

# We Are *Tomodachi*

## Winter 2018



Feature:  
Hidden Champions Inspiring  
the World

Contributed Article:  
Rich Lesser  
Three Ways Japan Can Build  
on Its Economic Revival

Imparting the Spirit of Peace  
and Humanity to  
Future Generations



JAPAN GOV  
THE GOVERNMENT OF JAPAN

# The JapanGov website has a new design! Visit our website and learn more about Japan.



JapanGov (<https://www.japan.go.jp>), the official website of the Government of Japan, provides a wealth of information on important issues such as Abenomics (Japan's economic revitalization policy), and efforts to spread fruit of innovation and quality infrastructure worldwide. You'll find plenty of videos, infographics, and more.

The website also features official publications including “We Are *Tomodachi*.”

There are easy links to the sites of various government ministries and agencies as well.



## We are very active on SNS and YouTube. Follow us to get the latest updates!





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"We Are *Tomodachi*" is a magazine published with the aim of further deepening people's understanding of the initiatives of the Government of Japan and the charms of Japan. *Tomodachi* means "friend" in Japanese, and the magazine's title expresses that Japan is a friend of the countries of the world—one that will cooperate and grow together with them.

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## Hidden Champions Inspiring the World

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### Cover

Prime Minister Shinzo Abe visited Da Nang, Socialist Republic of Viet Nam to attend the 25th APEC Economic Leaders' Meeting. In his statement, he reiterated Japan's proactive stance for establishing "free and fair" trade rules. During this period in Da Nang, ministers of 11 countries including Japan agreed on the core elements of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). (Pool photo)

Note: U.S. dollar equivalents for Japanese yen amounts in this issue are calculated at 113 yen to the dollar, roughly the rate at the time of publication.

This  
is  
Japan

# Winter: Gleaming White and Emerald Glow

Because the islands of Japan stretch far from north to south, the average temperature in February differs by as much as 26°C (46.8°F) between Shiretoko Peninsula in Hokkaido and Ishigaki Island in Okinawa. While snow may be falling on a freezing day on Shiretoko Peninsula, Ishigaki Island in the south is warm enough for flowers to bloom.



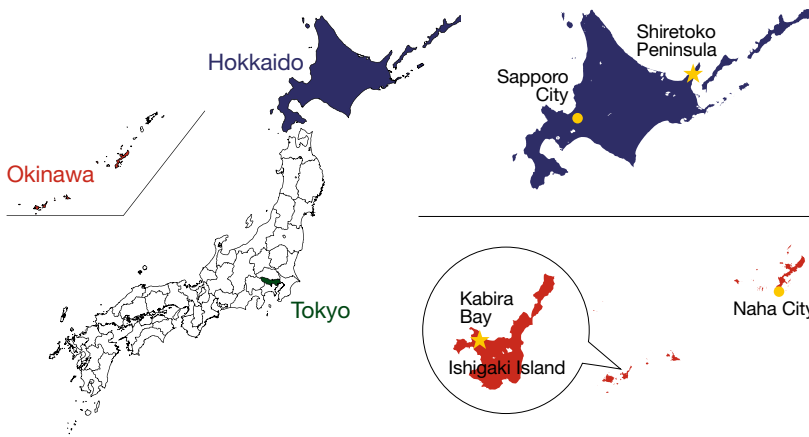
Photographed in February

**Hokkaido**

## The grand panorama of Shiretoko Mountain Range

In the coldest depths of winter, the mountain peaks running through the center of Shiretoko Peninsula become covered with snow, and drift ice floating in from the Sea of Okhotsk arrives in the surrounding waters. With its dramatic range of changing expressions, Shiretoko became registered as a World Natural Heritage site in 2005.





Shiretoko Peninsula:  
approximately 1,007 km (625 mi) north of Tokyo

► For more information, please visit:  
<http://www.shiretoko.asia/world/index.html>

Ishigaki Island:  
approximately 1,952 km (1,213 mi) south of Tokyo

► For more information, please visit:  
<http://www.yaeyama.or.jp.e.kg.hp.transer.com/>



Photographed in February

## Crystal-clear water of Ishigaki Island's Kabira Bay

Kabira Bay's climate remains temperate throughout the year, and its water is some of the clearest in the world, out of which rise a number of verdant isles to form truly picturesque views. Iridescent tropical fish and colorful coral reefs can be observed from glass-bottom boats cruising the bay.



# Three Ways Japan Can Build on Its Economic Revival

As we enter the sixth year since the launch of Abenomics, Rich Lesser, President/CEO and visionary leader of worldwide consulting firm Boston Consulting Group (BCG), gives us his assessment of Japan's economy and his thoughts on its future prospects.



**Rich Lesser**

President and CEO of BCG; previously served as Chairman of North and South America. Under his leadership, BCG has continued its strong global growth across all regions and practices, fueled by investments in new offices, digital and analytics, and capabilities to drive transformation. Member of several leading organizations, such as the WEF's International Business Council and the US Business Roundtable. Has also sustained BCG's investments in social impact through its many partnerships including the World Food Programme, Save the Children, Teach for All, and WWF.

trying to reverse an economic downturn. Although the problems run deep, recent policies have been transformative—they've stabilized the economy and laid the groundwork for sustained growth. To keep the momentum going, leaders will have to continue pushing existing reforms while taking a fresh look at a set of emerging priorities for both business and society.

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## **Abenomics has provided a foundation for growth**

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Japan is dealing with many of the same challenges confronting other developed countries: namely, an aging and shrinking workforce and population and a mature, high-cost industrial base. As a result, the country now faces pincer competition, with pressure coming from lower cost nations on the one hand and disruptive new players from the digital economy on the other. At the same time, the government is in the difficult position of trying to balance declining income with the increasing costs associated with higher dependency ratios and an aging population.

As vexing as such constraints may be, they can be powerful catalysts for the kind of bold adaptation and innovation that can revitalize a country's competitiveness. Under the Abe administration and its agenda of Abenomics, Japan has confronted its structural issues head-on.

Monetary and fiscal policy, two of the "three arrows"

Japan's economy was in full bloom from the 1960s through the 1980s, its post-war recovery deemed a miracle. And it wasn't simply a rebound. Japanese companies were at the forefront of business innovation. In fact, one of BCG's seminal concepts, time-based competition, was inspired by Japanese companies and their pioneering approach to flexible manufacturing.

The era of double-digit growth, however, is a distant memory. For more than two decades, Japan has been



of Abenomics, have been used effectively. Monetary policy helped reverse deflationary and negative price trends, while fiscal policy bolstered domestic demand, with supplementary budgets totaling JPY 36 trillion (USD 319 billion) since the start of the Abe administration in 2012. As a result, companies have regained confidence and the economy is growing again. Japan has managed to do this while avoiding the social divisions created by the inequality of opportunity or earning potential in the U.S. and Europe.

Both outbound M&A and corporate profits have hit record highs. The former is a sign of companies' increasing appetite for growth. The latter stems from the steady improvement of ROA, which stands in contrast to flat or decreasing ROA in the U.S. and Europe. The economic outlook, in general, is optimistic. In my discussions with Japanese CEOs, I've sensed growing confidence in the revitalization of demand.

The third arrow of Abenomics—a series of structural reforms—is poised to have an equally profound effect. Since 2012, structural reforms have moved beyond priority industries to encompass a broader transformational agenda, which includes initiatives to accelerate innovation, increase the participation of women and seniors in the workforce, and expand strategic growth opportunities. The government also set out a sweeping vision for what it calls “Society 5.0,” which looks at how technologies such as artificial intelligence, big data, and the Internet of Things will transform how people live and work.

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### **More challenges—and opportunities—lie ahead**

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To build on the momentum generated by Abenomics and avoid losing any ground gained over the past few years, policymakers and business leaders should focus on three critical areas, all of which are relevant to developed economies, in general.

**Corporate vitality.** Having record corporate profits at a time when there is an urgent need to invest in new technologies and next-generation manufacturing raises an important question: Are companies doing enough to sow the seeds for future success? To ensure industrial and national competitiveness, corporate transformation needs to be pursued aggressively, with a focus on

upgrading the industrial base and harnessing the power of AI and the Internet of Things. Our recent work with *Fortune* showed that corporate vitality—the capacity for growth and reinvention—is driven by strategic mindset, technology investment, and managerial renewal.

**Diversity and innovation.** The aging and shrinking workforce will raise the controversial issues of immigration, equal opportunity, and diversity policies. A soon-to-be-published BCG study, based on an analysis of 1,700 companies in eight nations, shows that diversity drives innovation, as measured by the proportion of revenues derived from newer products. Moreover, companies that broaden their approach to diversity—they include aspects such as age, gender, industry background, nationality, and career path—see bigger benefits. The diversity effect is also greater for digital innovation. When we looked at enabling factors like managerial support for diversity, equal opportunity policies, and open communication, we found that less than 40% of companies had these in place, suggesting a huge upside for companies and nations willing to embrace the diversity agenda.

**Value-based health care.** Japan enjoys relatively good health care outcomes at a reasonable per capita cost, thanks to universal access, a single payer system, and strict cost control. But with the rapid evolution of medical technology, expectations for access to this technology, and the realities of an aging population, cost containment alone will not be sufficient. Our studies have shown the effectiveness of value-based health care, where the costs and outcomes of different interventions are measured, shared, and used to guide the selection of therapies across the health care system. This is a tough change-management challenge, but one that Japan has every incentive to pioneer.

Japan has an enviable heritage of innovation. We are confident and hopeful that if the tough constraints of the future are embraced with the same courage and cohesiveness that the Japanese government and people have shown to date, Japan can become both a pioneer in building an economy and society for the next generation—with a focus on diversity, renewal, and technology—and a beacon for other nations that will eventually face the same pressures.

Feature: Hidden Champions Inspiring the World

# The Small Giant Tree-Ring Management

## Hiroshi Tsukakoshi

Chairman of Ina Food Industry Co., Ltd. Has achieved growth in both sales and profits through pioneering new food, health care, and beauty markets for the gelling agent agar. Maintains that the ideal approach for corporate management is to create companies that foster the happiness of employees, thereby contributing to society.



Deep in the woodlands of the city of Ina in Nagano Prefecture is a company named Ina Food Industry Co., Ltd. with 531 employees that makes and sells products using the gelling agent agar. Despite its relatively small size compared to food industry powerhouses, the company hosts a never-ending stream of highly prominent visitors, including management teams from Toyota Motor Corporation and other global companies and the Governor of the Bank of Japan. Why does this company enjoy such immense appeal? The reason is the company's unique managerial philosophy, known as "tree-ring management," which has enabled the company to grow gradually but steadily over the decades since its founding.

Ina Food Industry Chairman Hiroshi Tsukakoshi accounted for the company's success saying, "Why do human activities such as corporate organizations and political parties exist? They exist to bring happiness to people. Corporate profit is not itself the goal; it is a means of making employees happy. A company that sets profit as its goal will obtain that profit at the expense of its employees or suppliers. As the recent profusion of 'how to' books at bookstores indicates, the

essential philosophy is lacking. It is philosophical matters such as 'how should things be' or 'what is the purpose for doing things' that are important."

Agar used to be produced as a side business by farmers during the winter months and was a typical commodity whose production volume fluctuated dramatically with the weather. During the 1973 oil crisis, the market price of agar rose abruptly alongside various other goods and then collapsed, destroying trust across the agar industry as a whole. It was the result of such experiences that Ina Food Industry's managerial philosophy of "tree-ring management" was born. Tsukakoshi explains, "Heat and cold and wind and snow in the environment affect the width of each tree ring, but trees always grow, adding another ring each and every year without fail. As I see it, this is the natural state of affairs for a company, and the approach the company should take."

However, in this era of rapid change and uncertainty, for business executives, wouldn't the correct approach be to focus on making a profit whenever conditions are favorable? In response, Tsukakoshi cites a teaching of the early-nineteenth-century Japanese thinker Ninomiya



Sontoku as a guiding principle for management: “There is a saying: ‘Those who take the long view will prosper. Those who are short-sighted will become poor.’ People who manage companies by riding along on economic ups and downs are not true managers. Achieving good results during an economic upswing is not a reflection of a person’s actual ability. If you manage a company that way, those results will deteriorate the minute the economy sours. True managerial competence is deciding where to utilize the energy that arises from growth when sales are increasing.” Tsukakoshi adds that there needs to be technical strength at the foundation of “tree-ring management,” which is not affected by the ups and downs of the economy. “At Ina Food Industry, 10% of our employees are assigned to research and development. Since we are engaged in a wide variety of research, we are able to commercialize products from that research when the need arises. And, since there is no end to managing a company, there is no need to scramble to achieve results. A company engaged in research and development is able to respond to any changes in society that might arise.”

Under this philosophy Ina Food Industry achieved JPY 19.2 billion (USD 169.9 million) in sales in fiscal 2016. And yet despite its success, the company is not publicly held. Tsukakoshi explains, “The goal of a listed company is to raise its share price by means of net profit and growth potential. When the company grows, the surpluses go to the shareholders. That does not lead to the happiness of the employees and motivation does not improve. At Ina Food Industry, in order to return our profits to the workers, over the past five years we invested JPY 5 billion (USD 44.2 million) in a new plant and have been improving the working environment year in and year out. Personnel expenses are not costs; they are the purpose for managing the company. Besides, the true growth of a company is when its workers are able to feel in a tangible way, ‘I’m happier now than I was before.’”

But surely profit is important in ensuring that a company endures over time? To this question, Tsukakoshi points out, “Of course, I do confirm our performance figures. But recently I have seen too many executives placing far too high a priority on profit, so let me say this: profit is just like human excrement. No one has defecation as his goal in life. But any healthy body naturally produces some excrement every day. Even without trying, out it comes. It is exactly the same with a company making profits.”

Deep in the woodlands of Ina in Nagano Prefecture, there is indeed a small giant growing a bit more year after year after year.

### What is agar?

Known in Japan as *kanten*, agar is frozen, desiccated broth made using agar weed, gracilaria, or other types of gelatinous algae. A food gelling agent, it is widely used in Japan as an ingredient in traditional confectioneries and other products. It has gained prominence recently as a diet food because it is rich in dietary fiber and low in calories. At present it is used not only in food but also in biotechnology and the development of pharmaceuticals.

Agar weed



Kanten



© maruk/amanaimages



At Ina Food Industry, employees spend time cleaning up the corporate grounds on a voluntary basis before the workday begins. Tsukakoshi asserts that when people are valued, they become filled with a sense of well-being and happiness, making them want to reciprocate.



Available at  
eBooks

amazonkindle



Hiroshi Tsukakoshi’s managerial philosophy is laid out in detail in the book *Tree-Ring Management*, published as part of the Japan Library. See page 39 for more information.

# Plating Tech Brings Innovations



Kiyokawa Plating Industry cares strongly about quality control and protecting the environment. The company gained ISO9001 certification in 1994 and ISO14001 certification in 1997. It invested in lead-free plating in advance of the European Union's Restriction of Hazardous Substances Directive (RoHS, effective since 2006) and introduced electroless nickel plating mass production in 2000.

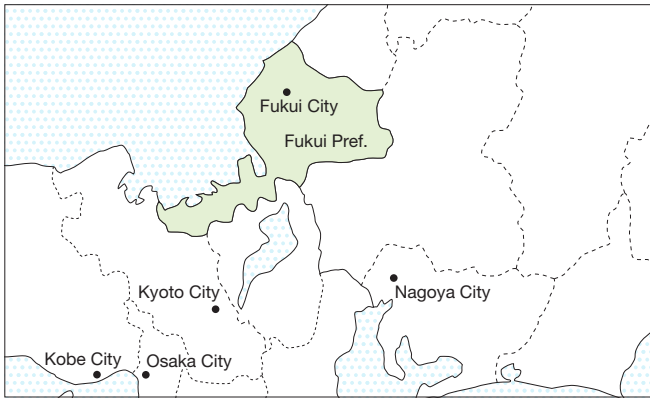
Today, smartphones and other electronic devices have become ubiquitous, but this would never have been possible without incredible advancements in plating technology. Plating processes, which apply a metal coating to the surfaces of other materials, not only improve the appearance of everyday manufactured products and enhance their durability, but are also essential in producing the circuits in all sorts of electronic devices. When Kiyokawa Plating Industry Co., Ltd. was founded in Fukui City, Fukui Prefecture in 1963, its primary business was the coating of wheel parts for automobiles and motorcycles, but in the 1970s the company began to focus on plating for electronics and has since grown significantly due to its highly specialized technology and expertise in the field. Although Kiyokawa Plating Industry remains a small-to-medium enterprise with 270 employees at present, its unique nano-plating technology is a pillar of Japan's electronics and semiconductor industries and many consumer products exported to the rest of the world

feature plating by the company.

What makes nano-plating technology special is that it makes it possible for factors like coating thickness and structure to be controlled in nanometer units. Another advantage over other companies' approaches is the ability of this technology to make use of the unique characteristics of both the base material and the coating material. President and CEO Hajime Kiyokawa explains that "nano-plating technology has enabled the plating of extremely delicate electronic parts and semiconductor chips. Our technology thus contributes to the miniaturization and weight reduction of electronic devices such as cell phones, and has made it possible to manufacture ever-thinner batteries even as their capacities increase."

Since Kiyokawa Plating Industry's founding, its DNA has expressed itself in the free-thinking development of new technology and the willingness to make the investments necessary for such advances. The company entered the electronic parts sector after its founder and





## Main advantages of metal plating

- i) Improvement of appearance
- ii) Prevention of rust and corrosion
- iii) Added functionality
  - Surface hardening
  - Electric conductivity
  - Surface reflectivity
  - Improved durability
  - Water resistance etc.

Metal plating is used for various purposes. One of these is the preservation of material properties during the production of parts via a special plating that dissolves completely once a finished part has been assembled.



**Dr. Hajime Kiyokawa**

President and CEO of Kiyokawa Plating Industry Co., Ltd. Born in 1964 in Fukui Prefecture. Graduated from University of Fukui Graduate School in 1989, and joined Fujitsu Limited the same year as a semiconductor engineer. Joined Kiyokawa Plating Industry in 1991 and has been serving in his present position since 2010.



Roughly 30 of Kiyokawa Plating Industry's approximately 270 employees work in research and development. About 70% are nationally certified as plating technicians, pollution control managers, or handlers of poisonous and deleterious substances.

Executive Chairman Tadashi Kiyokawa read about semiconductors in an economics journal and recognized the immense potential for growth in this world-changing industry. He then took it upon himself to study the equipment that was being used in the electroplating of miniature parts at that time and was able to find ways to improve the designs. Optimizing plating conditions through the use of self-produced materials of uniformly high standard, the company achieved inexpensive mass production with consistent quality. In 1982 it also established an internal Science and Technology Institute. Along with the use of various devices to measure and analyze the plating process, this has led to a near-zero fault rate.

According to the CEO, Kiyokawa Plating Industry's track record of having developed numerous proprietary technologies has led its clients to sometimes submit development requests so difficult that they appear impossible. The company rarely turns down requests, however, and often takes on a project even if it requires several years of development. CEO Kiyokawa explains,

“Our pride and curiosity as engineers drives us to accept the challenge of difficult requests. Considering that seemingly wasteful processes of trial and error can eventually lead to marketable technologies and expertise, we don't let short-term profitability guide our decision-making. We once tasked a new hire with a certain development request. He tried out methods that more experienced engineers had rejected as being too improbable to succeed, and he managed to find a clue for solving the problem that way. In order to accomplish something that has never been done before it's important to be open to things that may seem like a waste of time at first.”

Kiyokawa adds that “plating technology is a fascinating subject, as there are still aspects of it that are difficult to explain theoretically and many new discoveries to be made. Cutting-edge advancements in plating can contribute to biotechnology, medical treatment, and countless other fields. I hope that we'll never lose touch with our spirit of exploration, so that we can continue to develop creative new technologies.”

# Japanese Technology in Your Palm



In 2017, iPhone celebrated its 10th anniversary. Apple Inc. reports that they have created over 715,000 jobs across Japan.

People around the world benefit daily from the engineering expertise of Japan's small and medium enterprises. Examples of their contributions can be found inside Apple's trademark iPhone. Apple's 2017 list of over 200 top suppliers includes 55 Japanese companies.

Many are small and medium enterprises that have developed their own unique technologies. The iPhone's impressive white panel that fringes its liquid crystal display, for example, comes to life with colored ink developed by Teikoku Printing Inks Mfg. Co., Ltd., headquartered in the old *shitamachi* part of Tokyo known in the past for its workers and artisans. Established in 1895, the company has a great deal of experience and technological expertise in developing

inks for industrial products. Company president Nobunari Sawanobori explains, "Uncompromising persistence is our greatest strength. Still, working with Apple was not easy. We tried all kinds of materials to create the exact white color they designated. Apple required high standards not only for color, but also for blocking to prevent the backlight from showing through the phone frame, as well as for durability and adhesiveness, specifications almost impossible to achieve. Apple, however, respected our work and offered productive feedback, and our engineers worked with passion and enthusiasm to develop the product.

After two years of effort, Teikoku had developed the ink, and the white iPhone launched in 2011 to an eager





Nobunari Sawanobori, President of Teikoku Printing Inks Mfg. Co., Ltd., established in 1895. In 1992, the company was the first to develop more environmentally friendly water-based ink containing no hazardous substances at the time oil-based ink on metallic panels of industrial products dominated the market.



Sawanobori says, "Our high-precision ink, developed in 2016, can draw refined lines and at the same time paint flat surfaces evenly."

global market. "I realized that sincere desire to make a good product lets us leap over the language barrier and the borders between countries," Sawanobori said.

Apple also elected to use Japanese technology to sharpen, model by model, the iPhone's built-in camera. Kantatsu Co., Ltd, a supplier for lens parts, boasts among the world's foremost die machining technologies, precise to less than one ten-thousandth of a millimeter. For Apple's latest mass-produced units, Kantatsu developed its own manufacturing line that assembles the units, automatically and accurately lining up the multiple lenses' central axis.

Kantatsu's baseline design and mold fabrication hub is

the Sukagawa Plant in Fukushima Prefecture. General Manager of the Business Strategy Division at the plant, Masahiro Oizumi, comments, "After the Great East Japan Earthquake disrupted traffic networks and supply chains, Apple's engineers came frequently from the U.S. to Fukushima. This really encouraged our workers." He added, "We are pleased that we can contribute to job creation in Fukushima by manufacturing parts for iPhone."

Artisans' expertise and passion, alive in the unique technologies of Japanese small and medium enterprises, thrive in the tiny, innovative products in your palm.



Masahiro Oizumi (right), General Manager of Business Strategy Division and Hiroyuki Tomori, General Manager of Personnel & General Affairs Division (left) at Kantatsu Co., Ltd.



Established in 1979, Kantatsu has the biggest market share in Japan in micro lenses for smart-phones and is one of the few companies in the world that can manufacture high-spec lens units.

# Prime Minister in Action

Prime Minister Shinzo Abe continues to advance “Diplomacy That Takes a Panoramic Perspective of the World Map.” As well as welcoming leaders in Japan, he traveled to Viet Nam for the 25th APEC Economic Leaders’ Meeting and to the Philippines for ASEAN-related summit meetings.



In Saitama Prefecture with the Honorable Donald J. Trump, President of the United States of America. At the beginning of their lunch, the two leaders autographed hats embroidered with the slogan “Donald & Shinzo Make Alliance Even Greater” and posed for photographs. (November 2017)



With H.E. Mr. Peter Martin Christian, President of the Federated States of Micronesia, at the Japanese Prime Minister's Office. (October 2017)



With H.E. Mr. Rodrigo Roa Duterte, President of the Republic of the Philippines, at the Japanese Prime Minister's Office. (October 2017)



Dinner banquet at the Prime Minister's Official Residence for invited speakers and others from the World Assembly for Women in Tokyo (WAW! Tokyo 2017). At WAW! Tokyo 2017, lively discussions were held on various issues pertaining to women's empowerment and gender equality. (October 2017)



With H.E. Mr. Tran Dai Quang, President of the Socialist Republic of Viet Nam, while visiting Da Nang, Viet Nam for the APEC Meeting. (November 2017)



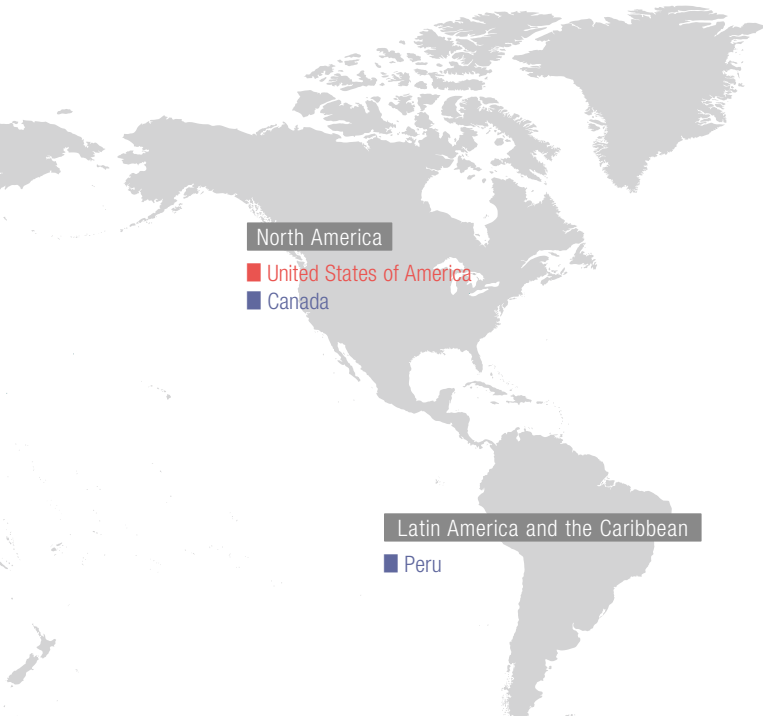
## Countries and Regions

 Whose leader met the Prime Minister in Japan

 Visited by the Prime Minister

 Whose leader met the Prime Minister while they both were abroad

(Only represents activities featured in the photos of this article)



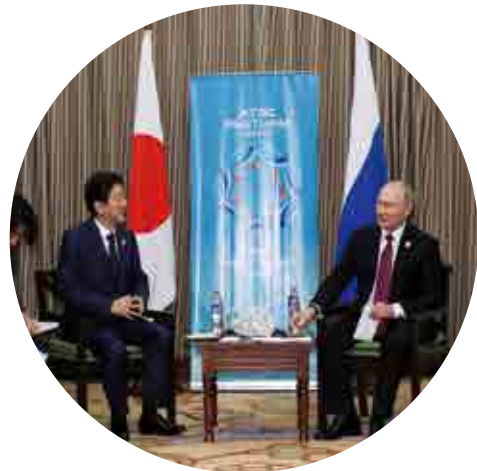
North America

 United States of America

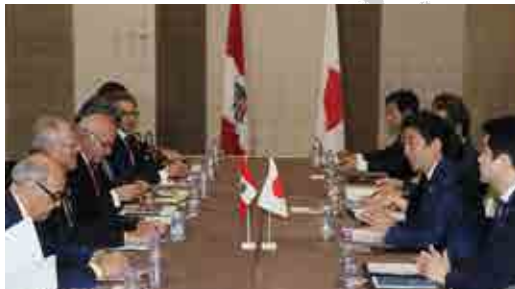
 Canada

Latin America and the Caribbean

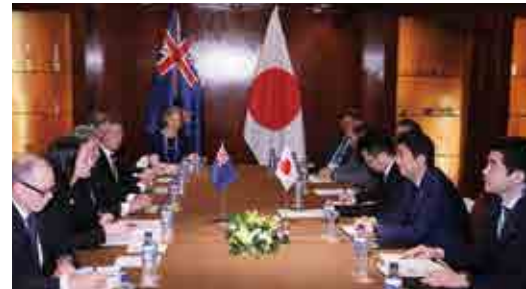
 Peru



With H.E. Mr. Vladimir Vladimirovich Putin, President of the Russian Federation, during the APEC Meeting. (November 2017)



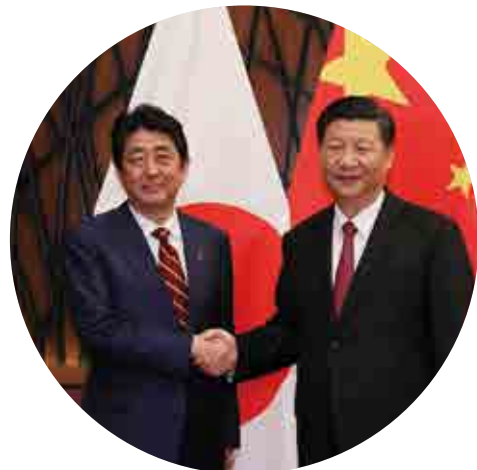
With H.E. Mr. Pedro Pablo Kuczynski, President of the Republic of Peru, during the APEC Meeting. (November 2017)



With the Rt. Hon. Jacinda Ardern, Prime Minister of New Zealand, during the APEC Meeting. (November 2017)



With the Rt. Hon. Justin Pierre James Trudeau, Prime Minister of Canada, during the APEC Meeting. (November 2017)



With H.E. Dr. Xi Jinping, President of the People's Republic of China, during the APEC Meeting. (November 2017)



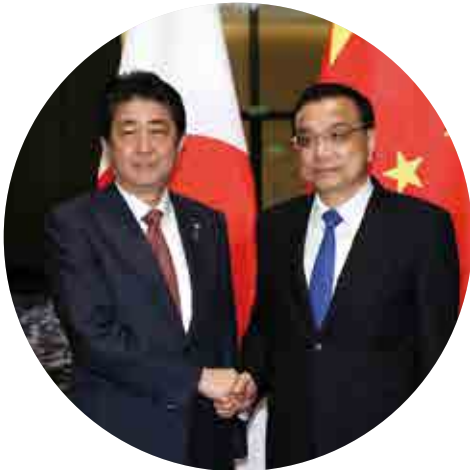
With H.E. Mr. Nguyen Xuan Phuc, Prime Minister of the Socialist Republic of Viet Nam, in Hoi An, Prime Minister Phuc's hometown. Later, they attended a dinner party. (November 2017)



With H.E. Mr. Enrique Peña Nieto, President of the United Mexican States, during the APEC Meeting. (November 2017)



With the Honourable Dato' Sri Mohd Najib bin Tun Abdul Razak, Prime Minister of Malaysia, while visiting Manila, Republic of the Philippines for ASEAN-related meetings. (November 2017)



With H.E. Dr. Li Keqiang, Premier of the State Council of the People's Republic of China, during ASEAN-related meetings. (November 2017)



With H.E. Ms. Aung San Suu Kyi, State Counsellor of the Republic of the Union of Myanmar, during ASEAN-related meetings. (November 2017)



## Countries and Regions

■ Whose leader met the Prime Minister in Japan

■ Visited by the Prime Minister

■ Whose leader met the Prime Minister while they both were abroad

(Only represents activities featured in the photos of this article)



Latin America and the Caribbean

■ Mexico




In Manila, Republic of the Philippines for the 20th Japan-ASEAN Summit Meeting. Prime Minister Abe stated that Japan will strengthen the initiatives under “Partners for Peace and Stability” and other items of the “four pillars of partnership” announced at the ASEAN-Japan Commemorative Summit Meeting in 2013. He added that Japan will cooperate to realize a more integrated collective by utilizing various tools such as the Asian Development Bank (ADB). (November 2017)




■ With H.E. Mr. Joko Widodo, President of the Republic of Indonesia, for ASEAN-related meetings. The two leaders jointly announced the logo to commemorate next year’s 60th anniversary of diplomatic relations between Japan and Indonesia, and Prime Minister Abe stated his hope to maximize enthusiasm for the anniversary in the coming year. (November 2017)




 With the Hon. Malcolm Turnbull, Prime Minister of Australia, during ASEAN-related meetings. (November 2017)



 With His Majesty Sultan Haji Hassanal Bolkiah of Brunei Darussalam, during ASEAN-related meetings. (November 2017)



 With H.E. Mr. Narendra Modi, Prime Minister of India, during ASEAN-related meetings. (November 2017)

# Prime Minister's Remarks on Universal Health Coverage

Delivered at the UHC forum held in Tokyo, Dec. 14, 2017



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## Background and overview of UHC Forum 2017

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Exactly two years ago, Japan held an international conference in Tokyo and expressed its strong commitment to promoting Universal Health Coverage (UHC). Japan is very pleased to have held the “UHC Forum 2017” on a scale much larger than two years ago jointly with the World Bank, the World Health Organization (WHO), and UNICEF.

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## Importance of UHC and Japan's recent efforts

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For many years, Japan has placed emphasis on the global health agenda from the perspective of human security. In particular, the promotion of UHC is an essential element of the initiative to realize a society that leaves no one behind, the core principle of the Sustainable Development Goals (SDGs). Based on this recognition, at the G7 Ise-Shima Summit last year, Japan, as President of the Summit, advocated for the first time at the leaders' level a vision for promoting UHC with better preparedness for pandemics. Since then, Japan has been calling for efforts to realize UHC together with the rest of the international community and has also been making its own efforts, including through the announcement at TICAD VI of “UHC in Africa” and making full use of such occasions as the United Nations General Assembly this year. Moreover,

last year, Japan formulated the Basic Principles of the Asia Health and Wellbeing Initiative. We plan to share with other Asian countries our own experience of UHC in an aging society in terms of systems such as universal health insurance and long-term care insurance.

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## Five major challenges to be addressed

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Meanwhile, there remain many challenges that we must overcome to achieve UHC. I will touch upon five aspects we need to address in order to accelerate the promotion of UHC in the future.

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### The first challenge: Momentum at the global level

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The first aspect is the need to strengthen global momentum towards UHC. It was decided in United Nations resolutions adopted this month to hold a U.N. high-level meeting on UHC in 2019 and to designate December 12 as International Universal Health Coverage Day. This is a huge step towards strengthening this momentum. Japan will also host the Nutrition for Growth Summit in Tokyo in 2020 to promote efforts in the field of nutrition, which constitutes a foundational element of health. Furthermore, as an outcome of this Forum, in order to accelerate achievement of the UHC-related targets in the SDGs by 2030, I propose setting intermediate targets by 2023, the midpoint as we head towards the SDGs target year. Let us aim by 2023 to extend essential health coverage to a further 1 billion people and halve to 50 million the number of people being pushed into extreme poverty by health expenses. To achieve these intermediate targets, Japan will continue to make its utmost efforts to develop a global framework to promote UHC, together with Secretary-General Guterres of the United Nations and other leaders of the international community.

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### The second challenge: Cooperation at the country level

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The second aspect we need to address is the need to develop and implement a framework for cooperation at the country level. To realize UHC, it is necessary to make



cross-sectoral efforts covering such fields as nutrition and water and sanitation in addition to health systems strengthening. We propose that individual countries should establish or strengthen platforms to promote UHC. These platforms, to be under the ownership of individual governments, will support the development of plans and capacity building needed to achieve UHC in individual countries through organic cooperation among stakeholders, including international organizations, development partners, and private-sector players. In order to flesh out this proposal, Japan, together with partners including the World Bank, WHO, and UNICEF, has launched the “Tokyo Joint UHC Initiative,” and we have already started activities in pilot countries. Going forward, we will share the knowledge gained from pioneering cases with more countries and organizations.

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### **The third challenge: Continually monitoring progress**

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The third aspect is the continual monitoring of progress. The report jointly issued at this Forum by WHO and the World Bank represents an epoch-making initiative in that it for the first time officially measures progress towards the achievement of UHC using the uniform indicator endorsed by the United Nations. We will support future UHC Forums to encourage the continuation and development of such monitoring.

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### **The fourth challenge: Securing domestic and foreign finances**

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Fourth, securing sustainable financial resources for



In Ghana in Africa, the nutritional status of infants is improving through a supplement called KOKO Plus that was developed by a Japanese company and its partners. The supplement is added to infants' complementary food during the cooking process. See “We Are *Tomodachi*” Japan in Africa Edition 2016 ([https://www.japan.go.jp/tomodachi/2016/japan\\_in\\_africa\\_edition\\_2016/cuttingedge\\_technologies.html](https://www.japan.go.jp/tomodachi/2016/japan_in_africa_edition_2016/cuttingedge_technologies.html)). © The Ajinomoto Foundation



The Noguchi Memorial Institute for Medical Research is a preeminent facility for research on infectious diseases in West Africa. The institute is named in honor of Japanese bacteriologist Dr. Hideyo Noguchi, who conducted pioneering research into the cause of yellow fever. See “We Are *Tomodachi*” Japan in Africa Edition 2016 ([https://www.japan.go.jp/tomodachi/2016/japan\\_in\\_africa\\_edition\\_2016/fighting\\_infectious\\_diseases.html](https://www.japan.go.jp/tomodachi/2016/japan_in_africa_edition_2016/fighting_infectious_diseases.html)).

UHC is an urgent task. It is important for each government, including not only health ministries but also finance ministries, to mobilize domestic resources in a stable manner and to complement them with international assistance in an effective manner.

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### **The fifth challenge: Innovation**

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As the fifth and final aspect for us to address, I would like to stress the importance of innovation. In Africa, an innovative action has been launched employing drones using Japanese technology to help provide healthcare services to remote locations in Africa that have until now been out of reach. Under the TICAD framework, we will share these innovative experiences and promote support for global health.

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### **Japan's assistance pledge**

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In order to promote swift progress in these areas in a comprehensive manner, Japan pledges to provide UHC assistance worth a total of 2.9 billion dollars. Through this package, Japan will strongly support the efforts of countries and organizations.

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### **Forum results**

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UHC Forum 2017 was attended by world leaders who exercise leadership in the field of global health. I am pleased to report that the Forum resulted in an exchange of insights that will set forth the future direction for the promotion of UHC.

# Sport for Tomorrow



*UNDOKAI* sports festival in Malawi. Most schools in Japan hold *UNDOKAI*, or sport festivals in which all students participate. Students greatly enjoy the *UNDOKAI*, and they also learn the importance of rules, fairness, and discipline. ©Japan Sport Council

Looking toward the Olympic and Paralympic Games Tokyo 2020, Japan is advancing a multitude of programs for international cooperation and exchange through sports. One of these programs is “Sport for Tomorrow” (SFT) which seeks to share the values of sports and the Olympic and Paralympic movement with people of all generations around the world. The Government of Japan is committed to shaping our future through the power of sports with more than 10 million people in over 100 countries in the seven years between 2014 and 2020 through public-private partnerships.

SFT consists of three pillars: 1) International Cooperation and Exchange through Sport, 2) Academy for Tomorrow’s Leaders in Sport, and 3) “PLAY TRUE

2020” to develop sport integrity through strengthening the global anti-doping activities. The SFT Consortium, consisting of organizations that share the values and aims of SFT, has already gained more than 350 members.

SFT is extending international exchange through sports in many ways, such as providing young girls in Kenya with the opportunity to play table tennis, and introducing in Malaysia a well-designed radio calisthenics routine set to music that anyone can perform anytime and anywhere. SFT also provides excellent opportunities to deepen understanding of sports that originated in Japan. For example, judo referees and coaches from ASEAN countries were invited to a seminar to learn the new rules of judo, and lectures and demonstrations of martial arts



## The three pillars of Sport for Tomorrow



**Dr. Daichi Suzuki**

Commissioner of the Japan Sports Agency. Gold medalist in the 100m backstroke at the Seoul 1988 Olympic Games. Experience abroad as a visiting researcher at Colorado University and a guest coach for Harvard University's swimming team. Earned a Ph.D. in medicine in 2007. After working as a professor at Juntendo University, a board member of the World Olympians Association, and an executive board member of the Japan Olympic Committee, Suzuki became the first Commissioner of the Japan Sports Agency in 2015.



A Japanese NPO provided basketball wheelchairs in Laos in cooperation with the Laos Paralympic Committee and Laos National Rehabilitation Center.

©Association for Aid and Relief, Japan



Tsuneyasu Miyamoto, a former captain of Japan's national football team, worked to establish the "Mali Most" (Little Bridge) Sports Academy in Bosnia and Herzegovina, where children from the region's different ethnic groups learn sports together.

including judo, karate, aikido, and kendo are being held in countries around the world.

"The words 'judo' and 'kendo' both contain the kanji character 'do,' meaning 'way' in Japanese," explains Daichi Suzuki, Commissioner of the Japan Sports Agency. "Sports in Japan emphasize education, character building, and development of personal discipline. I hope that SFT will help people in other countries experience the kind of Japanese spirit that these sports embody."

In Bosnia and Herzegovina, SFT supported rehabilitation of the Mostar City Sports Center, which completed in 2016. Mostar was one of the front lines of the armed conflict in Bosnia and Herzegovina from 1992 to 1995. Now, children from the region's different ethnic

groups are able to enjoy sports together. These activities aim to achieve reconciliation in the region through sports.

Suzuki reflects, "Nothing impresses me more than the power that sports have to unite people. As an Olympian, and also through various activities after retiring from competition, I have seen for myself the power of sports to bring people to accept each other even if they did not get along before. I sincerely hope that through SFT, the power of sports will be demonstrated in all corners of the world."

By expanding this "power of sport," Japan is connecting people throughout the globe to together build a better tomorrow.

# Long-Lasting *Kizuna* with U.S. Military Personnel

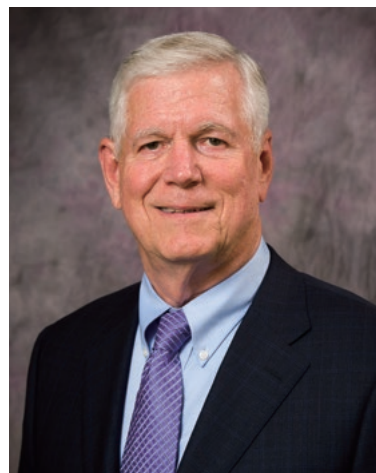


After the March 11 earthquake that struck the Tohoku region in 2011, U.S. Forces, Japan launched Operation *Tomodachi* ("Operation Friend") to help rescue and provide support for the victims. ©DoD photo by Lance Cpl. Steve Acuff, U.S. Marine Corps.

The Japan-U.S. relationship is the cornerstone of the peace and stability in Asia-Pacific. At any given time, more than 50,000 U.S. military men and women are stationed in Japan who along with their family members total 100,000 residents. The strong *kizuna* (bonds) made between them and Japanese people during their service in Japan are making the Japan-U.S. relationship very special.

"This bilateral relationship is underpinned by grass-roots friendship between the people of the two countries," says General Richard Bowman Myers, stressing the importance of maintaining such special *kizuna* even after American military personnel and their families leave Japan. In this context, he says the idea of Japan US Military Program (JUMP), through which they can stay connected with the Japanese people and society, is great. Ambassador James Zumwalt, who is leading JUMP in the capacity of CEO of

the Sasakawa Peace Foundation USA, delves into what the Japan-U.S. friendship and JUMP are all about.



**Gen. Richard Bowman Myers**  
Former Chairman of the Joint Chiefs of Staff; Former Commander of U.S. Forces, Japan; President of Kansas State University



# We Are *Tomodachi* — We Are JUMP

By Ambassador James Zumwalt

My fifth-grade teacher, Mr. Mills, loved to talk to his students about Japan. He introduced us to haiku poetry, showed us photographs of Mt. Fuji, taught us how to use chopsticks, and told us about the Japanese holidays Boys' Day and Girls' Day. He even brought in some nori (dried seaweed) to class for us to sample. Mr. Mills introduced many elements of Japanese culture into his lesson plans by drawing from his positive experiences living at Misawa Air Base while he was in the U.S. Air Force. He inspired me to visit Japan, where I too fell in love with the country, its people, and its culture.

Hundreds of thousands of former U.S. service members and their family members now living in the United States, like Mr. Mills, have also served in Japan over the past 70 years. The vast majority of them return to the United States with fond memories of Japan. Over the past year I have spoken with U.S. military service members and their family members in San Diego, Seattle, Pensacola, and Washington D.C. where I listened to their stories to learn more from their experiences of Japan. Many have told me that they would like to remain engaged and to sustain their friendship with Japan.

Recently, I spoke to a U.S. Navy doctor's wife who told me that during her husband's three-year assignment to Japan, she taught English to three Japanese ladies who rapidly became her best Japanese friends. They took her off base to introduce her to local sights, to eat at Japanese restaurants, and to go shopping. She told me that through her friends' eyes, she could experience Japanese society in a new way. She invited her Japanese friends to her home at Yokosuka Naval Base to enjoy an American-style Thanksgiving dinner. Her friends, in turn, invited her to Hakone to experience sleeping on a futon (a Japanese traditional bed), eating *kaiseki* (a traditional multi-course Japanese meal), and taking a luxurious hot spring bath. She told me she sustains her fond memories of Japan by staying in touch with her Japanese friends on Facebook.

Social media can be a wonderful way to renew friendships and overcome the barriers of geographic distance. That is precisely why the Sasakawa Peace Foundation USA, in collaboration with the Embassy of Japan in the United States and the National Association of Japan America Societies, established the Japan US Military Program (JUMP). We have created social media platforms to provide opportunities for American service members, past and present, their families, and government civilians who have served in Japan to build relationships. Through these social media platforms—Facebook and Twitter—people can engage with each other, follow developments in the U.S.-Japan Security Alliance, share their experiences of Japanese culture, and remain connected with Japan. I hope JUMP will provide a powerful foundation to sustain the solid U.S.-Japan Security Alliance and the warm relationship between the United States and Japan.

Because American service members and their families live around the United States, JUMP has also organized events to bring service members, past and present, and their family members together. JUMP has hosted events in Seattle, Los Angeles, San Diego, Honolulu, New Orleans, Pensacola, and Washington D.C. For example, in Seattle, JUMP co-hosted with the Japan America Society of Seattle a welcome lunch for members of the Japan Ground Self-Defense Force and the U.S. Army, who were practicing at the Yakima training range. In November, JUMP hosted an event at the National War College in Washington D.C. where 150 alumni and students heard a panel talk about the challenges facing the U.S.-Japan alliance in Northeast Asia.

The U.S.-Japan Security Alliance has remained strong for nearly 70 years because it is built upon a strong foundation of people-to-people relationships. JUMP hopes to build upon these ties with our programs and social media presence. If you are service members, veterans, military family, or diplomatic and government service personnel who have worked together jointly in support of the U.S.-Japan Security Treaty, and if you wish to remain connected to Japan, I hope you will contact us. We can be reached at: [www.jumprogram.org/contact](http://www.jumprogram.org/contact).



**Ambassador James Zumwalt**

CEO of the Sasakawa Peace Foundation USA; Former United States Ambassador to the Republic of Senegal; Former Deputy Assistant Secretary of State for Japan and Korea; Former Deputy Chief of Mission in Tokyo, Japan; Former State Department Director in the Office of Japanese Affairs



JAPAN US MILITARY PROGRAM  
<http://www.jumprogram.org/contact>



Japan Ground Self-Defense Force personnel and JUMP members enjoy a traditional dance performed by members of the Okinawa Prefecture Citizens' Association.

# Overcoming Disasters Together

## Emergency Relief for Mexico from Japan



The earthquake in central Mexico claimed the lives of 333 people in the first week after it struck and damaged 11,000 homes and other buildings.

On September 19, 2017 at 1:14 p.m. (local time), a magnitude 7.1 earthquake struck central Mexico, collapsing many buildings even in the capital, Mexico City.

Upon receiving a request from the Mexican government, Japan's Minister for Foreign Affairs decided that same day to dispatch the Japan Disaster Relief (JDR) Rescue Team, and that evening, two officials from the Secretariat in the Japan International Cooperation Agency (JICA) promptly departed for Mexico as an advance survey team. Each time a JDR rescue team is deployed, it is formed from personnel on a registry of selected police officers, firefighters, and coast guard members. These personnel have undergone regular training, enabling them to respond rapidly and precisely to large-scale disasters, and they are always ready to depart Japan within 24 hours of receiving a deployment order from the Minister for Foreign Affairs.

In response to this large-scale earthquake in Mexico, a total of 72 people—the JDR rescue team members, officials from the Ministry of Foreign Affairs, JICA officials, a medical team, structural assessment experts,

logistics experts, and other personnel—and four search and rescue dogs hastened to the disaster area seeking to save as many lives as possible within the first 72 hours of the disaster striking, after which the survival rate drops precipitously. The team also prepared generators, materials and equipment for search operations, rescue equipment such as engine cutters to slice through steel and concrete, and other items based on a pre-determined list of priorities, then transported the items to the disaster area after loading their aircraft right up to its maximum capacity.

Junichi Hirano of the JICA Japan Disaster Relief Team Secretariat was among those dispatched and he served as the coordinator of logistical support for the team's operations. He recounted his experience saying, "The JDR Rescue Team operates on the principle of never burdening the recipient country with the need for transport, food, shelter, or anything else necessary for its operations. But in Mexico, in addition to the backup provided by the Embassy of Japan in Mexico and the JICA Mexico Office, Japan-affiliated companies and the association of Nikkei



(Japanese descendants) did everything they could to lend us a hand, for example by opening up the Japan-Mexico Center to us as a base for our operations.”

The Japanese rescue team worked in cooperation with a Mexican rescue team and conducted joint search and rescue operations around the clock for three days at three disaster-stricken locations in the central part of Mexico City, where concrete buildings had collapsed. When they finished, local residents who had seen how intently the Japanese team worked surrounded the team members and conveyed their gratitude by bowing Japanese-style while saying “*Domo arigato gozaimashita*”—“Thank you” in Japanese. It was a scene the team members will never forget. The local media also covered the search and rescue efforts made by Japan, which had sent the largest number of personnel to the disaster area.

Hirano further recounted, “In addition to our technical abilities in search and rescue, people also appreciated the dignity we accorded to those who lost their lives, such as the silent prayers we offered upon finding deceased people in the rubble. Moreover, an expert from Mexico’s National Center for the Prevention of Disasters said that collapses had been avoided among buildings constructed using earthquake resistance techniques transferred through JICA’s assistance after the enormous damage caused by the 1985 Mexico City quake, and that this had prevented further casualties.”

Because Japan has a long history of dealing with a wide range of natural disasters, including earthquakes, tsunamis, and typhoons, it has abundant experience and technical know-how regarding the entire disaster management cycle of response, recovery and reconstruction, as well as mitigation and preparedness. The Japanese government provides disaster management assistance emphasizing mitigation and preparedness so that others can make use of this know-how and the lessons from past megadisasters in Japan. It also works to disseminate disaster management techniques by dispatching experts overseas and by accepting officials in charge of disaster management from overseas as trainees.

Hirano says, “In developing countries, it is investment in the disaster risk reduction sector before disasters occur that forms the foundation for realizing sustained development. Japan actively promotes international cooperation for disaster risk reduction, and when Japan is struck by a large-scale disaster, teams from other countries will rush to our aid. As someone involved in relief efforts, I am proud that the bonds of friendship that Japan has forged all over the world have become a force that mutually assists people threatened by crises.”

## Dispatches of the Japan Disaster Relief Rescue Team

Month / Year	Country / Region	Disaster
June 1990	Iran	Earthquake
July 1990	The Philippines	Earthquake
Apr. 1991	Bangladesh	Cyclone
Dec. 1993	Malaysia	Building Collapse
Oct. 1996	Egypt	Building Collapse
Jan. 1999	Colombia	Earthquake
Aug. 1999	Turkey	Earthquake
Sep. 1999	Taipei	Earthquake
May 2003	Algeria	Earthquake
Feb. 2004	Morocco	Earthquake
Dec. 2004	Thailand	Earthquake/Tsunami
Oct. 2005	Pakistan	Earthquake
May 2008	China	Earthquake
Sep. 2009	Indonesia	Earthquake
Feb. 2011	New Zealand	Earthquake *deployed 3 batches
Mar. 2014	Malaysia	Earthquake *search capacity only
Apr. 2015	Nepal	Earthquake
Sep. 2017	Mexico	Earthquake



The Japan Disaster Relief Rescue Team holds a “heavy” classification in accordance with International Search and Rescue Advisory Group (INSARAG) guidelines. This classification, the highest in the system, indicates the capability to engage in continuous relief operations around the clock for 10 days at two separate worksites simultaneously and to coordinate other international rescue teams.

### Junichi Hirano

In 2008, while stationed at the JICA Myanmar Office, Hirano encountered Cyclone Nargis, which left 140,000 people deceased or missing and caused enormous damage. His engagement in emergency assistance and in recovery and reconstruction assistance activities for the disaster-stricken areas served as a springboard for earning a master’s degree in disaster management at the University of Copenhagen. He now specializes in disaster risk reduction and emergency relief mainly in the ASEAN region and aims to further develop his expertise in this field.



# Imparting the Spirit of Peace and Humanity to Future Generations



Japan has a number of museums that preserve the lessons of history and teach each new generation the importance of peace and humanity.

One of these is the Chiune Sugihara Memorial Hall. In 1940, crowds of Jewish people, fleeing persecution and death at the hands of the Nazis, flocked to their only hope for help, the Japanese consulate in Lithuania. They begged to be granted transit visas, even though they did not meet the official requirements. Sugihara, the diplomat assigned to the consulate, out of pity for his fellow humans and at risk of his career, disregarded the policy of Japan's Ministry of Foreign Affairs. Working feverishly and with minimal rest until forced to close the consulate, Sugihara painstakingly wrote out visas that saved about 6,000 lives.

Sugihara's hometown, Yaotsu, nestled in the mountains of Gifu Prefecture, opened the Chiune Sugihara Memorial Hall in 2000 to honor its native hero and impart his spirit of peace and humanity to future generations. Many

visitors from Japan and abroad, including about 2,000 from Israel, come here each year to pay respects and to learn. Yaotsu-cho Elementary School students participate in annual theatrical productions re-enacting Sugihara's courageous stand for his fellow humans. One student declared, "I am proud to know the spirit of humanity I learned from Chiune; I want to live it out. We have the responsibility to continue in his legacy when we grow up, and to share it with others."

According to museum director Daisaku Kunieda, "Sugihara did not save those 6,000 lives all by himself, but was part of a 'chain of goodwill' that includes all those who helped the refugees along their way." Leaving Lithuania, the Jewish refugees took the 9,258 km (5,753 mi) Trans-Siberian Railway to Vladivostok, and then crossed the Sea of Japan to the Japanese port city of Tsuruga in Fukui Prefecture.

To the weary refugees, "Seeing Tsuruga was like catching a glimpse of paradise after waking from a nightmare."





"An individual is limited in what he or she can do, but when everybody does as much as they can, a lot can be accomplished together. That was true back then and is true today," says Chiune Sugihara Memorial Hall director Daisaku Kunieda.



Chiune Sugihara (January 1, 1900–July 31, 1986). Japanese diplomat. Worked for the consulate in Kaunas, Lithuania, during World War II. Sympathized with the plight of refugees fleeing Nazi persecution all over Europe and, disobeying orders from Japan's Ministry of Foreign Affairs, issued a large number of transit visas that saved about 6,000 people.  
©NPO Chiune Sugihara. Visas For Life



Yaotsu-cho Elementary School has been performing a play about Chiune Sugihara as part of yearly activities since 2006. Students in 5th and 6th grade act out a story in which they travel back in time from a park in their town to Lithuania during World War II, witness Chiune Sugihara agonizing over his decision to issue visas, and return to present-day Japan, where they meet descendants of the surviving Jews.

Residents of Tsuruga reached out to their guests. A teenage boy brought baskets of fruit, and a bathhouse owner opened his facility free of charge, giving the refugees refreshment before they continued on by rail to Kobe and Yokohama, and then to safe haven in other countries. The Port of Humanity Tsuruga Museum seeks to remind visitors of "the preciousness of life and peace when they learn about past events that trampled human dignity, and about the humane actions of ordinary people in Tsuruga and elsewhere in Japan under such conditions."\*

A third museum, the Holocaust Education Center in Fukuyama, Hiroshima Prefecture, was inspired by Reverend Makoto Otsuka's chance meeting in 1971 in Israel with Otto Frank, father of Anne Frank, the Jewish girl famous for the diary she kept while living concealed from the Nazis in the secret room of a house in Amsterdam. Otsuka and Otto Frank corresponded until Frank passed away in 1980. Taking to heart Frank's

words, "Please be a person to do something to create peace," Otsuka opened the center together with his colleagues in 1995.

Guests from Israel praise the center as "beautiful, delicate, and full of content." It "shows everything in a very simple way." You can read the written testimonies and letters of survivors, and observe photos of Jewish children that "stare out at you from the walls with wisdom, love, and hope." Teachers come to study in the well-stocked library to prepare their students for a visit. The exhibitions are designed for children's ease of viewing, and include a replica of Anne Frank's room.

These museums and the stories they tell call young and old alike, in Japan and from abroad, to reflect deeply and work with courage and kindness for a peaceful, more humane world.

\*See "We Are *Tomodachi*" Disaster Prevention Edition 2015 ([https://www.japan.go.jp/tomodachi/2015/disaster\\_prevention\\_edition\\_2015/tsuruga\\_port\\_of\\_humanity.html](https://www.japan.go.jp/tomodachi/2015/disaster_prevention_edition_2015/tsuruga_port_of_humanity.html)).



The Chiune Sugihara Memorial Hall in Yaotsu, Gifu Prefecture is a two-floor wooden building with 300 m<sup>2</sup> (3,229 sq. ft.) dedicated to the history of the Holocaust, world affairs at the time, and the story of Chiune Sugihara, taught through exhibitions and archival materials. Passports from rescued Jews are on display as well.  
URL <http://www.sugihara-museum.jp/>  
TEL +81-574-43-2460

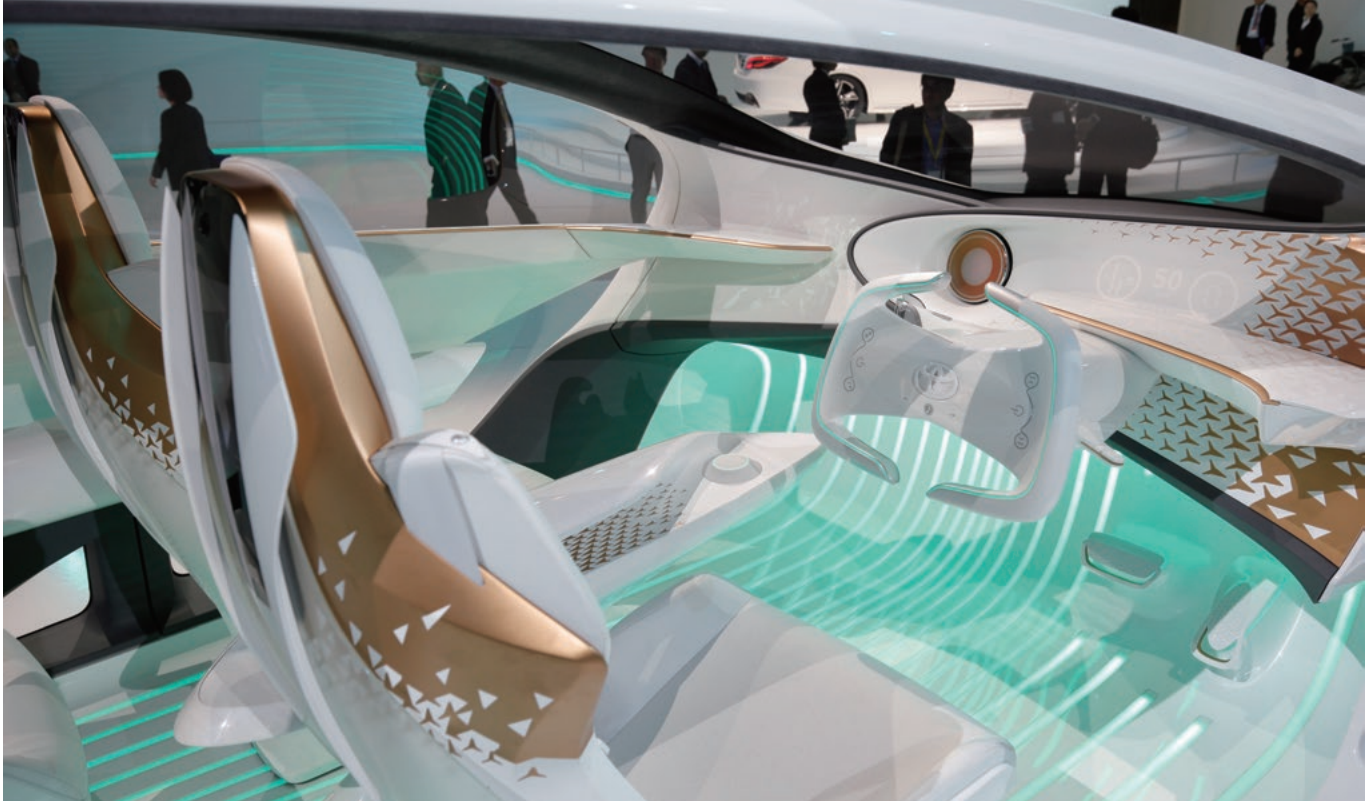


The Port of Humanity Tsuruga Museum opened in Tsuruga City, Fukui Prefecture, in 2008. It features testimony by townspeople that reveal the humane actions and feelings of ordinary people on encountering the Jewish refugees. Refugees' belongings and other historical objects are also on display.  
URL <http://www.tmo-tsuruga.com/kk-museum/>  
TEL +81-770-37-1035



The Holocaust Education Center in Fukuyama City, Hiroshima Prefecture displays items contributed from 60 countries around the world. Children visiting the center have commented, "I learned about the Holocaust for the first time" and "I want to think about what I can do for peace."  
URL <http://www.hecjp.org/>  
TEL +81-84-955-8001

# Open Innovation for Fully Automated Driving



At the Tokyo Motor Show 2017, which took place from October 27 to November 5, 2017, many different companies presented technologies and concept cars related to automated driving.

Japan is making great efforts to provide an ideal environment for developing automated driving systems. In November 2015, Prime Minister Abe announced, “We want to ensure that it becomes possible to offer driverless mobility services and automated driving on our highways for the 2020 Olympic and Paralympic Games. For this reason we are determined to prepare the necessary infrastructure and frameworks, including the human resources to carry out final testing.” In September 2017, changes to the National Strategic Special Zones Law went into effect as part of a concerted effort to support commercial activities focused on demonstrating the viability of automated driving systems. The National Police Agency has also published guidelines concerning the testing of automated vehicles on public roads. Although certain conditions must still be fulfilled, it is now possible to test automated driving at any time without a permit.

The Cross-ministerial Strategic Innovation Promotion Program (SIP) facilitates industry-academia-government cooperation regarding the implementation of advanced automated driving systems. Under its auspices, large-scale operational field testing will be conducted between October 2017 and March 2019. In addition to Japanese organizations, 21 foreign ones, including automotive parts manufacturers and universities, are participating. Research and development is making progress under a diverse array of traffic environments, not only on central Tokyo’s Metropolitan Expressway and on the Shin-Tomei Expressway, but also throughout various regions of Japan.

Berthold Wolfram, President and CEO of German automotive parts manufacturer Continental Japan, which is participating in SIP’s large-scale field testing, explains, “In order to implement automated driving systems all over the world it is necessary to conduct research and development that takes into consideration the unique





Japan's Metropolitan Expressway has many curves and junctions, demanding different capabilities from automated driving technology than most expressways in Europe and the U.S.



Continental Japan's CEO Berthold Wolfram recounts that "the license plate number of Japan's test vehicles is '2020.' We're aiming to have self-driving vehicles on public roads by 2020, and in addition to participating in SIP's driving tests, we're also focusing on the development of improved sensor and brake systems."

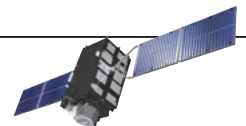
road and traffic conditions and regulations in each country. When it comes to the kind of automated driving features desired by drivers, for example, German customers are more interested in automated long-distance driving on the Autobahn, whereas in Japan there is more demand for automated stop-and-go driving in heavy traffic and for automated parking—we see local driving conditions reflected in customers' needs. Our company is advancing many different forms of automated driving systems and Japan's large-scale field testing will greatly benefit their development."

Wolfram particularly admires Japan's leadership in supporting innovation. "The most pressing current concern is to include proper guidelines regarding automated driving into the existing legal framework.

Japan not only has excellent researchers, but has been making great progress when it comes to providing the necessary coordination. SIP not only connects the private sector with governmental and academic organizations, but advances projects planned from basic research all the way to commercial application and encourages participation by foreign players. This shows that Japanese officials are serious about leading the world in the development and implementation of automated driving systems."

SIP's project is also a test case for the pursuit of open innovation. Cooperation between Japan and the rest of the world accelerates innovation, and Japan is working hard to lay the necessary groundwork.

## "Michibiki" and Its Contribution to Automated Driving



Also spurring innovation in automated driving is the Japanese Government's Quasi-Zenith Satellite System "Michibiki" with its high-precision positioning system. Michibiki will begin operation with four satellites in 2018 and reduce the existing margin of error for positioning from several meters (about 10 feet) to a mere six centimeters (about 2.4 inches). In conjunction with high-precision map data, this promises a drastic improvement in the determination of a car's exact location. Michibiki aims to achieve reliable connections both in urban and mountainous environments and is scheduled to be expanded to seven satellites in 2023.

SIP testing of an automated driving system was conducted in the city of Ginowan, Okinawa Prefecture. The trial used the Michibiki Quasi-Zenith Satellite System and high-precision 3D maps to test self-driving buses. The experiment's primary purposes were benchmarking and the improvement of sensor technology.



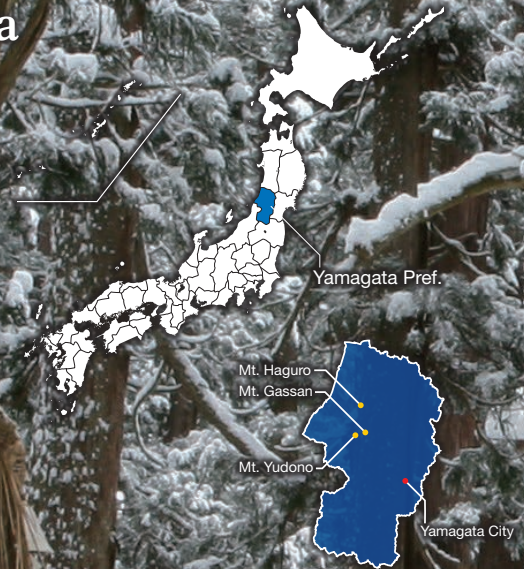


This  
is  
Japan

# Yamagata

## The Sacred Mountains of Dewa

The Sacred Mountains of Dewa—Mt. Haguro, Mt. Gassan, and Mt. Yudono—in Yamagata Prefecture in Japan's Tohoku region are highly revered in Shugendo, the practice of mountain asceticism unique to Japan. Traversing these three peaks symbolizes the journey of being spiritually reborn, with Mt. Haguro representing the present, Mt. Gassan the past, and Mt. Yudono the future. The Sacred Mountains of Dewa offer enormous appeal both as a place to encounter spiritual rebirth and as a place to come into contact with the mountain asceticism that has been part of Japanese nature worship from ancient times.



### Shugendo

Shugendo arose from Buddhism closely combined with ancient Japanese mountain worship that was rooted in the worship of nature. It aims at spiritual cleansing and the awakening of the forces within a person through strict ascetic practices performed while secluded in the mountains. Those who practice Shugendo are known as *yamabushi*, and by convention they enter the mountains wearing white garments to indicate their parting with secular society. Visitors to the Sacred Mountains of Dewa can experience an introduction to Shugendo through tours run primarily between June and October.

### Festivals

A festival known as Shoreisai is held on Mt. Haguro beginning on the final day of the year and runs all throughout New Year's Eve into New Year's Day. Two Shugendo practitioners known as *matsuhijiri*, who have completed ascetic practices over a period of 100 days, lead the festival. The festival has its origin in ancient times, when fires were lit to drive out harmful insects that were damaging the village's farm products. During the festival, effigies of these harmful insects in the form of giant torches are burned down to pray for a rich harvest and ward off bad fortune in the new year. The flames burning atop the snow create an otherworldly spectacle at night.

© Haguro Tourist Association







### Sites of Worship

On Mt. Haguro stands a five-story pagoda said to be built in the tenth century that is one of Japan's National Treasures. In the surroundings are colonnades of Japanese cedar trees 350 to 500 years old, with some reaching 1,000 years of age and 10 meters (33 feet) in circumference. The customary style of worship is to visit all three of the sacred mountains, beginning with Mt. Haguro. However, as Mt. Gassan and Mt. Yudono are closed off during the winter months, people often visit only Mt. Haguro to venerate the spirits of all three mountains.

© Haguro Tourist Association





**Asuka Kuroki**

Secretary General of JEN, a nonprofit organization. After graduating from university and working for a private company, joined a private nonprofit think tank and consulting firm. After taking maternity leave, worked for two years as an economic cooperation specialist in the Ministry of Foreign Affairs. Joined JEN in April 2014 and took charge of the organization's relief efforts for Syrian refugees in Jordan and for support programs in Iraq. Served as Manager of the Global Program Department before starting her current position in April 2016.

Series: Japanese Individuals Contributing Worldwide

## Supporting Refugees' Self-Reliance

Japan Emergency NGO (JEN) is a Japan-based international nongovernmental organization (NGO) established in 1994, whose first mission was to provide emergency humanitarian assistance in Yugoslavia during the civil war. JEN has since worked in areas of conflict and disaster including Afghanistan, Iraq, and South Sudan. Responding to the needs in these areas, JEN dispatches personnel, distributes food, water and supplies, manages sanitation, promotes good hygiene, and provides psychosocial care. JEN also provides educational opportunities and vocational training.

Asuka Kuroki first volunteered with international NGOs on poverty issues when she was in high school. She recounts, "After graduating from university, I knew I wanted to work for an NGO in the future, but I thought I first needed to acquire professional experience and expertise, so I got a job in a private company." She joined JEN in 2014 and is currently engaged in assistance work in Jordan, Iraq, and other countries as JEN's secretary general. Kuroki stays on the move managing the

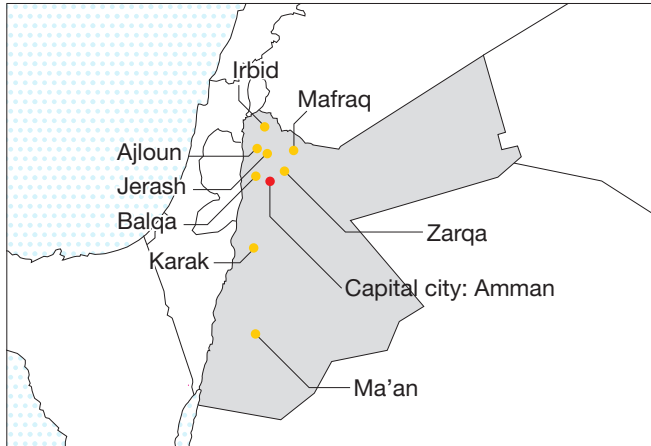
organization. She describes JEN's activities as "supporting the power to live." Realizing that refugees have been forced into their life of hardships, JEN seeks to restore the refugees' dignity and help them move forward once again, rather than just providing food and material assistance.

JEN places value in people's own capabilities and will, and reflects this belief in its work by having the refugees participate in the assistance projects. JEN focuses on project management, while encouraging the refugees to proactively engage in the projects.

One such activity is JEN's humanitarian assistance at the Za'atari refugee camp in Jordan. This camp, located in the desert, shelters 80,000 people that have fled the conflict in Syria. The camp is divided into 12 districts. JEN manages the water supply and sanitation for three of these districts. Its operations include the use of water supply vehicles. JEN organized a water sanitation management committee by recruiting volunteers from the refugees. The committee created a system for the camp residents to manage the camp's sanitation facilities—the toilets, showers, and



## Project in Jordan



More than 5 million people have fled their homeland due to the Syrian civil war. The number of these refugees in Jordan has reached 660,000. In addition to its work in Za'atari Camp (near Mafraq), set up in a desert area about 13 km (8 mi) from the Syrian border, JEN is implementing support activities in cities that have received refugees such as Amman and Irbid.

laundry areas—by themselves. This created momentum among the camp residents to improve their living environment. Also, infectious diseases and waterborne diseases spread easily in crowded camps, making it essential to maintain sanitary conditions on a daily basis. JEN recruited and trained volunteer hygiene promoters from the refugees. The hygiene promoters developed hygiene promotion activities to raise awareness and educate children, training them on how to wash their hands and brush their teeth and thereby prevent disease.

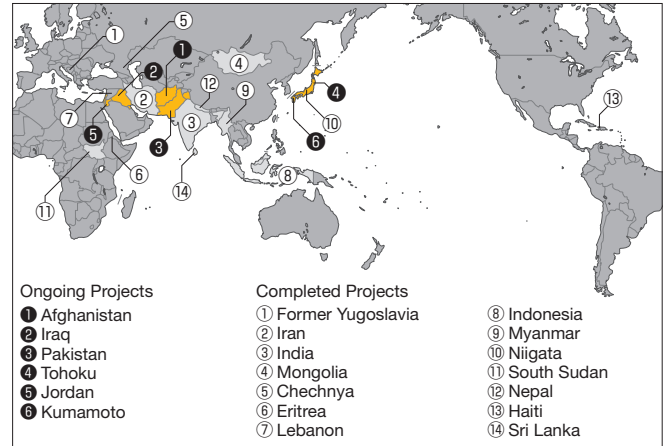
One of the hygiene promoters encouraged Kuroki by saying, “Participating in JEN’s activities has given me a real place in the life of the camp. I am so happy I can contribute to the community. I have also made new friends.”

Kuroki and her team hold a journalist-training workshop and vocational training to give hope for the future to young people facing a prolonged stay in the



The media projects of JEN, in addition to producing magazines, transmit videos produced by refugees to the world. “Flowers Blooming in the Desert” was nominated as a finalist in the United For Peace Film Festival 2016. ©Kenichi Tanaka

## JEN project map



JEN has completed 14 projects thus far, and is currently implementing support activities in Jordan, Afghanistan, Pakistan, Iraq, and Japan (Tohoku and Kumamoto).

camp. This effort has borne fruit, as the young journalists now issue a monthly magazine called *THE ROAD* that disseminates useful information to camp residents.

“The magazine’s readers and the young people that publish it are refugees that have fled from the war. The fact that many of their fellow camp dwellers look forward to their magazine has given these young journalists a reason to live. Being sensitive to the needs of the community and the conditions of the people’s hearts and minds, along with supporting their efforts towards self-reliance, is what we place great value in. Knowing one has a role to play gives life meaning, something that every person desires. Regardless of nationality, religion, or place in life, we can empathize with the refugees, from their anxiety to their hope. This sense I feel through our activities, that the world can become one, empowers me,” concludes Kuroki.



With the slogan “My family and another family,” the women started activities to help each other such as delivering meals to vulnerable households in the camp. “This Syrian spirit is similar to *omotenashi*, or Japanese hospitality,” notes a local staff member. ©JEN



### Amna Al Darmaki

Born and lives in the United Arab Emirates (UAE). Cofounded Sakura Club in 2012 to promote positive relations between Japan and the UAE through cultural activities. Now plays in the Japanese-UAE Kharsha *wadaiko* drum group, and helps to plan, organize and expand the group's activities.

Amna performed *wadaiko* with Kharsha at a UAE Flag Day event. ©Marah Shatarah

Series: Friends of Japan

## Wadaiko Drumbeats in the United Arab Emirates

Amna Al Darmaki of the United Arab Emirates (UAE) never imagined becoming a Japanese *wadaiko* drummer, although she had been promoting culture exchange between Emirati and Japanese people since she made her first Japanese friend in 2011. But meeting Yotaro Matsutani and his Japanese traditional *wadaiko* drum group “Kharsha” (meaning “exciting” in Arabic) in 2017 added bold new dimensions to her intercultural activities.

Amna is from the inland city of Al Ain, meaning “The Spring,” and she deeply appreciates the history, tradition, and natural beauty of her hometown. Al Ain has been continually inhabited for over 4,000 years, and its oases once provided respite for caravans. Visitors can now stroll through Al Ain Oasis, lush with 147,000 date palm trees. The oasis, together with historical remains of settlements and ancient burial sites in Al Ain became a World Heritage site in 2011. Al Ain also has an old fort and many museums; the city seeks to preserve the past even as it builds state-of-the-art shopping malls and business centers.

Amna enjoyed Japanese anime and video games as a

child, and then switched to Japanese dramas (she still watches the anime *Chibi Maruko-chan*). But when she cofounded Sakura Club in 2012 during her senior year at UAE University and started searching for information about Japan for the club magazine, she “fell in love with traditional Japanese culture.” After graduating, she made her first visit to Japan, and then began working at her university, keeping her ties to Sakura Club.

In 2016, Amna made her second trip to Japan, this time on a mission. Fujimigaoka High School in Tokyo had pulled back from sending students to the UAE for homestays due to parents’ concern for their children’s safety. Amna took it upon herself to correct this misunderstanding. With family and friends in the UAE, she made a video showing the safety of public transportation, the welcome given in homes, and the modern, attractive city life. At Fujimigaoka High School, Amna met with students and their parents and showed them the video. Also, a Fujimigaoka graduate who had visited the UAE told how the Emirati blend of the old and new had inspired and changed her. She shared pictures of beautiful





With Japanese friends at Sheikh Zayed Mosque in Abu Dhabi.



Amna gave a presentation at Fujimigaoka High School in Tokyo.



Amna with Yotaro Matsutani and the Kharsha drum group.



With a Japanese graduate of Tokyo's Fujimigaoka High School in the UAE desert.

desert landscapes where one can barbecue by drifting sand dunes, gaze into quiet, starry skies, and make wishes watching shooting stars. Amna's personal touch and the graduate's good report succeeded in opening the door for students to again visit the UAE.

In April 2017, mutual friends introduced Amna to Matsutani. She watched Kharsha perform, her first experience of *wadaiko*'s dynamic sounds, rhythm, and motion. Matsutani told Amna his story. Although he had grown up and spent half his life in the UAE, he “had not interacted with the Emirati people and had no idea about their lifestyle.” Matsutani joined the *wadaiko* club at his high school in Japan, and in 2015 went professional with the popular *wadaiko* group Sai (Japanese for “color” or “vividness”). He returned to the UAE in 2016 as an international student at Zayed University and founded Kharsha in January 2017 with UAE friend Taryam Al Katheeri “to be a platform where Japanese and Emiratis could come together.” Amna resonated with Kharsha's vision of contributing to the community in fields such as education, cultural exchange, and medical rehabilitation, and shared their concern that *wadaiko* performances alone could not realize these goals. She joined the group to expand Kharsha to include other cultural activities, and also to try *wadaiko* herself.

Other friends joined, and the *wadaiko* group grew to

nine members: two UAE women including Amna, three UAE men, one UAE-Japanese man, two Japanese women, and Matsutani, their leader. They worked hard—Matsutani's practice schedule included an intensive *wadaiko* camp—and their efforts paid off. Audiences cheered their performance on UAE Flag Day in November, surprised to see “the first Emirati women ever to play the drums.” Kharsha's men wore Japanese *hakama* pants and Emirati tops and the women wore Japanese happi coats and Emirati scarves in a visual appeal for cultural exchange. Kharsha then performed on the popular Al Arabiya broadcasting channel in December 2017, climaxing their eventful first year.

Matsutani says that he cannot speak of Kharsha without thanking Amna and Taryam. Along with planning and participating in the *wadaiko* performances, these teammates have worked to expand Kharsha's cultural activities. Kharsha is now reaching out to the wider Japanese and Emirati communities with meetings to practice Japanese and Arabic calligraphy, for example, or to share culinary specialties. During Ramadan, Amna invited Japanese friends to fast together, breaking the fast at sundown with a shared meal.

*Wadaiko* drumbeats have sounded out in the UAE, calling Japanese and Emiratis together for significant cultural exchange and exciting *kharsha* friendship.

# Taking Turkey to Gifu

Like many children around the world, I grew up watching *Sailor Moon* and *Pokémon*, in my case dubbed in Turkish. I met anime again in university, and this time, I started noticing that these anime were portraying much about Japan: school life, the land's natural beauty, and the subtleties of Japanese human relations. Being rather shy, I could relate with the way anime characters seemed to read others' thoughts, or as Japanese say, "*kuki* (air) *wo yomu* (read)." Turkish people tend to be more direct than Japanese, but less so than Westerners. I no longer watch anime, but it prompted my interest in Japanese culture, and in the language as well. Japanese has similarities with Turkish. Word order in the two languages, for example, follows the same subject-verb-object pattern. Some scholars actually classify Japanese in the Altaic language family with Turkish.

Attracted by the feel of the culture and the sound of the language, I enrolled in my university's Japanese classes. Studying through the winter vacation, I was able to jump to upper level classes in a short period of time. After one and a half years of learning Japanese, my teacher selected me as the exchange student for a full-scholarship program in Shimonoseki, Yamaguchi Prefecture.

During my stay there, I took time to travel across Japan. Starting from Kyushu, I visited Gifu's scenic spots on the way, and reached Hokkaido one month later. I knew I wanted to stay in touch with Japan, so after returning to Turkey and graduating from university, I joined a Japanese company rehabilitating the two bridges linking Europe and Asia across the Bosphorus Strait, the waterway connecting the Black and Mediterranean Seas.

Two years after I left Japan, I learned online that Gifu was looking for a Coordinator for International Relations (CIR). I applied, waited, and was accepted. Warmly welcomed in Gifu, I felt comfortable in the medium-sized city: convenient but close to nature; quieter and less bustling than Tokyo. Gifu reminded me of my hometown of Kayseri, a modern industrial and trade center on the old Silk Road with a population of 1 million. Both Gifu and Kayseri are crossroads cities in the middle of the country.

As a CIR, I introduce my largely unknown homeland in schools and at cultural events. I use maps to show how Turkey bridges Europe and Asia and lies within the same



**Sevgi Çevik**

Born in Kayseri, Turkey. The only Turkish Coordinator for International Relations (CIR) in the JET Programme. Has been working in the International Affairs Division of the Gifu Prefectural Government since 2015. Introduces her home country through lectures and cooking classes, and practices aikido to bond with the people of Gifu.



Ready to ride on rental bikes at an event in the town of Sekigahara, famous as the historic site of the Battle of Sekigahara (1600) that set the course for the establishment of the Tokugawa Shogunate.

latitudes as Japan, and like Japan, has four distinct seasons. To correct the vague image some Japanese seem to have of Turkey as a yellowish and barren land, I show them our beautiful beaches, forested mountains (a 3,900 m [12,795 ft.] extinct volcano with ski resorts towers over Kayseri), and World Heritage sites. I teach the rich history of Turkey, including the period when the Turkic peoples weren't even in Anatolia, or Asia Minor (a large peninsula in western Asia between the Black Sea and the Mediterranean Sea). I have also learned to cook more Turkish food and enjoy sharing our dishes with my friends in Japan: *karniyank* (eggplant cooked with ground meat and onions in tomato sauce), *kısır* (ground bulgur, parsley, and tomato paste with other vegetables), lentil soup, and desserts like rice pudding. I also demonstrate with hugs and kisses how we greet in Turkey.

As I brought Turkish culture to Gifu, Gifu taught me Japanese culture. I started taking aikido lessons at a local



dojo (training hall), and that allowed me to interact with neighbors. I so appreciate that people here are modest, and kind to every foreign visitor, regardless of their religion, background, or nationality.

Japan and Turkey can learn from each other. Decision-making in Turkey tends to be impulsive. We start immediately to “just do it,” and often find that we are on the wrong track and start over again. Japan, on the other hand, deliberates carefully, avoiding mistakes, but waits too long to make changes. Japan boasts an enviable infrastructure and offers a fine education, but children

(and adults) tend to be overscheduled. In Turkey, schools need much improvement, but children do have the time to play.

I want to build on my time in Gifu when I move on, and find a job in a company that connects Turkey and Japan, or with an NPO that deals with gender equality and women’s rights, on which both Japan and Turkey need significant improvement. I desire as a Turkish woman to use the knowledge I have gained here to foster deeper understanding and friendship between the two countries I so love.



Lecturing on Turkey to young students.



At work in the Gifu Prefectural Government Office.



Food ingredients for a Turkish cooking class.



At an international exchange event with Turkish teachers and local residents.

### About the Japan Exchange and Teaching (JET) Programme

The Japan Exchange and Teaching (JET) Programme began in 1987 with the goal of promoting grass-roots international exchange between Japan and other nations, and is now one of the world’s largest international exchange programs. JET participants are placed in every region of Japan and work in one of three positions: assistant language teachers (ALTs), coordinators for international relations (CIRs), or sports exchange advisors (SEAs). In 2016, the JET Programme welcomed 4,952 participants, and currently there are approximately 62,000 alumni from 65 countries living in all parts of the world.



The JET Programme official website

<http://jetprogramme.org/en/>

# We Are Tomodachi

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