by demarcating a multi-lane arrangement for petrol cargo and full implementation of Single Customs Territory scheme.</p> <p>Funding: This project cost USD 11.88 million and was funded by the World Bank and Trademark East Africa. Malaba is also one of the East African borders that benefited from the USD 10,425,598 (1,009,000,000 yen) that JICA invested in the region's OSBPs through the 2 phases of the Project for Capacity Building for the Customs Administrations of the Eastern African Region and Project on Capacity Development for International Trade Facilitation in the Eastern African Region.</p> <p>Relevancy to the country: The busiest crossing in the East African region with over 1,000 trucks passing daily.</p> <p>Project Challenges: This project was hampered by limited network connectivity and Fiber Optic Internet Breakdown caused by destruction of the optic fibre cable linking the two sides of the border. It was further observed that despite the fact that implementing institutions at Malaba were sharing OSBP facilities, some of the agencies lack internet connectivity especially standard agencies in Uganda.</p> <p>In their roles of ensuring border security, the Police and Immigration Authorities found that a considerable number of asylum seekers and immigrants would attempt to cross the border without any</p>	<p>transit, which covers a wide range of situations, reduced from 24 hours to 4 hours. Based on estimates of the value of time for trucking enterprises (releasing capacity for increased activity and revenue) and for traders (through reduced inventory costs), the savings generated by the improvement of the situation added up to about USD 70 million per year.</p> <p>Lessons: The design and construction of physical infrastructure in an OSBP project should minimize the possibility of congestion (e.g multiple lanes) and allow continued operations in changing circumstances like weather.</p> <p>The physical infrastructure should also enable installation of reliable internet connectivity.</p>

Project name	Background	Impact and lessons
	<p>form of formal identification.</p> <p>The agencies' staff also reported at the risk of having to live close to the Malaba OSBP to meet the requirement to work 24/7; this situation put them in such proximity with their clients on whom enforcement action may be imposed.</p> <p>Unfortunately, the limited capacity of the physical facilities caused congestion of trucks on either side of the border, causing difficulties for other road users.</p>	
Isebania/ Sirari (Kenya/ Tanzania)	<p>Isebania is one of the One Stop Border Posts in East Africa, developed to improve trade in the region and minimise the costs of transporting cargo. Isebania is a border between Tanzania and Kenya, located in Tarime District, Migori County (Kenya). This Post operates 24/7 and hosts the various Government agencies responsible for clearance of goods to cross the border. Such Government agencies include the Revenue Authorities, the Immigration Departments, Standards Bureaus, the Medicines and Medical Devices regulator, the Weights and Measures Agencies, Livestock & Fisheries Departments, Port Health authorities, the Forestry regulators, and Ministries of Agriculture.</p> <p>The Isebania Border Post is an international border and a gazetted enter/ exit point along the Kenya and Tanzania. It is situated in Migori County, 20 kilometres by road south of the Kenya country headquarters, in Migori town. There are various government agencies deployed at the border post process for clearance cargo and travellers crossing the border. Each agency performs its mandate guided by their respective legislation.</p> <p>Like other East African OSBPs, Isebania was designed to improve trade facilitation, decrease the cost of transporting cargo in the</p>	<p>Impact:</p> <p>Following the operationalization of the Isebania OSBP, the following positive effects have been reported:</p> <ul style="list-style-type: none"> i. The revenue collected has increased by 60%, ii. The cargo traffic also increased by 5%, iii. When the proper documentation is submitted, the clearance time is a few minutes compared the previous processing timeline of days, and iv. Improved border security controls with an increase in identification and management of prohibited or restricted goods like ivory, cannabis sativa and explosives. <p>Lessons:</p> <p>The OSBP development should explore opportunities to use</p>

Project name	Background	Impact and lessons
	<p>region and facilitate efficient movement of persons and goods within the EAC and neighbouring countries.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: Isebania is also one of the East African borders that benefited from the USD 10,425,598 (1,009,000,000 yen) that JICA invested in the region's OSBPs through the 2 phases of the Project for Capacity Building for the Customs Administrations of the Eastern African Region and Project on Capacity Development for</p> <p>Relevancy to the country: Unlike other border stations on the Kenya-Tanzania border, it hosts over 8 border control agencies.</p> <p>Project Challenges: This OSBP project was also negatively affected by the lack of an administrative framework and delayed construction. Further still, even when construction was completed in June 2015, the Border Post still experienced lack of connectivity and insufficient training for the responsible personnel as of January 2016. Other challenges include: The fluctuating exchange rate has caused traders to opt for alternative markets like Congo- The shilling has weakened recently against the Dollar and exporters from our neighbouring country have decried the loss of value of the Kenyan shilling and thus have opted for markets elsewhere e.g. Congo. Collection of fees at the Migori county roadblock attached to the Kenya entry gate has hiked business costs. The lack of Cargo Scanner limited the capacity of the customs administrations to conduct verification of goods. The border remains porous because of the wide area of coverage for border patrol. The poor road networks enabled illegal trade and irregular</p>	<p>technology to expand the Post's capacity to handle growing volumes of clients, as is suggested by the recommendation for a cargo scanner.</p>

Project name	Background	Impact and lessons
	<p>migration.</p> <p>The delayed integration between the Tanzania Customs Integrated System (TANCIS) and Kenya's Integrated Customs Management System has negatively affected the collaboration between the customs authorities and caused delays for the traders and importers.</p> <p>The road tolls on the Tanzanian and Kenyan side were not harmonised.</p>	
Cinkansé (Burkina Faso/Togo)	<p>Cinkansé is the border between the Lomé (Togo) and the Ouagadougou (Burkina Faso) corridor. Cinkase extends to a total of 954 km, with 677 km in Togo and 277 km in Burkina Faso. The Lomé-Ouagadougou corridor primarily carries transit cargo to Mali and Niger, (to lesser extent) Benin and Ghana, and other intraregional transit. The corridor is one of the road networks prioritised by the Union Economique et Monétaire Ouestafricaine (UEMOA - the West African Economic and Monetary Union), as stipulated in Decision No.39/2009/CM/UEMOA, 17 December 2009 and the West African Growth Ring Master Plan. While related studies and the strategic direction from the UEMOA and the Masterplan were formulated with JICA support, the corridor road networks were rehabilitated with funding from the African Development Bank (AfDB). UEMOA developed the technical design and started the construction of this facility, but Scanning Systems SA (an Ivorian company) completed and operates the Joint Border Post under a concession with UEMOA. This OSBP was the first of its kind to be set up in West Africa.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: The preliminary study and interconnectivity components of the project were supported by JICA while early</p>	<p>Impact:</p> <p>In March 2018, a study commissioned by the UEMOA and AfDB reported that the border crossing time reduced from 2 days in 2011 to 3 hours and 45 minutes in January 2018, and transit traffic flows at the border have substantially improved. It also found that the time for processing transit documents by Burkinabé and Togolese customs officials also reduced from 10 hours in 2011 to 2 hours and 26 minutes in 2018. Relatedly, the average duration of transit for heavy goods vehicles travelling through the corridor was reduced from 6 days in 2011 to 2.42 days in 2018. Further, the volume of transit traffic vehicles at Cinkansé increased from 600 in 2011 to 900 per day in 2018. Scanning Systems SA (the concessionaire for the Cinkansé JBP) reported that following the completion and installation of the facility, border crossing time reduced from two days in 2011 to 3 hours and 45 minutes in January 2018.</p> <p>Lessons:</p> <p>Leveraging PPPs can attract more investments for infrastructure development and maintenance. Collaborative efforts between governments and private entities are crucial for sustainable development.</p> <p>The 2nd edition of the Sourcebook suggests that this OSBP would have benefited greatly from review of and an agreement on the</p>

Project name	Background	Impact and lessons
	<p>rehabilitation works were funded by the African Development Bank (AfDB). The OSBP was installed and completed by the Concessionaire, Scanning Systems SA. JICA provided computer equipment worth USD 1.65 million to facilitate the customs process of Togo and Burkina.</p> <p>Relevancy to the country: Part of the West African Growth Ring, with a view toward integration, with the target of developing a common market.</p> <p>Project Challenges: The Customs procedure of the 2 countries were not harmonised and their IT systems were not interconnected. This arrangement did not provide for pre-clearance schemes and electronic exchange of data to fast track the submission and handling of documentation. The Togolese customs officials had short operating hours and work done outside of those hours or the weekend required payment of overtime fees. The duties and taxes were collected at different government entities. Non-customs bodies carried out their inspections outside of the Border post despite the provision of office space in the OSBP. Passenger and freight traffic was not segregated which caused unnecessary delays in the flow of traffic.</p>	<p>border procedures and design before construction of facilities. This JBP exchange of information between the 2 countries.</p>
Busia (Uganda/ Kenya)	<p>The Busia One Stop Border Post is a facility designed to streamline the movement of people and goods between the two countries. The Busia OSBP is the second busiest entry point in Uganda and is situated approximately 200km from the Uganda capital Kampala and 431km from Kenya capital Nairobi. The OSBP handles transit traffic to and from the Great Lakes region countries of Uganda, Kenya, Rwanda, Burundi, DRC and South Sudan. It is among the 13 border posts in the East African region that have been converted from ‘two-stop’ border posts into single premises entity or OSBPs.</p>	<p>Impact: In 2011, the baseline data indicated that the time to cross the border from Kenya to Uganda was 14 hours 20 minutes while crossing from Uganda to Kenya took 1 hour 26 minutes. A 2017 Time & Traffic Survey at Busia found that the cargo transit time had reduced by 74% to 3 hours and 40 minutes. This reduction to about 4 hours also suggested a decrease of 14% in the operational cost estimated at \$180 for such a trip.</p> <p>Lessons:</p>

Project name	Background	Impact and lessons
	<p>The project focused on reducing the time taken to cross the Uganda-Kenya border. This would be achieved by combining border clearance activities in a single location, simplifying clearance procedures, increased cooperation and coordination of controls, as well as sharing of data and intelligence that would ultimately lead to reducing the time it takes to cross the border.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: This project was funded by Trademark EA, World Bank, JICA, Compete USAID and Kenya government agencies such as Kenya Trade Network Agency (KENTRADE), the Customs Services Department (CSD) of the Kenya Revenue Authority (KRA) and the Immigration department of Kenya. This project cost USD 12.9 million.</p> <p>JICA supported the incorporation of technology aspects and other operational arrangements while Trademark East Africa coordinated the physical infrastructure development and the World Bank focused on the financial support for the OSBP project.</p> <p>Relevancy to the country: one of the busiest cross border points in East Africa, with heavy traffic of petroleum tankers, small scale traders and containerized cargo trucks.</p> <p>Project Challenges: Stakeholders like clearing agents and brokers perceived the set-up of the OSBP as a threat to their livelihoods and put-up resistance to the change. Unfortunately, some personnel were more vested in meeting their own entities' milestones as opposed to achieving progress for the entire OSBP process. The designation of roles and mandate for the implementing leads of the government agencies was not clear and subsequently slowed down the project's</p>	<p>The developments at the Busia OSBP would have greatly benefited from extensive engagement with the County government, the private sector, and the border communities. These consultations would have flagged the organisation dynamics issues that arose in the project's implementation and informed the design of project activities to address those buy-in needs.</p> <p>Such projects have so many mandate holders that they require distinct allocation of roles in the development of the OSBP, to avoid conflict in execution of activities.</p> <p>The government officials should undergo regular and refresher training to maintain the capacity to handle the growing volume of facility users.</p>

Project name	Background	Impact and lessons
	<p>progress. The County government officials and representatives from the District Commissioner's office expressed a desire to be consulted and engaged at every stage of the OSBP development process. The changes in the operating environment of the project like the adjustment in the EAC priorities and the delay in undertaking repairs to the Customs yard and roads negatively impacted the OSBP.</p>	
Mamuno/ Trans Kalahari (Namibia/ Botswana)	<p>The Trans Kalahari Corridor (TKC) connects Southern Africa, from the Port of Walvis Bay in Namibia, passing through Botswana, and leading to Johannesburg in South Africa. The OSBP at Mamuno/Trans Kalahari was provided for in Article 2.2 of a Memorandum of Understanding between Botswana, Namibia, and South Africa on the Development and Management of the Trans Kalahari Corridor. This border was also one of the 8 border pairs prioritised for the OSBP implementation under a Southern African Customs Union (SACU) initiative.</p> <p>Targets and KPIs: not indicated.</p> <p>Funding: JICA spent USD 2,027,487 on technical cooperation to support the Mamuno OSBP.</p> <p>Relevancy to the country: Trans Kalahari Corridor (TKC) connects Southern Africa, from the Port of Walvis Bay in Namibia, passing through Botswana, and leading to Johannesburg in South Africa.</p> <p>Project Challenges: This project suffered scope creep because the project management arrangements were not in place, the project goals were not marked out, and neither were the performance indicators. Project progress was also undermined by the lack of a legal</p>	<p>Impact: The baseline survey found that the average customs processing time on the Mamuno side was 7minutes and 31 minutes on the Trans-Kalahari side. The overall target for the project was simply to establish an OSBP. Unfortunately, that core goal was not met which may be attributed in part to the lack of legal and institutional arrangements for the Mamuno OSBP. However, JICA's technical advisors were able to take part in the design and contribute their expertise to the countries' preparation for the bilateral negotiations. They also engaged extensively with the responsible agencies on the concept of the OSBP and how it may be implemented.</p> <p>Lessons: The soft infrastructure for an OSBP is so critical that engagements to institute a legal and policy framework should precede the work to build the physical infrastructure of the Post.</p>

Project name	Background	Impact and lessons
	<p>framework to back the systemic changes an OSBP would require. The station transfers or unavailability of key staff at critical engagements also limited the impact of the technical capacity building interventions.</p> <p>There were so many government institutions required for this exercise and the success of the project depended on extensive engagement with each one for buy-in. further still, having these many mandate holders involved without demarcated roles or designated leads for the project translated into delays in decision making.</p>	
Katuna/ Gatuna (Rwanda/ Uganda)	<p>In 2012, Rwanda and Uganda signed an MOU to set up this OSBP at the Gatuna/Katuna border. The construction started on the Ugandan side in August 2015 and the OSBP was completed in 2021. Unfortunately, this project was negatively impacted by diplomatic tensions between the two countries because this crossing was closed in March 2019. However, the border was eventually reopened on the 31st of January 2022.</p> <p>The overarching goal for the OSBPs in East Africa and along the Northern Corridor, including Namanga, Rusumo, Malaba and Gatuna/Katuna is promotion of regional economic development through trade facilitation, ensured safety and improved security in the region.</p> <p>Targets and KPIs: Decrease border crossing time at Gatuna from 13 hours to 2 hours.</p> <p>Funding: N/A</p> <p>Relevancy to the country: Part of the efforts for regional economic development through trade facilitation, ensured safety and improved security in the region.</p>	<p>Impact: In 2005, the border crossing time reported from the Rwanda side at Gatuna/Katuna was 13 hrs. The target was to decrease border crossing time at Gatuna to 2 hours. While available reporting on Gatuna does not indicate the specific reduction, this Border Post is operational and was reopened following indefinite closure in 2022.</p> <p>Lessons: The political will of both countries affects the implementation and development of an OSBP.</p>

Project name	Background	Impact and lessons
	<p>Project Challenges:</p> <p>The road tolls on both sides were not harmonised, with transporters paying a flat fee of \$76 in Rwanda while Uganda charged \$10 per 100 miles.</p> <p>There were reports of shoddy work on the Ugandan side, with the physical infrastructure developing cracks.</p> <p>The closure of the Gatuna-Katuna border in February 2019 created financial hardships for Rwandan and Ugandan citizens doing business across the border.</p> <p>The development of the Gatuna/Katuna OSBP suffered a lack of administrative framework to execute the project.</p> <p>It was also greatly setback by the construction delays.</p>	
Kazungula (Zambia/ Botswana)	<p>The Kazungula Bridge Project is part of the North-South Corridor, which links the mineral-rich regions of Zambia and the DRC through Botswana and the port of Durban in South Africa. Crossing at the Kazungula Border Post was done by a ferry moving about 30 trucks per day, which was slow and accident-prone contributing to delays, high transport costs and hence justification of the bridge. This Kazungula Bridge Project involved building a 923-meter extradosed, cable-stayed bridge over the Zambezi River, with associated border facilities and an OSBP. Under the auspices of the SADC's regional integration and industrialization program and the African Continental Free Trade Area (AfCFTA), the bridge was developed to facilitate intra-African trade. It was also anticipated that it would serve as an alternative to the congested Beitbridge crossing between South Africa and Zimbabwe.</p> <p>Goal</p> <p>The primary goal of the project was to replace the ferry (pontoon) service between the 2 countries.</p> <p>Targets and KPIs: not indicated.</p> <p>i. Value of trade to increase to US\$ 300 billion by 2023.</p>	<p>Impact:</p> <p>A completion report for the project indicates the following results:</p> <p>The trucks per day through the border post have increased to a total of 431 to and from either country.</p> <p>Freight volumes transiting through this Post per week rose from a total of 12,800 tons to 50,490 tons on both sides.</p> <p>A survey conducted between January and August 2022 showed that the average time spent transiting through the border post reduced to 5.5hrs on Zambia, and to 3.1hrs for the Botswana side.</p> <p>Lessons:</p> <p>More personnel should be employed at OSBPs to minimize recurring delays when an increased use of the crossing is expected. The supporting agencies should also be represented during all operating hours of the OSBP.</p> <p>The JBOC ought to convene regularly and develop a way of working to single out pending issues, collaborate on proposed solutions and monitor progress.</p>

Project name	Background	Impact and lessons
	<ul style="list-style-type: none"> ii. Increase trade volume and traffic through Kazungula to an average of 255 trucks/day in 2020 and an average of 15,000 tons/wk. by 2020 iii. Reduced border transit time and corridor transport cost for trucks from 6hrs (0.5 days) in 2018 & a 5% reduction in corridor transport cost <p>Funding: JICA provided loan \$108,119,208 for Botswana and \$35,610,642 for Zambia.</p> <p>Relevancy to the country: Serves as an alternative to the congested Beitbridge crossing between South Africa and Zimbabwe.</p> <p>Project Challenges: The slow uptake of the pre-clearance options limited the OSBP's potential to greatly reduce the transit time for cargo crossing Kazungula.</p>	

Appendix 6: US Dollars to Japanese Yen Exchange Rates

Year	(JPN) Japan YEN
2023	140.51
2022	131.50
2021	109.75
2020	106.77
2019	109.01
2018	110.42
2017	112.17
2016	108.79
2015	121.04
2014	105.94
2013	97.60
2012	79.79
2011	79.81
2010	87.78
2009	93.57
2008	103.36
2007	117.75
2006	116.30
2005	110.22
2004	108.19
2003	115.93
2002	125.39
2001	121.53
2000	107.77
1999	113.91
1998	130.91
1997	120.99
1996	108.78
1995	94.06
1994	102.21
1993	111.20

Source: OECD Data Archive

Appendix 7: Aspirations and goals of Agenda 2063

Agenda 2063 Second Ten Year Implementation Plan	
Goals	Aspirations
1 A High Standard of Living, Quality of Life and Well Being for All Citizens.	1 A prosperous Africa based on inclusive growth and sustainable development.
2 Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation.	2 An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.
3 Healthy and well-nourished citizens	3 An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
4 Transformed Economies	4 A peaceful and secure Africa.
5 Modern Agriculture for increased productivity and production.	5 An Africa with a strong cultural identity, common heritage, shared values and ethics.
6 Blue/ ocean economy for accelerated economic growth.	6 An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.
7 Environmentally sustainable and climate resilient economies and communities.	7 Africa as a strong, united and influential global player and partner
8 United Africa (Federal or Confederate)	
9 Continental Financial and Monetary Institutions are established and functional.	
10 World Class Infrastructure criss-crosses Africa.	
11 Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.	
12 Capable institutions and transformative leadership in place. Peace Security and Stability is preserved	
13 A Stable and Peaceful Africa	
14 A Fully functional and operational APSA	
15 African Cultural Renaissance is pre-eminent	
16 Full Gender Equality in All Spheres of Life	
17 Engaged and Empowered Youth and Children	
18 Africa as a major partner in global affairs and peaceful co-existence	
19 Africa takes full responsibility for financing her development	

Appendix 8: Alignment to continental frameworks

Project	Relevant Focus Area	Agenda 2063	TICAD Matrix	AcFTA
IFNA	Focus Area		Focus Area 2.2: Accelerate Universal Health Coverage (UHC) in Africa and improve nutrition)	
	Goal	Goal 3: Healthy and well-nourished citizens.		
	Action		Action (c): Implement programs to reduce childhood stunting and all forms of malnutrition	
	Aspiration	Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development		
Kaizen	Focus Area		Focus Area 1: To Promote economic diversification and industrialization and competitiveness and ensure sustainable financing practices.	
	Goal	Goal 4: Transformed Economies and Job Creation of the Agenda 2063.		
	Action		Action (b)- Support Africa's productivity, industrialization and trade policies of the TICAD matrix	
	Aspiration	Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development		
HGS	Focus Area		Focus Area 1.2: To strengthen connectivity and integration through quality infrastructure investment; and its corresponding	
	Action			Action 1.2 (a): Building and promoting efficient operations along the economic corridors
	Aspiration	Aspiration 1: For inclusive economic growth and sustainable development in Africa Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.		
	Expected Outcome			Expected Outcome: Infrastructure in Africa will be further enhanced, basing on the completed master plans supported by JICA.
	Objective			The PIDA OSBPs and Corridor development projects align with all 8 objectives of the AFCFTA, listed in Article 3 of the Agreement.

Bibliography

朝日新聞 GLOBE+ ウェブサイト 「実は「再エネ大国」のケニア、地熱発電は日本の技術が支えている」

<https://globe.asahi.com/article/12741586>

アスカ・ワールド・コンサルタント ウェブサイト 「【アフリカ地域】コミュニティ参加を通じた『子どもの学びの改善』モデルの開発・スケールアップ」

<https://www.awcs.co.jp/report/コミュニティ参加を通じた『子どもの学びの改善/>

アフリカ日本協議会 2017. 「アフリカ開発会議（TICAD）と市民社会の 23 年（1993 年～）」

<https://ajf.gr.jp/africanow107-ticad-top/>

一般社団法人アフリカ開発協会 2021. 「アフリカの保健分野に対する日本の協力の在り方に関する調査業務報告書」

https://www.mof.go.jp/policy/international_policy/research/africa_2021.pdf

岡田正大 2022. 「日本企業のアフリカ市場への意識と事業機会」『ニューノーマル・アフリカとの協働ビジネス構築の調査研究』、一般財団法人 国際貿易投資研究所 令和 3 年度（一財）貿易・産業協力振興財団 助成事業、pp.18-19

外務省 1993a. 「TICAD（アフリカ開発会議）I の概要」

https://www.mofa.go.jp/mofaj/area/ticad/tc_gaiy1.html

外務省 1993b. 「TICADI（第 1 回アフリカ開発会議）「東京宣言」ーアフリカ開発に関する東京宣言 21 世紀に向けて（仮訳）」

https://www.mofa.go.jp/mofaj/area/ticad/tc_senge.html

外務省 1998. 「TICADII21 世紀に向けたアフリカ開発東京行動計画」

https://www.mofa.go.jp/mofaj/area/ticad/index_k.html

外務省 2002 「G8 アフリカ行動計画（仮訳）」

https://www.mofa.go.jp/mofaj/gaiko/summit/kananaskis02/g8_africa2.html

外務省 2003. 「TICAD10 周年宣言【仮訳】」

https://www.mofa.go.jp/mofaj/area/ticad/pdfs/10_sengen.pdf

外務省 2008a. 「横浜宣言元気なアフリカを目指して」

https://www.mofa.go.jp/mofaj/area/ticad/tc4_sb/pdfs/yokohama_s.pdf

外務省 2008b. 「TICADIV 開会に寄せて福田康夫日本国総理大臣演説」

https://www.mofa.go.jp/mofaj/press/enzetsu/20/efuk_0528.html

外務省 2009 『外交青書』、p.100

外務省 2010 『外交青書』、p.109

外務省 2013a. 「横浜宣言 2013 躍動のアフリカと手を携えて」

https://www.mofa.go.jp/mofaj/area/page3_000209.html

外務省 2013b. 「TICAD V開会式 安倍総理オープニングスピーチ」

<https://www.mofa.go.jp/mofaj/files/000005502.pdf>

外務省 2014. 「第 1 回アフリカ経済戦略会議の開催（結果概要）」

https://www.mofa.go.jp/mofaj/af/af1/page4_000410.html

外務省 2016a. 「第 6 回アフリカ開発会議 (TICAD VI)」

https://www.mofa.go.jp/mofaj/af/af1/page3_001785.html

外務省 2016b. 「TICADVI 開会に当たって・安倍晋三日本国総理大臣基調演説」

https://www.mofa.go.jp/mofaj/af/af2/page4_002268.html

外務省 2019a. 「横浜宣言 2019 アフリカに躍進を！ひと、技術、イノベーションで。」

https://www.mofa.go.jp/mofaj/area/ticad/ticad7/pdf/yokohama_declaration_ja.pdf

外務省 2019b. 「TICAD7 開会式・全体会合における安倍晋三日本国総理大臣による基調演説」

https://www.mofa.go.jp/mofaj/af/af1/page4_005231.html

外務省 2019c. 「第 3 回 TICAD7 に関する外務省と市民ネットワーク for TICAD 連携協議会」

https://www.mofa.go.jp/mofaj/af/af2/page24_000986.html

外務省 2021. 「東京栄養サミット 2021 結果概要」

<https://www.mofa.go.jp/mofaj/files/100270161.pdf>

外務省 2021. 「東京栄養宣言 (グローバルな成長のための栄養に関する東京コンパクト)」

<https://www.mofa.go.jp/mofaj/files/100270079.pdf>

外務省 2022a. 「TICAD 8 チュニス宣言 (和文仮訳)」

<https://www.mofa.go.jp/mofaj/files/100386627.pdf>

外務省 2022b. 「アフリカ連合開発庁ーアフリカ開発のための新パートナーシップ (AUDA-NEPAD)」

https://www.mofa.go.jp/mofaj/area/africa/page23_004319.html

国際協力 NGO センター 2022. 『NGO データブック 2021 ～数字で見る日本の NGO ～』, pp.26-27

<https://www.mofa.go.jp/mofaj/gaiko/oda/files/100312453.pdf>

国際協力機構 2019. 『国際協力機構史 1999～2018』

国際協力事業団 1998. 『DAC 新開発戦略 援助研究会報告書』

<https://openjicareport.jica.go.jp/pdf/11471919.pdf>

児玉 顕彦 2018. 「JICA のカイゼン支援の「これまで」と「これから」

https://www.jstage.jst.go.jp/article/jids/27/2/27_41/_pdf

下村恭民 2022 『最大ドナー日本の登場とその後: 政策史 2・1990 年代以降 (シリーズ「日本の開発協力史を問ひなおす」)』 東京大学出版会

白戸圭一 2020a. 『追求した「お土産なし」の開発理念【特別連載】アフリカ開発会議「TICAD」誕生秘録 (6)』 新潮社国際情報サイトフォーサイト

<https://www.fsight.jp/articles/-/47235>

白戸圭一 2020b. 「小和田恆氏が語る「途上国開発」への問題意識【特別連載】アフリカ開発会議「TICAD」誕生秘録 (3)』 新潮社国際情報サイトフォーサイト

<https://www.fsight.jp/articles/-/47158>

白戸圭一 2022 「転機を迎えた TICAD プロセス」『アフリカレポート』No.60、アジア経済研究所、pp.36-37

https://www.jstage.jst.go.jp/article/africareport/60/0/60_32/_pdf/-char/ja

砂原遵平 2022. 「地域統合促進に挑む AUDA-NEPAD JICA との連携強化で強靱な社会を」『国際開発ジャーナル』、国際開発ジャーナル社、pp.18-19

https://www.jica.go.jp/Resource/africahiroba/information/2022/glkrrk0000004lx2-att/sunagara_journal.pdf

高橋基樹 2017. 「TICAD の変遷と世界 アフリカ開発における日本の役割を再考する」『アフリカレポート』、No.55、アジア経済研究所、p.47

畝伊智朗 2016.「TICAD VI アフリカ開催の背景と課題」『国際問題』、No.650 日本国際問題研究所、pp.45-46

独立行政法人国際協力機構（JICA）ウェブサイト「アフリカ稲作振興のための共同体（CARD）」
<https://www.jica.go.jp/activities/issues/agricul/approach/card.html>

独立行政法人国際協力機構（JICA）ウェブサイト「アフリカ稲作振興のための共同体（CARD）」
<https://www.jica.go.jp/Resource/activities/issues/agricul/approach/card.html>

独立行政法人国際協力機構（JICA）ウェブサイト「栄養改善に向けた JICA のアプローチ」
<https://www.jica.go.jp/activities/issues/nutrition/approach.html>

独立行政法人国際協力機構（JICA）ウェブサイト「ガーナ 野口記念医学研究所（野口研）への協力」
https://www.jica.go.jp/Resource/activities/issues/special_edition/health/example/ghana_01.html

独立行政法人国際協力機構（JICA）ウェブサイト「ケニア 医学研究所（KEMRI）への協力」
https://www.jica.go.jp/Resource/activities/issues/special_edition/health/example/kenya_01.html

独立行政法人国際協力機構（JICA）ウェブサイト「子どもの学ぶ力が飛躍的に向上！ データが示すアフリカ「みんなの学校」の成果」
https://www.jica.go.jp/Resource/topics/2022/20221118_01.html

独立行政法人国際協力機構（JICA）ウェブサイト「進化する「みんなの学校」プロジェクト：アフリカ 8 ヶ国 5 万 3000 校に拡大、学校給食や手洗い啓発にも発展」
https://www.jica.go.jp/Resource/topics/2021/20210428_01.html

独立行政法人国際協力機構（JICA）ウェブサイト「第 1 回 誰でもわかるみんなの学校プロジェクトのモデル解説」
https://www.jica.go.jp/Resource/project/niger/002/materials/ku57pq00002akd3s-att/commentary_01.pdf

独立行政法人国際協力機構（JICA）ウェブサイト「地域住民が子どもを応援する「みんなの学校」」
https://jicamagazine.jica.go.jp/article/?id=202206_5f

独立行政法人国際協力機構（JICA）ウェブサイト「地熱発電：国を支える自然エネルギー ケニア」
https://www.jica.go.jp/Resource/publication/mundi/1905/201905_05.html

独立行政法人国際協力機構（JICA）ウェブサイト「みんなで知恵を出し合い、ともに動く ニジェール」
https://www.jica.go.jp/Resource/publication/mundi/202101/202101_09.html

独立行政法人国際協力機構（JICA）ウェブサイト「ユニバーサル・ヘルス・カバレッジ（UHC）」
<https://www.jica.go.jp/about/organization/sdgs/UHC.html>

独立行政法人国際協力機構（JICA）ウェブサイト「JICA 世界保健医療イニシアティブ」
https://www.jica.go.jp/activities/issues/health/special_edition/health/index.html

独立行政法人国際協力機構（JICA）ウェブサイト「SHEP アプローチと広域化について」
<https://www.jica.go.jp/Resource/activities/issues/agricul/approach/shep/about/index.html>

独立行政法人国際協力機構（JICA）ウェブサイト「SHEP（市場志向型農業振興）アプローチ」
<https://www.jica.go.jp/activities/issues/agricul/approach/shep/index.html>

独立行政法人国際協力機構（JICA）ウェブサイト「TICAD8 に向けて：アフリカの「ユニバーサル・ヘルス・カバレッジ」を支える日本の協力」
https://www.jica.go.jp/TICAD/approach/special_report/20220929_01.html

独立行政法人国際協力機構（JICA） Global Agenda

https://www.jica.go.jp/Resource/publication/pamph/issues/global_agenda.html

独立行政法人国際協力機構（JICA） 2009. 「ケニア共和国 小規模園芸農民組織強化計画プロジェクト（SHEP） 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/12111290.pdf>

独立行政法人国際協力機構（JICA） 2010. 「セネガル共和国 教育環境改善プロジェクト終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/P0000257521.html>

独立行政法人国際協力機構（JICA） 2010. 「ニジェール共和国 住民参画型学校運営改善計画フェーズⅡ 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/P0000254266.html>

独立行政法人国際協力機構（JICA） 2011. 「ウガンダ共和国 ネリカ米振興計画プロジェクト 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/12044483.pdf>

独立行政法人国際協力機構（JICA） 2011. 「ウガンダ共和国 東部ウガンダ持続型灌漑農業開発計画 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/12044491.pdf>

独立行政法人国際協力機構（JICA） 2011. 「マリ共和国 学校運営委員会支援プロジェクト 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/12124939.pdf>

独立行政法人国際協力機構（JICA） 2012. 「エチオピア連邦民主共和国 住民参加型初等教育改善プロジェクト 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/12083556.pdf>

独立行政法人国際協力機構（JICA） 2013. 「マダガスカル共和国 中央高地コメ生産性向上プロジェクト 終了時評価調査結果要約表」

https://www2.jica.go.jp/ja/evaluation/pdf/2013_0700698_3_s.pdf

独立行政法人国際協力機構（JICA） 2014. 「ウガンダ共和国 コメ振興プロジェクト 中間レビュー調査報告書」

<https://libopac.jica.go.jp/images/report/12183539.pdf>

独立行政法人国際協力機構（JICA） 2014. 「エチオピア国 品質・生産性向上（カイゼン）普及能力開発プロジェクト プロジェクト事業完了報告書」

独立行政法人国際協力機構（JICA） 2014. 「カメルーン共和国 熱帯雨林地域陸稲振興プロジェクト 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/12150991.pdf>

独立行政法人国際協力機構（JICA） 2015. 「ウガンダ共和国 アチョリ地域コミュニティ開発計画策定能力強化プロジェクト 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/12252110.pdf>

独立行政法人国際協力機構（JICA） 2015. 「セネガル共和国 教育環境改善プロジェクトフェーズ2 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/12249744.pdf>

独立行政法人国際協力機構（JICA） 2016. 「コートジボワール共和国 大アビジャン圏社会的統合促進のためのコミュニティ緊急支援プロジェクト 終了時評価報告書」

<https://libopac.jica.go.jp/images/report/1000025294.pdf>

独立行政法人国際協力機構（JICA） 2016. 「タンザニア国 品質・生産性向上（カイゼン）による製造業企業強化プロジェクト プロジェクト業務完了報告書」

独立行政法人国際協力機構（JICA） 2017. 「ケニア国 東部アフリカ地域における国際貿易円滑化のための能力向上プロジェクト 第二次 業務完了報告書」

https://openjicareport.jica.go.jp/pdf/12301636_01.pdf

独立行政法人国際協力機構（JICA） 2017. 「ニジェール共和国 みんなの学校：住民参加による教育開発プロジェクト 終了時評価調査報告書」

https://openjicareport.jica.go.jp/246/246/246_523_12291860.html

独立行政法人国際協力機構（JICA） 2017. 「ブルキナファソ 学校運営委員会支援プロジェクト フェーズ2 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/12304309.pdf>

独立行政法人国際協力機構（JICA） 2018. 「アフリカ稲作振興のための共同体（CARD）終了時レビュー調査 ファイナルレポート」

<https://openjicareport.jica.go.jp/pdf/12305736.pdf>

独立行政法人国際協力機構（JICA） 2018. 「アフリカ戦略回廊開発の効果に係る情報収集・確認調査最終報告書」

<https://openjicareport.jica.go.jp/pdf/12325791.pdf>

独立行政法人国際協力機構（JICA） 2018. 「エジプト・アラブ共和国 小規模農家の市場志向型農業改善プロジェクト 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/12333969.pdf>

独立行政法人国際協力機構（JICA） 2018. 「顧みられない熱帯病（NTDs）」

<https://www.jica.go.jp/Resource/activities/issues/health/ku57pq00002jvu85-att/ntds.pdf>

独立行政法人国際協力機構（JICA） 2018. 「コートジボワール 国産米振興プロジェクト 終了時評価調査結果要約表」

https://www2.jica.go.jp/ja/evaluation/pdf/2018_1302407_3_s.pdf

独立行政法人国際協力機構（JICA） 2019. 「アフリカ戦略回廊開発の効果にかかる情報収集・確認調査 最終報告書」

<https://openjicareport.jica.go.jp/pdf/12325791.pdf>

独立行政法人国際協力機構（JICA） 2019. 「エチオピア 農民研究グループを通じた適正技術開発・普及プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2018_0900919_4_f.pdf

独立行政法人国際協力機構（JICA） 2019. 「ガーナ国 国家カイゼンプロジェクト プロジェクト事業完了報告書」

独立行政法人国際協力機構（JICA） 2019. 「ガーナ 天水稲作持続的開発プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2017_0800821_4_f.pdf

独立行政法人国際協力機構（JICA） 2019. 「ケニア共和国 地方分権下における小規模園芸農民組織強化・振興プロジェクト（SHEP PLUS） 終了時評価調査」

独立行政法人国際協力機構（JICA） 2019. 「セネガル セネガル川流域灌漑地区生産性向上プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2017_0701698_4_f.pdf

独立行政法人国際協力機構（JICA） 2019. 「SHEP を通じた小規模農家 100 万人のより良い暮ら

しを目指す共同宣言」

https://www.jica.go.jp/Resource/activities/issues/agricul/approach/shep/about/ku57pq000021x8xf-att/declaration_jp.pdf

独立行政法人国際協力機構（JICA） 2020. 「ウガンダ共和国 アチョリ・西ナイル地域コミュニティ・レジリエンス強化のための地方行政能力向上プロジェクト（WACAP） 評価調査結果要約表」

https://www2.jica.go.jp/ja/evaluation/pdf/2019_1500260_3_s.pdf

独立行政法人国際協力機構（JICA） 2020. 「ウガンダ国 北部ウガンダ生計向上支援プロジェクト 終了時評価調査報告書」

<https://libopac.jica.go.jp/images/report/1000044345.pdf>

独立行政法人国際協力機構（JICA） 2020. 「エチオピア国 品質・生産性向上、競争力強化のためのカイゼン実施促進能力向上プロジェクト プロジェクト業務完了報告書」

独立行政法人国際協力機構（JICA） 2020. 「マダガスカル国 みんなの学校：住民参加による教育開発プロジェクト 業務完了報告書」

<https://openjicareport.jica.go.jp/pdf/12355954.pdf>

独立行政法人国際協力機構（JICA） 2020. 「マダガスカル国 みんなの学校：住民参加による教育開発プロジェクト 業務完了報告書（別冊資料Ⅱ）」

<https://openjicareport.jica.go.jp/pdf/12355970.pdf>

独立行政法人国際協力機構（JICA） 2021. 「ウガンダ アチョリ地域コミュニティ開発計画策定能力強化プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2019_1100957_4_f.pdf

独立行政法人国際協力機構（JICA） 2021. 「ウガンダ共和国 アチョリ・西ナイル地域コミュニティ・レジリエンス強化のための地方行政能力向上プロジェクト 終了時評価調査報告書」

<https://openjicareport.jica.go.jp/pdf/1000046009.pdf>

独立行政法人国際協力機構（JICA） 2021. 「ウガンダ共和国 ウガンダ中央部・東部地域灌漑地区開発計画プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2019_1300276_4_f.pdf

独立行政法人国際協力機構（JICA） 2021. 「ケニア共和国 企業競争力強化プロジェクト プロジェクト業務完了報告書（第一期）」

独立行政法人国際協力機構（JICA） 2021. 「セネガル共和国 小規模園芸農家能力強化プロジェクト 終了時評価調査報告書」

独立行政法人国際協力機構（JICA） 2021. 「セネガル国 UHC に関する情報収集・確認調査 ファイナルレポート」

独立行政法人国際協力機構（JICA） 2021. 「タンザニア よりよい県農業開発計画作りと事業実施体制作り支援プロジェクト（Ⅱフェーズ2） 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2019_1103032_4_f.pdf

独立行政法人国際協力機構（JICA） 2021. 「JICA 栄養宣言」

https://www.jica.go.jp/Resource/activities/issues/nutrition/ku57pq00002cy9oo-att/nutrition_declaration_leaflet.pdf

独立行政法人国際協力機構（JICA） 2022. 「アフリカ地域回廊開発に関する情報収集・確認調査 ファイナルレポート」

<https://openjicareport.jica.go.jp/pdf/1000048566.pdf>

独立行政法人国際協力機構（JICA） 2022. 「アフリカ地域 グローバル・カイゼン・ネットワーク推進にかかる情報収集・確認調査 プロジェクト業務進捗報告書（その4）」

独立行政法人国際協力機構（JICA） 2022. 「アフリカ地域プロジェクト研究 「アフリカ地域におけるコミュニティ参加を通じた『子どもの学びの改善』モデルの開発・スケールアップ」 業務完了報告書」

<https://openjicareport.jica.go.jp/pdf/12346300.pdf>

独立行政法人国際協力機構（JICA） 2022. 「アフリカ地域 IFNA における ICSA 展開促進及び研修事業促進情報収集・確認調査 ファイナルレポート」

https://openjicareport.jica.go.jp/pdf/1000047081_01.pdf

独立行政法人国際協力機構（JICA） 2022. 「コンゴ民主共和国 案件名：国家森林モニタリングシステム運用・REDD+パイロットプロジェクト 評価調査結果要約表」

独立行政法人国際協力機構（JICA） 2022. 「セネガル共和国 保健システムマネジメント強化 プロジェクトフェーズ 2 事業完了報告書」

<https://openjicareport.jica.go.jp/pdf/12346425.pdf>

独立行政法人国際協力機構（JICA） 2022. 「セネガル共和国 母子保健サービス改善プロジェクト（フェーズ 2） 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2021_1200388_4_f.pdf

独立行政法人国際協力機構（JICA） 2022. 「セネガル国 コミュニティ健康保険制度及び無料医療制度能力強化プロジェクト 業務完了報告書」

<https://openjicareport.jica.go.jp/pdf/12346409.pdf>

独立行政法人国際協力機構（JICA） 2022. 「全世界 2020 年度テーマ別評価 「多角的アプローチによる栄養改善」 ファイナルレポート」

https://www.jica.go.jp/Resource/activities/evaluation/tech_ga/after/ku57pq00001cdfnb-att/202202_01_ja.pdf

独立行政法人国際協力機構（JICA） 2022. 「ブルキナファソ国 農業を通じた栄養改善プロジェクト（計画フェーズ） 業務完了報告書」

独立行政法人国際協力機構（JICA） 2022. 「マラウイ共和国 市場志向型小規模園芸農業推進プロジェクト（MA-SHEP） 終了時評価調査報告書」

独立行政法人国際協力機構（JICA） 2022. 「ルワンダ共和国 東部県農業生産向上プロジェクト 案件別事後評価（内部評価）評価結果票」

https://www2.jica.go.jp/ja/evaluation/pdf/2021_0801026_4_f.pdf

独立行政法人国際協力機構（JICA） 2022. 「JICA 世界保健医療イニシアティブ 中間レビュー報告書」

https://www.jica.go.jp/Resource/activities/issues/special_edition/health/ku57pq00002n9t87-att/interim_report_202208.pdf

独立行政法人国際協力機構（JICA） 2023. 「アフリカ地域南北回廊における円滑な OSBP 運営管理能力強化プロジェクト Monitoring Sheet (2023.07)」

独立行政法人国際協力機構（JICA） 2023. 「カメルーン共和国 品質・生産性向上（カイゼン）推進を通じた総合的中小企業振興プロジェクト プロジェクト業務完了報告書」

独立行政法人国際協力機構（JICA） 2023. 「コートジボワール国 大アビジャン圏社会的統合促進のためのコミュニティ強化プロジェクトフェーズ 2 事業完了報告書 和文要約」

<https://openjicareport.jica.go.jp/pdf/12348249.pdf>

独立行政法人国際協力機構（JICA） 2023. 「マダガスカル国 食と栄養改善プロジェクト（第3期） インパクト評価 中間調査報告書」

農林水産省 2019. 「TICAD7 の結果報告（アフリカビジネス協議会 アフリカ農業 WG）」
https://www.maff.go.jp/j/kokusai/kokkyo/food_value_chain/attach/pdf/haifu_r1_12-16.pdf

平岡 洋 2020. 「食料システムを通じた栄養分野の国際協力の展望（FASID 第242回 Brown Bag Lunch Seminar）」
https://www.fasid.or.jp/_files/fasid_seminar/2020/bbl242_ppt.pdf

平野克己 2002. 「カナナスキス・サミットはなぜアフリカについて話し合ったのか」『アフリカレポート』 No.35 アジア経済研究所 p.24

藤生将治 2019. 「TICAD の変遷—我が国アフリカ外交の今後の方向性について」『立法と調査』, No.419 参議院常任委員会調査室・特別調査室、pp.146-147

堀佐知子 2014. 「開発援助における「オーナーシップ」概念の変遷と分類」『国際開発研究』第23巻第1号、p.161

African Union “New Partnership For Africa’s Development (NEPAD)” <https://au.int/en/organs/nepad>

African Union (2015) “First Ten-Year Implementation Plan 2014-2023”

African Union (AUDA-NEPAD) (2022) “Annual Report 2022”

African Union (AUDA-NEPAD) (2022) “Second Continental Report on the Implementation of Agenda 2063”

Boston Consulting Group (2022) “Six Megatrends That are Changing Africa - and How to Navigate them”
<https://www.bcg.com/ja-jp/publications/2022/six-megatrends-that-are-changing-africa>

Brookings (2020) “Foresight Africa Top priorities for the continent 2020-2030”
https://www.brookings.edu/wp-content/uploads/2020/01/ForesightAfrica2020_20200110.pdf

Brookings (2023) “Foresight Africa 2023”
https://www.brookings.edu/wp-content/uploads/2023/01/foresightafrica2023_fullreport.pdf

Chatham house (2021) “The Africa Programme in 2021”
<https://www.chathamhouse.org/sites/default/files/2021-12/2021-12-17-africa-programme-annual-report.pdf>

Heads of State and Government Implementation Committee (HSGIC) (2001) “The New Partnership for Africa’s Development (NEPAD) October 2001”<https://www.un.org/esa/africa/nepadEngversion.pdf>

Institute for security studies (ISS) (2020) “Why Africa's development models must change: Understanding five dynamic trends” <https://issafrica.s3.amazonaws.com/site/uploads/ar-26.pdf>

McKinsey Global Institute (2023) “Reimagining economic growth in Africa: Turning diversity into opportunity”
<https://www.mckinsey.com/mgi/our-research/reimagining-economic-growth-in-africa-turning-diversity-into-opportunity>

Roland Berger (2020) “Trend Compendium 2050: Megatrends shaping the coming decades”
<https://www.bcg.com/ja-jp/publications/2022/six-megatrends-that-are-changing-africa>

Tomonori Hosoi (2024) “METI and Japanese scramble: re-definition of Japan’s African policy under the second Abe administration and future of African summit diplomacy” The Pacific Review, 1-21.
<https://doi.org/10.1080/09512748.2024.2399521>

UNCTAD (2022) “World Investment Report 2022” <https://unctad.org/webflyer/world-investment-report-2022>

UNECA (2022) “Africa sustainable development report 2021: is Africa on track to achieve the Sustainable

Development Goals by 2030?” <https://repository.uneca.org/handle/10855/48607>

TICAD & Continental Frameworks

The AU Agenda 2063 Second Ten-year Implementation Plan (2024 – 2033), African Union [43517-wd-Agenda_2063_STYIP_Feb_2024_Launch_Version.pdf](#)

African Continental Free Trade Area (AFCFTA) Factsheet (1st Edition – April 2023), The African Continental Free Trade Area (AFCFTA) Secretariat

TICAD 8 Tunis Plan of Actions [Microsoft Word - ENG TICAD 8 Tunis Plan of Actions.docx \(monitor-ticad.org\)](#)

Corridor Development

Project for Master Plan on Logistics in Northern Economic Corridor - Final Report, Japan International Cooperation Agency (JICA) et al. [openjicareport.jica.go.jp/pdf/12291779_02.pdf](#)

Analysis Report: Strategic Master Plan on Strengthening of Nacala Corridor Region-Wide Freight Network, Japan International Cooperation Agency (JICA) et al. [https://openjicareport.jica.go.jp/pdf/12268124.pdf](#)

The Project on Corridor Development for West Africa Growth Ring Master Plan Summary, Final Report, Japan International Cooperation Agency (JICA) et al. [https://www.jica.go.jp/Resource/ghana/english/of-fice/others/c8h0vm00009vi571-att/wagric_summary.pdf](#)

Data Collection Survey on Impact Measurement of Corridors: Northern Corridor, Nacala Corridor and West Africa Growth Ring in Africa Final Report - April 2019, Japan International Cooperation Agency & Deloitte Tohmatsu Financial Advisory LLC [https://openjicareport.jica.go.jp/pdf/12325809.pdf](#)

Cross-Border Road Corridors: The Quest to Integrate Africa, African Development Bank [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Cross-border_road_corridors.pdf](#)

FY2020 Ex-Post Evaluation Report of Technical Cooperation Project “The Project on the Corridor Development for West Africa Growth Ring Master Plan, Japan International Cooperation Agency (JICA) [https://www2.jica.go.jp/en/evaluation/pdf/2020_1402422_4_f.pdf](#)

The Corridor Development Approach in Africa and the Role of the Private Sector, Hitoshi Ara (Japan International Cooperation Agency (JICA)) [https://afdb-org.jp/wp-content/uploads/6.pdf](#)

Status of the Corridor Development and Smart Corridor in Africa (Corridor Development 2.0)) (September 2022 - Data Collection Survey on Corridor Development in Africa), Japan International Cooperation Agency (JICA) [https://www.jica.go.jp/activities/issues/urban/_icsFiles/afieldfile/2023/12/15/africa_detail_en.pdf](#)

PIDA

Programme for Infrastructure Development in Africa (PIDA): First 10-Year Implementation Report, African Union Development Agency – NEPAD [https://www.nepad.org/publication/pida-first-10-year-implementation-report](#)

2nd PIDA Priority Action Plan (2021-2030) - Projects Prospectus, AUDA-NEPAD [https://www.au-pida.org/wp-content/uploads/2023/08/EN-NEPAD-PIDA-PAP2-Project-Prospectus-Web.pdf](#)

Strategic Note: The Integrated Corridor Approach - “A Holistic Infrastructure Planning Framework to establish PIDA-PAP 2”, African Union Development Agency – NEPAD [https://pp2.au-pida.org/wp-content/uploads/2020/04/English-Strategic-Note_Integrated-Corridor-Approach-and-Selection-Criteria-AUC.pdf](#)

Analytical Report: The Integrated Corridor Approach – “A Holistic Infrastructure Planning

Framework to establish PIDA-PAP 2”, African Union Development Agency – NEPAD <https://pp2.au-pida.org/wp-content/uploads/2020/04/English-Analytical-Report-Integrated-Corridor-Approach-and-Selection-Criteria.pdf>

The Abidjan-Lagos Corridor: a PIDA flagship programme and catalyst for economic growth in West Africa, African Development Bank <https://www.afdb.org/en/news-and-events/the-abidjan-lagos-corridor-a-pida-flagship-programme-and-catalyst-for-economic-growth-in-west-africa-16078#:~:text=Lagos%20Abidjan%20Highway>

About the Project, Abidjan-Lagos Corridor Highway Development Project <https://highwayabb.eco-was.int/about-the-project/>

About the Project, Abidjan-Lagos Corridor Highway Development Project <https://alchdp.com/about/>

Multinational Study For The Abidjan – Lagos Corridor Highway Development Project, African Development Fund (September 2016) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Multinational_-_Approved_-_Study_for_the_Abidjan-_Lagos_Corridor_Highway_Development_Project.pdf

Mombasa Port Development Project: FY 2019 Ex-Post Evaluation of Japanese ODA Loan Project, Takako Haraguchi (International Development Center of Japan Inc.) https://www2.jica.go.jp/en/evaluation/pdf/2019_KE-P25_4_f.pdf

Mombasa completes phase two of second container terminal, TheStarKE <https://www.the-star.co.ke/business/kenya/2022-05-18-mombasa-completes-phase-two-of-second-container-terminal/>

Kenya to Commission New Mombasa Terminal Amidst Privatization Fears, The Maritime Executive <https://maritime-executive.com/article/kenya-to-commission-new-mombasa-terminal-amidst-privatization-fears>

Multinational - Praia-Dakar-Abidjan Corridor Studies - Project Information Memorandum, African Development Bank <https://www.afdb.org/en/documents/multinational-praia-dakar-abidjan-corridor-studies-project-information-memorandum>

Praia-Dakar-Abidjan Transport Corridor Project: Identification of Highway Alignment Study & Financial and Social Viability Study for Maritime Link between Praia and Dakar, African Development Bank https://www.afdb.org/sites/default/files/documents/projects-and-operations/multinational_-_praia-dakar-abidjan_corridor_studies_-_project_information_memorandum.pdf#:~:text=The%20Objectives%20of%20the%20maritime%20link%20from%20Praia,view%20to%20reducing%20transportation%20costs%20and%20transit%20times

Praia-Dakar Shipping and Maritime Services Project, Programme for Infrastructure Development in Africa <https://www.au-pida.org/project/praia-dakar-shipping-and-maritime-services-project/>

Nacala corridor, Tripartite Transport & Transit Facilitation Programme <https://ttfp.org/corridors/nacala-corridor-2/>

The Project on Corridor Development for West Africa Growth Ring Master Plan Summary (Final Report Summary) (2018), Japan International Cooperation Agency (JICA) et al. [wagric_summary.pdf](#) ([jica.go.jp](https://www.jica.go.jp))

OSBPs

One-Stop Border Post Sourcebook 3rd Edition

One-Stop Border Post Sourcebook 2nd Edition

Activities in Burkina Faso: Completed projects under monitoring - Togo-Burkina Customs Interconnection Project https://www.jica.go.jp/Resource/burkinafaso/english/activities/regional_integration.html

Border Posts Infrastructure Concessioning Regime and Trade Efficiency under the AfCFTA, Adam Willie

(Afronomicslaw)<https://www.afronomicslaw.org/category/analysis/border-posts-infrastructure-concessioning-regime-and-trade-efficiency-under>

Component for OSBP Operationalization of the Project on Capacity Development for International Trade Facilitation in the Eastern African Region (Work Completion Report for Phase 2 - December 2017), Japan International Cooperation Agency https://openjicareport.jica.go.jp/pdf/12301644_01.pdf

Mutukula OSBP, PIDA PAP2 Dashboard [Mutukula OSBP | PIDA PAP \(au-pida.org\)](https://au-pida.org)

Efficient Border Crossing To Boost Trade Between Tanzania And Uganda With Launch Of Mutukula One Stop Border Post, Tanzania Port Authority <https://www.ports.go.tz/index.php/en/2-uncategorised/247-efficient-border-crossing-to-boost-trade-between-tanzania-and-uganda-with-launch-of-mutukula-one-stop-border-post>

Mutukula TZ / Mutukula UG (One Border Stops Program), Trademark East Africa [Mutukula TZ / Mutukula UG | OSBPS \(trademarkafrica.com\)](https://trademarkafrica.com)

Presidents Magufuli and Museveni Launch Mutukula One-Stop Border Post, East African Community (EAC) [Presidents Magufuli and Museveni Launch Mutukula One-Stop Border Post \(eac.int\)](https://eac.int)

Overview, Kenya - 2.3.4 Border Crossing of Taveta [Kenya - 2.3.4 Border Crossing of Taveta | Digital Logistics Capacity Assessments \(logcluster.org\)](https://logcluster.org)

Project Completion Report For Public Sector Operations (PCR): The Multinational Arusha-Holili/Taveta Voi Road Project (Dec. 2019), African Development Bank https://evrd.afdb.org/documents/docs/PR10988_SR_EN.pdf

Effect of One Stop Border Post on Trade Facilitation at the Lunga Lunga/Horo Horo, Maryam Swaleh <http://erepository.uonbi.ac.ke/handle/11295/154026>

Overview, Kenya - 2.3.6 Border Crossing of Lunga Lunga [Kenya - 2.3.6 Border Crossing of Lunga Lunga | Digital Logistics Capacity Assessments \(logcluster.org\)](https://logcluster.org)

The One-Stop Border Post between Tanzania and Kenya, a Symbol of East-African Integration, African Development Bank <https://www.afdb.org/en/success-stories/one-stop-border-post-between-tanzania-and-kenya-symbol-east-african-integration-36858#:~:text=By%20cutting%20the%20crossing%20time%20to%20a%20maximum,went%20to%20Kenya%20and%20%2477%20million%20to%20Tanzania> .)

Component for Effective OSBP [One-Stop Border Post] Operation Supported Training and Border Community Sensitization at Malaba OSBP (Kenya/Uganda border) in February 2020, Japan International Cooperation Agency https://www.jica.go.jp/Resource/project/english/all_africa/001/news/general/200221.html

Overview, Tanzania, United Republic of - 2.3.5 Border Crossing of Sirari (Kenya) [Tanzania, United Republic of - 2.3.5 Border Crossing of Sirari \(Kenya\) | Digital Logistics Capacity Assessments \(logcluster.org\)](https://logcluster.org)

Implementation Of One Stop Border Post Strategy At The Busia Border, Rose Mbaki Ndunda [Ndunda Implementation of one stop border post strategy at the Busia border, Kenya.pdf \(uonbi.ac.ke\)](https://uonbi.ac.ke)

Busia KE / Busia UG, TradeMark East Africa [Busia KE / Busia UG | OSBPS \(trademarkafrica.com\)](https://trademarkafrica.com)

One-stop border posts in East Africa: Impact on Transport Costs and Issues for Further Analysis, Max Mendez-Parra and Linda Calabrese [Microsoft Word - Report - One-stop border posts in East Africa - July 2023-FINAL.docx \(odi.org\)](https://odi.org)

Overall Goal, *Outline of the Project: Capacity Development for Trade Facilitation and Border Control in East Africa*, Japan International Cooperation Agency https://www.jica.go.jp/Resource/project/english/all_africa/001/outline/index.html

Implementation Status & Results, East Africa Trade and Transport Facilitation Project, World Bank <https://documents1.worldbank.org/curated/en/719911468009606067/pdf/ISR-Disclosable-P079734-10-04->

[2014-1412443408720.pdf](#)

Botswana – Zambia - Kazungula Bridge Project- Project Completion Report, African Development Bank <https://www.afdb.org/en/documents/botswana-zambia-kazungula-bridge-project-project-completion-report>

Coordinated Border Management and Trade Facilitation at Namanga Border Post - Kenya, Ondari Catherine Moraa <http://41.89.160.13:8080/xmlui/bitstream/handle/123456789/5595/Final%20Project%20Ondari%20%281%29.pdf?sequence=1&isAllowed=y>

The Impact of Border Management Practices on International Trade between Kenya and Tanzania: A Case of Namanga Border Point, Charles Bambo Bilali and Joseph Mwita Kisito https://www.researchgate.net/publication/373072190_The_Impact_of_Border_Management_Practices_on_International_Trade_between_Kenya_and_Tanzania_A_Case_of_Namanga_Border_Point/link/64d695dd78e40b48bd3e7f04/download?tp=eyJjb250ZXh0Ijp7InBhZ2UiOiJwdWJsaWNhdGlvbiIsInByZXZpb3VzUGFnZSI6bnVsbH19

Impact Study of Namanga One Stop Border Post on Local Traders (Rapid Survey - 2018), East African Civil Society Organizations Forum & Collaborative Centre for Gender and Development (CCGD) https://ccgdcen-tre.org/wp-content/uploads/2022/08/IMPACT_STUDY_OF_NAMANGA_ONE_STOP_BORDER.pdf

Component for OSBP Operationalization of the Project on Capacity Development for International Trade Facilitation in the Eastern African Region Rusumo OSBP, PADECO Co. Ltd https://openjicare-port.jica.go.jp/pdf/12301636_08.pdf

Report On Border Operations, Strengthening And Formation Of Joint/Cross-Joint Border Committees At Malaba And Elegu/Nimule, Northern Corridor Transit And Transport Coordination Authority Secretariat <https://ttcanc.org/sites/default/files/2023-01/Report%20on%20JBC%20operations,%20for-mation%20and%20strengthening%20at%20Malaba%20-%20Elegu%20-%20Nimule.pdf>

Clearance Time Reduced to One Third at the Critical Border Post in Zambia, Japan International Cooperation Agency https://www.jica.go.jp/english/overseas/zambia/information/topics/2023/1519370_16921.html

The Africa Kaizen initiative:

The Republic of Cameroon Project on Quality and Productivity Improvement (KAIZEN) for SMEs Final Report Summary September 2017.

The Project on Capacity Development for Kaizen Implementation for Quality and Productivity Improvement and Competitiveness Enhancement in The Federal Democratic Republic of Ethiopia Project completion report July, 2020.

Strategy for Africa Kaizen Initiative (AKI) July, 2023.

Implementing KAIZEN to improve productivity in Ethiopia.

Outline of the Project on Capacity Development for KAIZEN Implementation for Quality and Productivity Improvement and Competitiveness Enhancement.

Improving Food and Nutrition Security in Africa (IFNA):

The Data Collection Survey on Facilitation for ICSA (IFNA Country Strategy for Actions) and Training Course for IFNA (Initiative for Food and Nutrition Security in Africa) Final Report on The Pilot Project Implementation (Kenya) February 2022.

The Data Collection Survey on Facilitation for ICSA (IFNA Country Strategy for Actions) and Training Course for IFNA (Initiative for Food and Nutrition Security in Africa).

Final Report on The Pilot Project Implementation (Ghana), February 2022.

The Data Collection Survey on Facilitation for ICOSA (IFNA Country Strategy for Actions) And Training Course For IFNA (Initiative For Food And Nutrition Security In Africa) Final Report On The Pilot Project Implementation (Mozambique) February 2022 Japan International Cooperation Agency (JICA).

Improving Food and Nutrition Security in Africa- 3 Pilot Projects Brochure.

Preparatory Survey for The Initiative for Food and Nutrition Security In Africa (IFNA): Harnessing Multi-Sectoral Synergies For Nutrition Improvement Final Report, July 2018

IFNA National Action Strategy (ICOSA) Mozambique Validated, Maputo, 12 August 2019

Ghana's Country Strategy for Action Under the Initiative for Food and Nutrition Security in Africa (IFNA).

ICOSA Format draft

Evaluation of the IFNA Activities Final Report, 15th July 2024.

Home Grown Solutions Accelerator:

Home Grown Solutions Accelerator for Pandemic Resilience, Final Report for JICA Lot 2234, March 2024.

Home Grown Solutions Accelerator: Learnings from 3 years of healthcare venture acceleration.

PowerPoint presentation of the 2024 HGS Accelerator Cohort Kick-off 10 July 2024.