



Capacity Building for the JICA Alumni Associations in the Arab Countries





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Editor

JICA Alumni Cultural
Cooperative LEBA-JICA

www.lebajica.com
e-mail: info@lebajica.com
Tel: 00961 3 346890
Fax: 009611 980096 (ext. 383)

JICA Head Office Japan
Phone: 03 5352-5032
Fax: 03 5352-5032
E-mail: www.jica.go.jp

Editorial

LEBA-JICA
Administrative Body
Nominated
Responsibilities

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Message from President of LEBA-JICA



**Dr. Jaoudat
Abou-Jaoude**

In a region full of turbulence, LEBA-JICA in collaboration with its sister JICA Alumnae Associations (JAAs) in the Arab Countries found that the most appropriate thing to do is to focus on enhancing their own performance in order to be ready for the future challenges that are facing the region and to assure a long term prosperous future.

This decision was taken during the last JICA Alumnae Association's Regional Workshop in Lebanon, and was supported by JICA headquarters in Japan, the JICA office in Syria, and the Japanese Embassy in Lebanon headed by His Excellency the Ambassador Mr. Seiichi OTSUKA. For that purpose a regional workshop took place in Lebanon during which each JICA Alumina Association presented a SWOT analysis (Strength, Weakness, Opportunity, and Threat) of its organization.

As an output, this workshop has set the ground for a new self-development approach for the JAA that focuses on implementing pilot projects which support Small and Medium Enterprises (SMEs) and at the same time gives an added value to the JAA's credibility and financial status. In this context, it was

recommended that the coming workshop would be on "Best Approaches for the Development of Small and Medium Enterprises (SMEs) in the Arab Countries Facing the Regional Economic Crisis"

Equally LEBA-JICA has set as a complimentary goal that of integrating the new JICA graduates coming from the Lebanese ministries and public institutions into LEBA-JICA and by that add dynamism and momentum into it. This was done with the help of the Embassy of Japan in Lebanon which called for a get-together among the new graduates and the board members.

Finally, LEBA-JICA board and members hope that the coming year would give LEBA-JICA the opportunity to apply what have been learned during this fruitful workshop and interaction with JICA and the Embassy of Japan in Lebanon, and wants to thank JICA, the Japanese Embassy in Lebanon, all the sister JAAs in the Arab countries, and the participants in this regional workshop, for their continuous encouragement and support.

Sincerely yours,

Message from His Excellency **Mr. Seiichi Otsuka** Ambassador of Japan In Lebanon



In the mid of 2015, the garbage disposal issue emerged all of sudden. The closure on the over-capacity garbage landfill nearby Beirut triggered this issue, and consequently the garbage collection service in and around Beirut was stuck. Upon the urgent request from the Government of Lebanon, JICA dispatched the expert team to Beirut in November 2015 and asked the team to conduct the fact-finding studies and present to the Lebanese side their tentative recommendations on what capacity of JICA can contribute to solutions to the case. In tandem with this JICA team, I seized the opportunity to make me familiar with the administrative institutional problem of Lebanon.

In accordance with the relevant laws, municipalities and its unions assume prime responsibility for solid waste management, and in practice, we have found these authorities capable of carrying out this task if some conditions are met. Although each municipality seems to be too small to provide such public service, however enough budget of municipalities to spend and their staff to be well trained will make it possible for them to fulfill their legal mandate.

Before JICA's involvement in this garbage issue, by chance, JICA has already selected the

project for strengthening capacity-building of municipalities within the framework of JICA's technical cooperation on the Lebanese host community support programs. Water supply and sewage are considered as priority among the municipality's services. Therefore, the Japanese side has already a rationale base for taking up solid waste management issue as priority.

In addition to that, this month the Government of Japan pledged 46.5 million US dollars from the fiscal year supplementary budget of 2015 to support the Lebanese host communities accommodating Syrian refugees. Certain portion of this financial package will be allocated for the purpose of provision of better infrastructure and empowerment of local community people.

We expect synergy effects of Japan's financial and technical aid to maximize effectiveness to the end.

I wish LEBA-JICA could render their knowledge and experiences and advices to us in order to strengthen the administrative base of municipalities. Initiatives are welcomed and the Embassy of Japan in Lebanon is always ready to cooperate with you.



Message from **Mr. Hiroyuki MORI** JICA, Deputy Director General Middle East and Europe Department

parts are made in Singapore, and some are in Indonesia, and finally assembled in Shanghai. That means we have to count the logistics and transportation as well. Receptionists and cleaners of the factories are also engaged in materializing this one piece of mouse.

Hundreds thousands of people are connected and collaborated effectively to product a mouse. We made sophisticated and efficient systems of collaboration for manufacturing. And this is the economic and social development.

Not only the process of manufacturing, all the inventions and all the achievement of our civilization are based on connectivity and corporation among people. Difference and level of economic development is created by effectiveness of connectivity.

JICA, as a development agency, is facilitating and promoting connectivity through implementing development projects. I believe that the core element of progresses is the connectivity among necessary people in different entities.

Let us come to think of the development of health service in a rural village. Some say construction of a hospital is the first priority, and some say recruitment of doctors is the key. But I could say the most critical thing is the mechanism of collaboration among related personnel. Efficient network and effective coordination between doctors and nurses, local government with villagers, schools and health centers is the priority. All the entities must work collectively and harmoniously to provide better health services to local people of the community. Only a capable doctor could not establish sustainable system of health service.

Twenty thousand years ago, people used a hand axe for hunting animals, cutting leather, and crashing nuts. Now, people use a mouse for collecting information, shopping, and even looking for a friend. They are same size, similar shape and easy to use by hand.

How about difference between a hand axe and a mouse? I believe that human history and development could be explained by the difference of these small handy tools.

A hand axe was made by just one person. But a mouse is materialized by hundreds thousands people with effective collaboration of all of them. We know the manufacturing chain, the system of subcontract and affiliated factory. We know the functional organization and coordination mechanism within companies.

We could purchase a mouse by twenty dollars just as two hours of labor cost. But if one person makes a mouse from natural resources without using man-made parts, how many days it would be taken? He has to make a plastic case from crude oil.

Please look at a mouse, and imagine how many process and how many people are involved before has been finally materialized.

And the process is international. Some

All of us know well how difficult collaboration is, if we are different organizations or we have different language and culture. Even the wife and husband, have lived together more than thirty years, can not cooperate effectively. Even the small department of a company, you can see many troubles and frictions every day.

“My brain understands you are right, but my feelings disagree with you.”

We do not like to comply with our boss or rules. People like freedom and independence.

Every day we are facing the conflict between social necessity of productive collaboration and individual emotion for freedom.

We are facing lots of difficulties and problems in the world. Almost ten millions are displaced from their hometowns in Syria. Fifty seven millions of girls and boys cannot go to school. Nearly one billion people cannot access to clean safety water.

We have to tackle with growing economic disparity, environmental degradation, and social conflicts within communities.

We must promote collective efforts and enhance constructive networks. If we could not find solution within our small community, we should go outside world and ask the people around our society. We cannot find successful model in Japan, we have to look for abroad.

It is very unproductive manner if we fight because of our differences. We should connect and cooperate especially among different people. That is the only way of produce innovations and overcome difficulties we are facing now.

I believe JICA Alumnus are important mechanism of enhance connectivity within your countries and cross borders. JICA Arab alumni meeting organized by Leba-JICA is the most successful endeavor in JICA Alumnus. I hope it will develop further and enhance connectivity among Arab world and facilitate innovative activities in order to solve difficulties of the region.

Regional Coordination Meeting



A Regional Coordination Meeting among JICA Alumni Associations (JAAS) in Syria, (LEBA-JICA) Lebanon and (JAAJ) Jordan was held in June 16, 2015 and was attended by:

Lebanon (LEBA-JICA)	Syria (JAAS)	Jordan (JAAJ)	JICA
Dr. Jaoudat Abou- Jaoude	Dr. Mousa Al Shahadat	Mr. Yousef Meade	Mr. Masafumi Tamura
Mr. Wissam Kanj	Mrs. Harbieh Al Baida	Mrs. Rana Obeidat	Ms. Sachiko Komiyama
Mr. Kamal Al-Mokdad	Dr. Mostafa Al-Aghbar	Mrs. Amal Ibrahim	Ms. Makiko Okumura
Mr. Amin Zebian	Dr. Mouaz Al Khayat	Mr. Mohmad Mahmoud Abu Median	Ms. Marah Morad
Mr. Antoine Ghorayeb			

The representatives from JICA Alumni Associations in collaboration with JICA chose "Capacity Building for the JICA Alumni Associations in the Arab Countries" to be the topic for the coming regional workshop that will be held in Beirut

Major activities organized by the LEBA-JICA board



An annual Iftar (Dinner) took place on June 22, 2015 and was attended by his Excellency the Ambassador of Japan Mr. Seiichi OTSUKA, as well as some high-ranking members such as the director general of tourism Mrs. Nada Sardouk, the director general of industry Mr. Dany Jedeon, the member of the board of the National Social Security Fund Mr. Maroun Saikaly, and the president of LEBA-JICA. This activity was a good occasion to raise and discuss many vital issues related to the role and sustainability of LEBA-JICA. In addition to that it enhanced liaison between its members, and strengthened the coordination, and the exchange of ideas between LEBA-JICA members, and the Japanese Embassy in Lebanon.

LEBA-JICA board considers this event as an opportunity for it to discuss the outcomes of the regional coordination meeting that took place with other Japanese Alumni Associations (JAA), and dealt with the oncoming regional workshop that will occur, in addition to other issue related to LEBA-JUICA.



..... Annual General meeting



An annual General Meeting was held on the 30th of October, 2015, and was attended by many LEBA-JICA members. The purpose of the “Annual General Meeting” was to evaluate with its members, the activities that took place so far, and to discuss the “Coordination Meeting” related to the “Regional Workshop on Capacity Building of JICA Alumni Associations in the Arab Countries” which will take place in November. It equally aimed at involving the Leba-Jica members in participating in such workshop. In addition to that the meeting was willing to discuss any issue that the members want to raise and discuss.



Dinner before the Regional workshop at the residence of His Excellency the Ambassador of Japan Mr. Seiichi OTSUKA for the JICA Alumni Associations





Introduction

Capacity Building

What is Capacity building? According to the UNDP Capacity building is “The process by which individuals, organizations institutions and societies develop abilities to perform functions, solve problems and set and achieve objectives.” United Nations Development Program

As for Wikipedia it is an “Assistance which is provided to entities (usually developing societies) which have a need to develop a certain skill or competence, or for general upgrading of performance ability.” Wikipedia Oct. 2008 “Creating a new memory in the minds of our children”

According to LEBA-JICA, Capacity building is a concept and an approach to strengthen the skills, competencies and abilities of people and communities in developing societies so that they can overcome the causes of their exclusion and suffering. Capacity Building is equally used by NGOs to guide their internal development and activities’ potential to enhance their output and develop innovative solutions to Socioeconomic, Environmental and other type of community problems and needs.

Capacity building is an ongoing process in which associations in coordination with local governments. It can also play an important role in supporting efforts to build community knowledge, expand community assets and promote community collaboration.

A commitment to capacity building means developing systems and processes that ensure there is ongoing engagement and collaboration with the ministries, the local governments, and the community to develop solutions to all types of problems, and to fulfill basic human needs. This can be done through developing an action plan that includes partnership between the concerned implementing agencies followed by a process to apply this plan.

LEBA-JICA in collaboration with its sister Alumni associations have found that there is need to do a type of self-evaluation which can at the same time build their capacities through identifying their Strengths, Weaknesses, Opportunities, Threats (SWOT analysis). This was crystallized in the regional workshop they did under the patronage of the his Excellency the ambassador of Japan Mr. Seiichi OTSUKA, on “Capacity Building for the JICA Alumni Associations in the Arab Countries” and was held in Beirut on the 19th and the 20th of November 2015. It included representatives from JICA and the JICA Alumni Associations of Lebanon, Syria, Egypt, Iraq, Jordan, Morocco and Yemen.

This workshop started on the evening of the 19th of November with a welcoming dinner by his Excellency the ambassador of Japan Mr. Seiichi OTSUKA. The dinner was proceeded with a thank you speech by each of the associations. The workshop was organized by LEBA-JICA (JICA Alumna Association in Lebanon).

Opening Ceremony

In its opening ceremony the workshop covered speeches by the guest speakers: His Excellency Mr. Seiichi OTSUKA the Ambassador of Japan, Mr. MORI Hiroyuki, Deputy Director General Middle East and Europe Department Japan International Cooperation Agency (JICA), Dr. Jaoudat Abou-Jaoude President of LEBA-JICA, and, Mrs. Antoinette Ghatass secretary of LEBA-JICA.

The speakers welcomed the participants and hoped that this workshop will be of benefit for the participating Alumni Associations.

The lectures were:

Mr. Antoine Ghorayeb & Eng. Kamal Mokdad (**LEBA-JICA**)
(For a Stronger Partnership Between Lebanon and Japan)

Mr. Chaker Noun (**Lebanon**) (Sustainable Social Organization)

Mrs. Faika Nasser Atto JICA Alumni Association in Iraq (**JAAI**) (History and Current Activities)

Mrs. Ouafae Sbiti Vice president of JICA Alumni Association Morocco (**JAAM**) (Activities and Achievements)

Eng. Mazen Tarifi JICA Alumni Association in Jordan (**JAAJ**) (Capacity Building)

Dr. Moussa Al Shahadat & Dr. Moaz Al khayat JICA Alumni Association Syria (**JAAS**) (Capacity Building)

Eng. Samiha Saber JICA Alumni Association Egypt (**JAEE**) (History and Activities)

Mr. Hani Almemary JICA Office Yemen (**JAAY**) (Activities and Achievements)

Mr. Hiroyuki Mori and Ms. Makiko OKUMURA (**JICA**) (Future Action Plan by Each Alumni Association)

Dr. Jaoudat Abou-Jaoude (**LEBA-JICA**) (Wrap up and Recommendations)





Dr. Jaoudat Abou-Jaoude
President of LEBA-JICA



His Excellency
Mr. Seiichi OTSUKA
the Ambassador of Japan



Mr. MORI Hiroyuki, Deputy
Director General Middle East
and Europe Department Japan
International Cooperation
Agency (JICA)



Mrs. Antoinette Ghatass
Secretary of LEBA-JICA





JICA



LEBA-JICA (Lebanon)



NGO (Lebanon)



JAAY (Yemen)



JAAJ (Jordan)



JAAS (Syria)



JAAE (Egypt)



JAAI (Iraq)



JICA (Syria)



LEBA-JICA (Lebanon)



JAAM (Morocco)



JICA (Japan)



After the meeting LEBA-JICA president and board members delivered to the participants certificates and medal shields in recognition for their commitment and dedication to the success of the JICA Alumni Association.



The participants concluded with the following wishes that:

- The JICA offices in the Arab countries inform the JICA alumni associations present in these countries about the projects, consultations, and lectures that they, the Japanese embassies or their government are planning to implementing in these countries, for the purpose of cooperation and exchange of experiences.
- Give priority to the JICA alumni associations to execute projects financed by JICA offices based on each countries rules and international agreements signed with the government of Japan or any other concerned party.
- Give priority for hiring in the JICA offices for those who are members of JICA alumni associations and in particular those that have achieved high level of education in the Japanese language.
- The JICA office could increase its financial support to JICA alumni associations, so that they can enhance their performance through additional activities, in order to fulfill its role.
- Activate interconnection between the JICA alumni associations through Facebook and prepare a half a year electronic magazine that includes each association's activities for the purpose of spreading culture, knowledge, and exchange of knowhow. Such information could be sent through to the official electronic website of each association.
- Organize a yearly regional workshop in Lebanon as well as an addition one that will be held consecutively in each of the Arab countries. JAAE has proposed to have a workshop in its country in the year 2018 for the occasion of the partial opening of the Great Museum of Egypt which the Japanese government is actually participating in financing its construction and equipment being considered a world heritage site. JAAE also suggested the visit of other projects financed by the Japanese government such as the Opera House, the Peace Bridge and other projects.
- Activate the membership of young JICA alumni professionals and give a better chance for them to get enrolled in decision making for the purpose of introducing new ideas and enhancing the associations' performance.
- Select social and financial topics that are of urgent and emergency need to be discussed in the future regional workshops.



A special thank you visit was made by the board of directors of LEBA-JICA represented by the president DR. Jaoudat Abou-Jaoude, the treasurer Mr. Kamal Mokdad, and board member Mr. Amin Zebian on 9/12/2015 to His Excellency the Ambassador of Japan in Lebanon Mr. Seiichi OTSUKS to offer him a medal shield in recognition for his continuous support to LEBA-JICA

Conclusion

On the 4th of March 2016 the LEBA-JICA board and members invited the new JICA Alumni Graduates to a gathering and an explanatory session on the structure, aims, objectives, role, as well as plans of LEBA-JICA. All the new graduates who attended this meeting decided to be part of LEBA-JICA.

The Board members welcomed the new graduates to LEBA-JICA and were glad that their aim of adding new young and energetic members into the association for the benefit and sustainability of the association was accomplished.





بناء قدرات جمعيات خريجي الوكالة اليابانية للتعاون الدولي في البلاد العربية

