

# Care Commitment Communication

Care, Commitment and Communication for a Healthier World



Our Profile and Activities



National Center for Global Health and Medicine  
Bureau of International Health Cooperation

# NCGM's Global Health Strategy

In September 2013, a group was formed to regularly discuss how to locate various international activities of the NCGM and implement those activities in a coherent way. As a result, the group made recommendations regarding the NCGM's Global Health Strategy. Based on the recommendations, Global Health Strategy Headquarters was set up and further discussed a strategy. The headquarters finalized the strategy in September 2014.

Part of this strategy was to urge the NCGM, in accordance with the philosophy of human dignity and contribution to health and welfare of people, to bridge Japan and international society through international health cooperation, continue support for developing countries and further expand activities toward humanitarian and global society. It was recognized that different sections of the NCGM, namely hospitals, the Research Institute, Bureau of International Health Cooperation and National College of Nursing should integrate their medical, research, international health and human resource development resources together and strive for global extension as the one NCGM.

## NCGM's Global Health Strategy Objectives

- Objective 1** Conduct a new form of international health cooperation
- Objective 2** Function as a global health think tank
- Objective 3** Advance human resource development for global health both in developing countries and in Japan
- Objective 4** Conduct innovative and practical research on the issues of global health
- Objective 5** Internationalize hospitals to accept foreign patients and also provide services to Japanese travelers

## NCGM's Global Health Strategy

### ① Overseas Cooperation Activities

- Dispatchment of experts
- Coordinate support using overseas bases
- Disaster response and protection of overseas Japanese

### ⑤ Internationalization of Hospitals

- Medical support for travelers
- Care for foreigners in Japan

### ④ Research

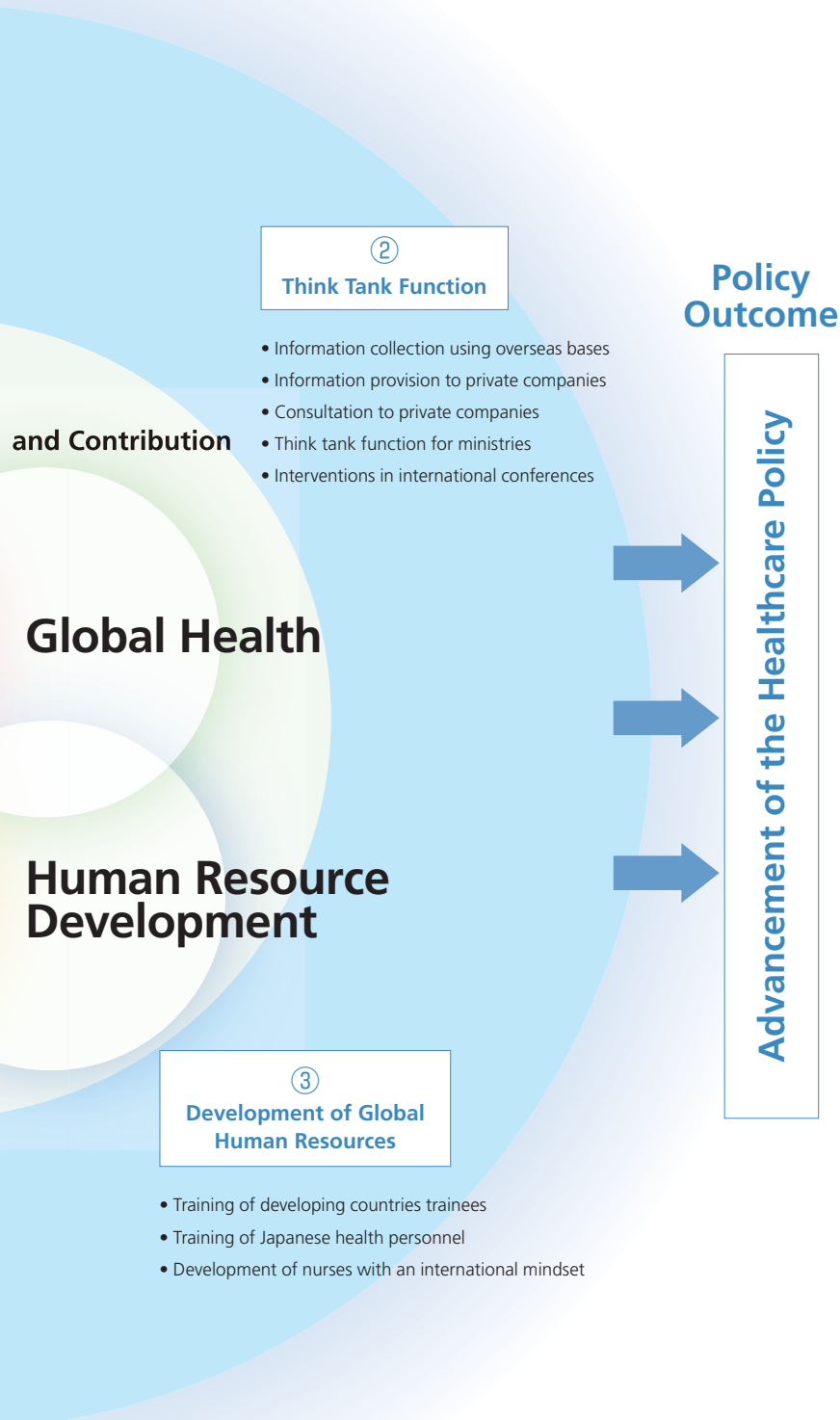
- Research on global health policy
- Research using overseas bases

## Functions of the NCGM International Cooperation

Medical  
Care

Research

# Mission



Aiming to realize a world where all people can equally lead healthy lives, the Bureau of International Health Cooperation provides support around the world, including developing countries, to improve healthcare using our expertise and contribute to the healthier lives of Japanese people by bringing these experiences back to Japan.

As a core institution of Japan's international health cooperation, we aim to develop a society where people of all countries without disparities live healthy lives and to promote the improvement of health and healthcare. We intend to reduce child mortality, improve maternal health, and prevent the spread of diseases such as HIV/AIDS and malaria, which are listed in the Sustainable Development Goals (SDGs) of the United Nations. Furthermore, we work toward universal health coverage (UHC) in collaboration with developing countries, various international organizations and aid agencies.

We will extend high quality international health cooperation by effectively mobilizing our rich knowledge in areas such as human resource development for health and know-how in creating mechanisms of technical capacity building toward the solution of international health issues.



# Key Themes and Activities

Bureau of International Health Cooperation has set the five key themes of health human resources, maternal and child health, quality of medical services, disease control, and universal health coverage (UHC). For each theme, we promote cooperation projects to protect the health of people efficiently and effectively.

## 5 Key Themes

1



### Health Human Resources

To realize the equitable provision of health services in developing countries, it is essential to develop adequately qualified health human resources. The NCGM develops health human resources through training both overseas and in Japan. In recent years, we not only conduct training but also provide policy assistance regarding the institutionalization of health human resource development. In Asia and Africa, we provide technical assistance and policy advice on developing health human resources and streamlining the related legal framework.

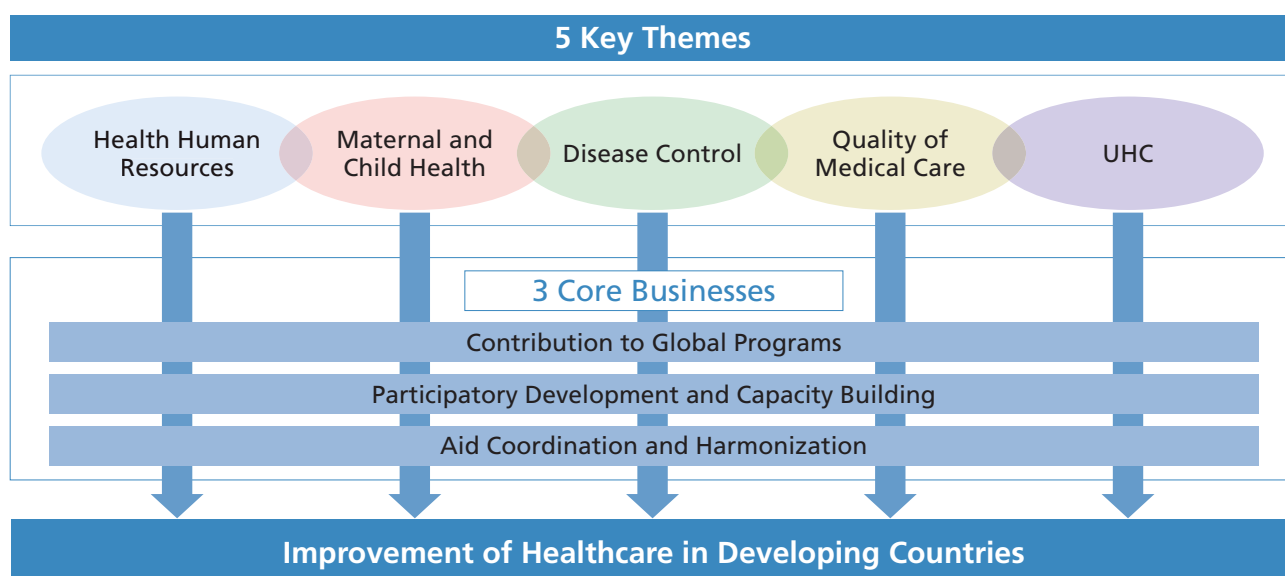
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### Maternal and Child Health

We aim to provide quality and continuous health services to mothers, newborns and children in developing countries that are backed by strong health systems. Toward this end, we improve the knowledge, skills and motivation of community residents, health workers, facility managers and health administrators. We also improve their environment and institutions through technical assistance, research and network building.





# 3

## Disease Control

In developing countries, various infectious diseases are prevalent due to tropical weather, remoteness and poverty. To counter these diseases, we strive to implement various activities including the promotion of immunization and HIV/AIDS care and treatment.

Focusing mainly on Asia and Africa, we conduct field surveys and research on HIV, tuberculosis, malaria, influenza, vaccine-preventable infectious diseases and parasitic diseases. Using skills needed to control diseases such as surveillance, service promotion, social mobilization, outbreak response, training management and operational research, we structure ourselves so that we are able to respond to various infectious diseases in developing countries.

# 4

## Quality of Medical Care

The improvement of the quality of medical care is essential for health services in developing countries so that they can be trusted and so that people can access safe care. The quality of medical care includes many different aspects such as patient safety to prevent healthcare-related accidents and prevention of healthcare associated infection (HCAI). To improve the quality of care, an organizational culture to grasp the quality status and make it better is required. Japan holds various quality improvement methods derived from its manufacturing industry, such as 5S-KAIZEN-TQM. We utilize such methods and are striving to improve the quality of medical care in developing countries.

# 5

## UHC

Universal health coverage (UHC) means that all people can access quality health services when necessary without facing financial hardship. It is one of the targets of the health-related goal of “ensure healthy lives and promote well-being for all at all ages” in the Sustainable Development Goals (SDGs). Aside from ensuring that all people can receive necessary healthcare and the service package includes all necessary care, reduction of an out-of-pocket payment for healthcare to an affordable level through a health social security scheme is necessary. The NCGM conducts research on essential conditions to attain UHC and contributes to the attainment of UHC through partnership with the international community.

# History of the Bureau of International Medical Cooperation

It all started from the assistance for a Cambodian refugee camp

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In 1979, as the government of Japan decided to provide medical assistance to Cambodian refugee camps in Thailand, the International Medical Center of Japan (IMCJ), for the first time, dispatched medical doctors to the camps. While the dispatchment of doctors continued, in October 1986, the Department of International Medical Cooperation was formally founded. At first, there were only five doctors and two administrative staff.

Hospital building and medical technology cooperation

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The department's activity, which started as emergency assistance to refugee camps, gradually expanded to human resource development in the health sector in developing countries. Numerous health staff were dispatched to hospitals constructed by a grant aid of the government of Japan, and they implemented medical technology assistance including diagnosis and treatment.

While implementing cooperation in hospitals, it was recognized that only a limited number of residents could benefit from health services. Assistance to a health administration that bears community health services was considered important. Accordingly, our focus of technical assistance shifted from facility-based to community-based health system development.

Path toward the National Research and Development Corporation

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In 1993, the IMCJ's Department of International Medical Cooperation was renamed as the Bureau of International Medical Cooperation. In 2010, the IMCJ was renamed as the National Center for Global Health and Medicine (NCGM). The Bureau of International Medical Cooperation was renamed as the Department of International Medical Cooperation. In 2012, the Department of International Medical Cooperation was again renamed as the Bureau of International Medical Cooperation. In 2015, the NCGM was designated as the National Research and Development Corporation, and the Bureau of International Medical Cooperation was renamed as the Bureau of International Health Cooperation.

# onal Health Cooperation

## Development of a community-based health system



The bureau has transformed to an organization that collaborates with clinics/health centers, health staff, health administrations, educational facilities and community organizations that surround hospitals and assists the institutional development of health services along with community health administrations.

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## Aid coordination and policy assistance



In the health sector, for improved efficacy of aids, aid coordination among various aid agencies and organizations has been pursued. The Bureau of International Health Cooperation aims to contribute to the aid coordination by attending various international conferences and missions and has worked as a WHO Collaboration Centre since 2009 to provide feedback on field-based knowledge to the international society.

Also, the focus of assistance is shifting from technical assistance to policy assistance.

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## Commencement of a global health think tank



In 2016, the Institute for Global Health Policy Research (iGHP) was established within the Bureau of International Health Cooperation.

In 2018, the NCGM celebrates its 150 years anniversary. The year also marks the 25-year anniversary of becoming the National Center. Moreover, the Bureau of International Health Cooperation entered its 32nd year of operation.

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# Technical Cooperation

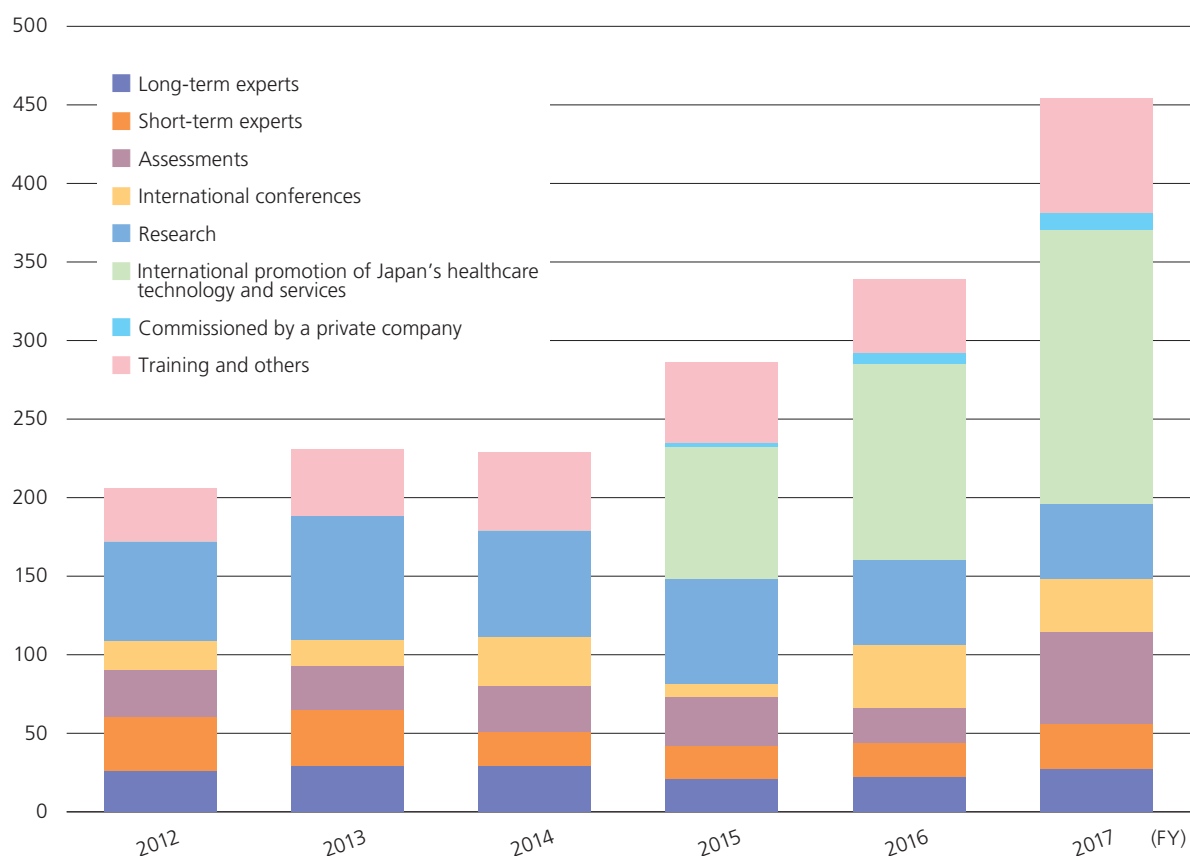
The Bureau of International Health Cooperation is dispatching doctors, nurses, midwives, etc. as public health or medical experts to technical cooperation projects that have been undertaken by developing countries and the government of Japan, aiming to resolve health problems in developing countries.

There are different types of technical cooperation: that which strengthens health systems for people to lead healthier lives and that which formulates mechanisms to develop healthcare-related human resources such as doctors, nurses and midwives, while others distribute techniques to prevent infectious disease.

The dispatched experts seldom provide health services directly to the local population. Instead they identify local issues together with local health administrators and healthcare workers, consider a solution together, and strive to improve nationwide public health by transmitting the necessary techniques and knowledge. We value the ownership of the counterparts in developing countries so that the outcomes of technical cooperation can be sustainable.



Trend of the Number of Expert Dispatchments



# For a Sustainable Society

The sustainability of societies is threatened by various factors including poverty, conflict, lack of basic education and health disparity. This health disparity is not only an issue in developing countries but also in developed countries.

In the globalized world where people and goods increasingly move across national borders, the risk of infectious diseases such as SARS, pandemic influenza and the Ebola virus disease is increasing. Global preparedness

for such public health emergencies is an important element of the sustainability of the global society.

In September 2015, the United Nations Summit adopted the Sustainable Development Goals (SDGs), which include Goal 3: “ensure healthy lives and promote well-being for all at all ages.” Each technical cooperation project conducted by the NCGM is positioned to aim at this global goal to realize a sustainable society.



## ► Response to Public Health Emergencies

The Bureau of International Health Cooperation, upon the request of the government of Japan, has been dispatching its staff as members of international emergency medical teams sent in response to major natural disasters that have occurred around the world. Immediately after the Great East Japan Earthquake in 2011, the bureau dispatched a medical team to Higashi-Matsushima City, Miyagi Prefecture, and has been providing assistance for the rehabilitation of health administrations. In July 2016, as members of the newly established Infection Control Team of the Japan Disaster Relief Team, the bureau's staff responded to the outbreak of yellow fever in the Democratic Republic of Congo.



# Human Resource Development

The Bureau of International Health Cooperation develops human resources by providing various training opportunities to people both in developing countries and in Japan.



## Developing Human Resources for Health in Developing Countries

The bureau accepts young health administrators and practitioners of developing countries as trainees and offers training programs that lead to the improvement of public health and strengthening of health systems in their countries. We aim to develop personnel who have learned expert knowledge and technology through training in Japan and are able to make a difference in their own workplaces. The training programs also contribute to increases in the number of supporters of Japan and to build a friendly relationship between Japan and the trainees' countries of origin.

### Counterpart Training

In technical cooperation projects in developing countries, the key administrators or technical personnel in recipient countries who function as focal points are called "counterparts." The Bureau of International Health Cooperation accepts those counterparts and conducts training in line with the project purposes to advance the technical cooperation effectively.

### Healthcare Associated Infection (HCAI) Management Training of the Trainers

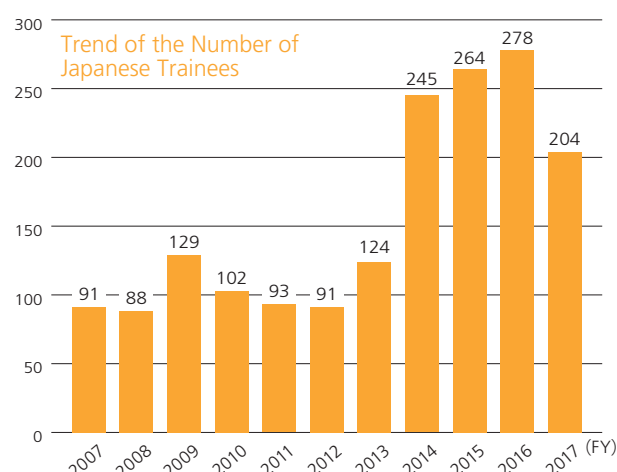
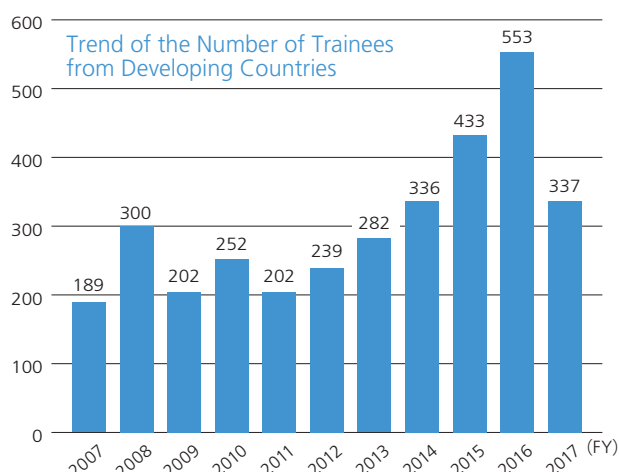
The training is participated by hospital staff and managers in developing countries and provides the necessary knowledge and skills regarding HCAI control. The course facilitates the understanding of prevention of and responses to HCAI including basic measures such as hand washing and disinfection, preventive measures for different infection routes, hospital organization and staff training.

### Francophone Africa Community-Based Maternal Care Training (for Health Administrators)

The training course aims to have trainees develop action plans to provide better maternal and child health services in accordance with their country context. The course is taken by ministry of health officials and local health administrators in countries of Francophone Africa. Trainees can learn how to improve maternal and child health services based on the concept of "continuum of care." The "continuum of care" looks after mothers, children and families from pregnancy and delivery to postnatal child-rearing.

It aims to provide care and support along their life-course, thereby ensuring a sense of security among mothers and children.





## Developing Japanese Global Health Personnel

For Japanese trainees, we offer training courses and programs with the aim of developing global health personnel. Global health requires, on top of expert knowledge and skills, capacity of management, coordination and communication. The training balance between basic knowledge and practical skills, and apply not only lectures but also participatory methods such as workshops, discussions and overseas fieldwork. We hope to stimulate interest in global health among young Japanese health personnel and provide them with opportunities to draw career vision toward global health personnel.

### Basic Course of International Health

For those Japanese who aim to be involved in the international health cooperation, this series of 10 sessions (each lasts three hours) conducted from May to March in each fiscal year provides a learning opportunity for them to deepen their understanding of international/global health. Along the theme of each session, the staff of the Bureau of International Health Cooperation lectures on basic knowledge and skills, drawing on their field experiences. Participatory learning through workshops and discussions is applied in each session. Participants can choose to attend the whole series or just one session according to their needs.

### Training on International Health Cooperation

To develop Japanese human resources who can handle international health cooperation, we conduct training on international health cooperation. The course is comprised of three parts:

(1) lectures by experts, (2) a project planning workshop, and (3) field study in a developing country. The lectures provide basic knowledge on international health, and the project planning workshop and the field study foster practical skills for project planning.

### International Health Resident Program

For young medical doctors who are in the latter phase of clinical training, we offer a three-month program in which the participants belong to the Bureau of International Health Cooperation. During the three months, they gain basic knowledge about global health and health issues in developing countries. They will partially participate in the above-mentioned training on international health cooperation and conduct a field study in a developing country.

### International Clinical Fellow Program

For young medical doctors who have finished the latter phase of clinical training, we offer a year-long fellow program in which the participants belong to the Bureau of International Health Cooperation. Under the auspices of the experts in the bureau, the fellows analyze technical cooperation projects, plan activities and participate in overseas activities for half a year.

### Overseas Training of Nurses

We conduct overseas training of nurses working in two general hospitals of the NCGM: Center Hospital and Konodai Hospital. The training aims to provide nurses with basic knowledge on international health cooperation and help them become capable of extending nursing activities with an international viewpoint.

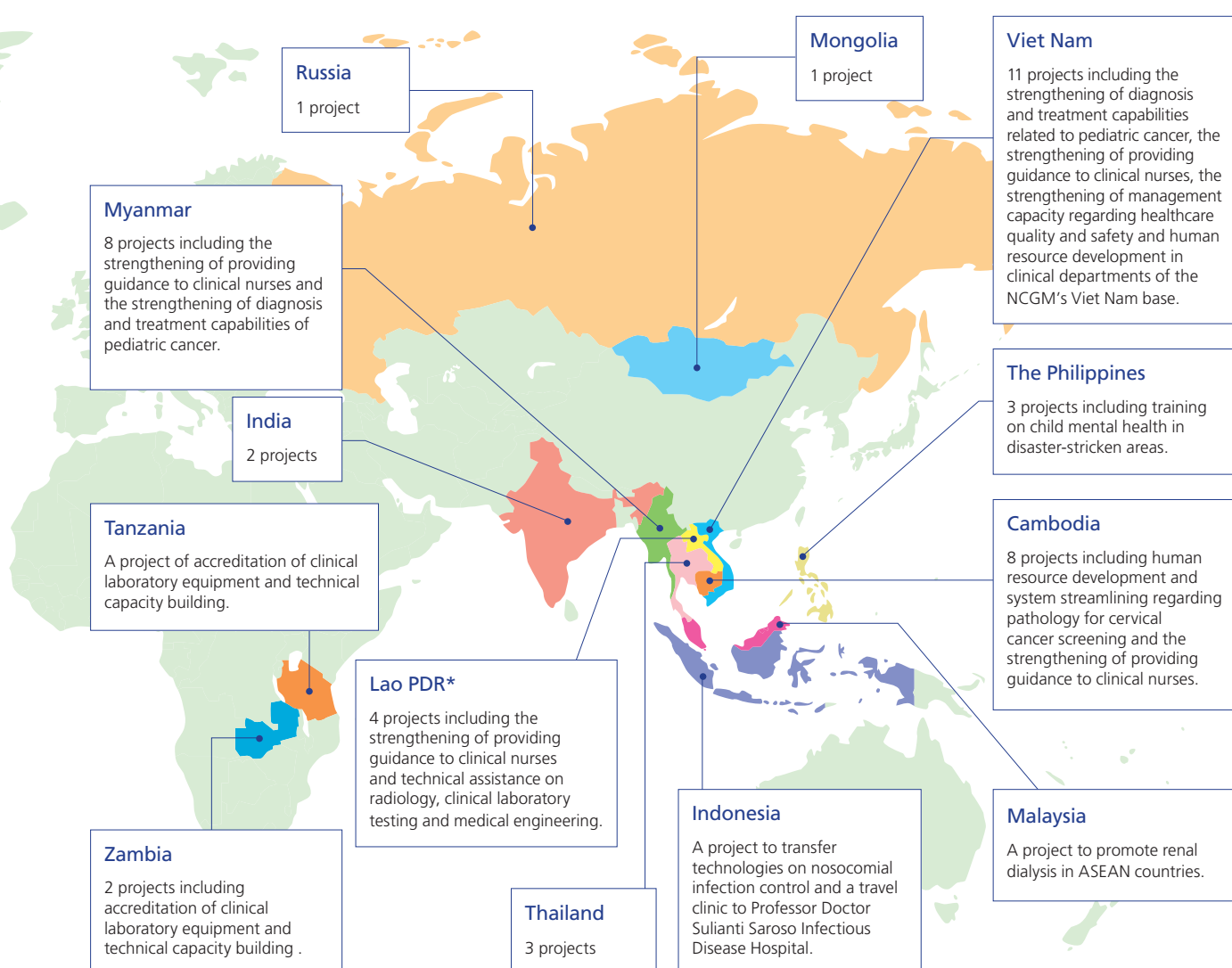
# International Promotion of Japan's Healthcare Technology and Services

Japan attained one of the highest levels of healthy life expectancy and health status under the universal health insurance coverage. It is important for the country to contribute internationally to the achievement of universal health coverage (UHC) based on its long-standing experiences and knowledge. The Ministry of Health, Labour and Welfare, Japan took the initiative to establish cooperation with health-focused ministries in various developing countries for the global extension of medical technologies.

The International Promotion of Japan's Healthcare Technology and Services dispatches Japanese experts in the fields of

health policy, social security, healthcare and health industry to developing countries and accept health staff from various countries. Through these activities, Japan intends to share the experiences of medical institutions, such as the public health insurance scheme and promote excellent medical technologies, drugs and equipment. Thus, the projects aim to improve public health and medicine in developing countries while facilitating the growth of the Japanese health industry. Such activities are expected to increase trust in Japan of the international society and establish win-win relation between Japan and developing countries.

## International Promotion of Japan's Healthcare Technology and Services (as of July 2017)



\*Lao People's Democratic Republic

# Collaboration with Private Companies

The Bureau of International Health Cooperation provides consultation on health and medicine in developing countries to private companies and organizations. We accept queries via our website.

<http://kyokuhp.ncgm.go.jp/activity/internal/consult/index.html>  
(in Japanese only)

## Examples of Collaboration with Private Companies

1



The bureau has provided technical advice regarding field operations and baseline surveys to the Ethiopia Maternal and Child Health Program conducted by World Vision Japan.

2



Photo © Aerosense Inc.

The bureau has provided technical advice to the health logistics service promotion program in Zambia using a drone to transfer specimens obtained by Aerosense Inc.

3



Photo © Apel Inc.

The bureau provided information about the health status and systems of Viet Nam to Apel Inc. and coordinated the company's contact with the Ministry of Health and public hospitals when Apel introduced its bilirubin meter to Viet Nam. In 2017, Apel started domestic production of the bilirubin meter in Viet Nam.

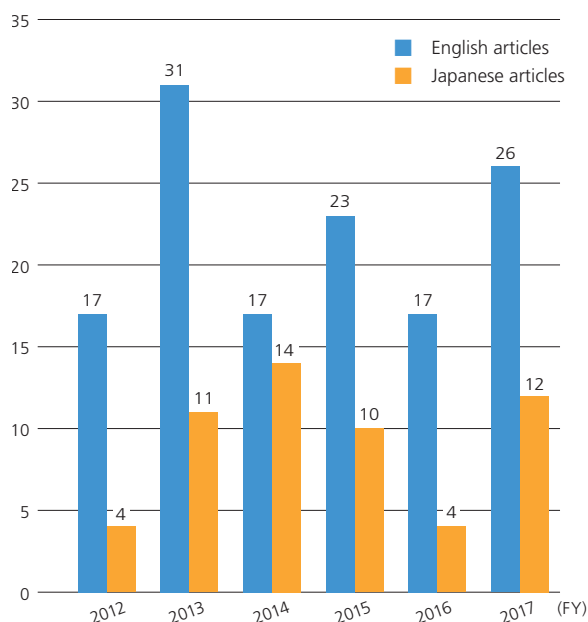
# Global Health Research

The Bureau of International Health Cooperation conducts research necessary for the promotion of effective international health cooperation toward creating a world without health disparities. Tapping into the strength of having many project sites in developing countries, the bureau collects and evaluates various information derived from its technical cooperation projects and then provides feedback on the results to improve international health.

The research was mainly conducted using international medicine research and development grants from the NCGM. They focus on three major areas: disease control, maternal and child health, and the strengthening of health systems.

The bureau intends to create an enabling environment in which global knowledge is effectively and efficiently developed. It also makes efforts to establish research methods that balance scientific rigor and flexibility as a means of adapting to the settings of developing countries.

Trend of the Numbers of Research Articles



## Disease Control



- Measures against hospital-acquired infections
- HIV/AIDs, tuberculosis and malaria
- Vaccine preventable diseases

## Maternal and Child Health



- Health of pregnant women and newborn children
- Reproductive health

## Health Systems



- Strengthening of health systems
- Training of health personnel

## Other



- School health
- Parasites
- Research methodologies
- International medical cooperation
- Disaster medical care
- Healthcare for foreign residents in Japan
- Non-communicable diseases
- Travel medicine

# Think Tanks Function

The Bureau of International Health Cooperation has been providing technical support to the Ministry of Health, Labour, and Welfare (MHLW), the Ministry of Foreign Affairs (MOFA), the Japan International Cooperation Agency (JICA), the World Health Organization (WHO), and other organizations related to global health, sharing its field experience in the area of international health cooperation. Our activities include providing technical advice regarding discussion points of the agenda items of meetings related to global health policies, such as the World Health Assembly, WHO Executive Board Meeting and Global Fund Board Meeting to the MHLW and MOFA, and participating in those meetings as a member of the Japanese delegate. Furthermore, we provide unofficial Japanese translations of resolutions adopted by the World Health Assembly and post them on our website.

In addition, we also participate in technical advisory meetings organized by the WHO Western Pacific Regional Office and join the mission teams to review JICA's technical cooperation projects in our capacity as a technical advisor. The bureau ensures good communication between the International Affairs Division of the MHLW, the Global Health Policy Division of the MOFA, and the Human Development Department of JICA.

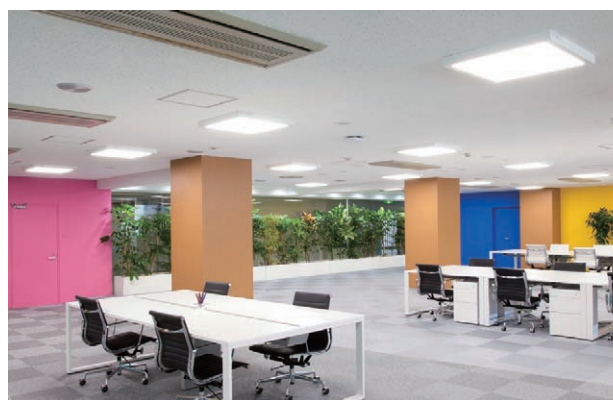


# Institute for Global Health Policy Research (iGHP)

Today, humanitarian crises related to political turmoil, conflicts and disasters occur all over the world. It is important to face and solve those global issues, not only domestically but also from the view point of security and macro-economic strategy. Global health, which requires the international society as a whole to focus on health problems and construct solutions and implement them is indispensable for sustainable world peace.

In the G7 Ise-Shima Summit held in May 2016, a consensus of participating countries was built to advance global health. Japan, as a chair country, especially put emphasis on reforming health and medical systems in such a global trend. As a developed country in health, Japan needs to share its knowledge and achievements with the world. For this purpose, the iGHP was established in October 2016 as an important agency for global health policy.

The iGHP has three departments, namely the Department of Global Health System and Innovation, the Department of Global Health Diplomacy and Governance, and the Department of Global Health Metrics and Evaluation.



# Global Collaboration

## WHO Collaboration Centre for Health Systems Development

WHO Collaboration Centres (WCCs) are institutions outside the WHO that are designated to internationally promote WHO's programs. Across about 80 countries, there are more than 800 WCCs. Since 2009, the Bureau of International Health Cooperation has been designated by the WHO as the WCC for Health Systems Development.

The bureau collaborates with the WHO in formulating policies and implementing strategies regarding the strengthening of health systems through research, assessments and human resource development. We also participate in the assessment of the impact of health programs on health systems and in the planning of research activities.



## Joint Graduate School Program with Nagasaki University

The Bureau of International Health Cooperation, in the framework of the Joint Graduate School Program, has collaborated with Nagasaki University since 2012 to develop human resources for the public health of Japan who can be active in the field of global health. Experts in the bureau give lectures, support research and provide overseas fields for field studies. We also utilize the Joint Graduate School Program to provide education/training opportunities for counterparts from developing countries who visit Japan.

In May 2017, the NCGM satellite of Nagasaki University opened. The satellite campus offers a master's degree program for workers, in which lectures are given online so that they can attend them in their homes or workplaces. Face-to-face sessions are conducted at night and on weekends.



# Global Network

The Bureau of International Health Cooperation collaborates with various countries and organizations to solve health issues around the world. We make good use of the global network encompassing the World Health Organization, governments of developing countries, institutes and academia in sharing information and conducting high quality joint programs.

The NCGM maintains a number of overseas bases in which we set up offices and assign local staff. The Bureau of International Health Cooperation has day-to-day contact with the bases in Bac Mai and Cho Ray Hospitals in Viet Nam, the National Maternal and Child Health Centre in Cambodia, the National Institute of Tropical Medicine and Public Health in Lao PDR and the Ministry of Health and Sports in Myanmar. Also, we have exchanged a memorandum of understanding (MOU) for mutual collaboration with the Tribhuvan University Institute of Medicine in Nepal, the Professor Doctor Sulianti Saroso Infectious Disease Hospital in Indonesia and the University of the Philippines Manila in the Philippines.



## ① Bac Mai Hospital, Viet Nam

In 2005, the NCGM set up an office in Bac Mai Hospital in Hanoi, northern Viet Nam as an NCGM Viet Nam base. Since then, collaborative research on HIV/AIDS, tuberculosis and nosocomial infection have been conducted. Human resource development has also been undertaken. The NCGM has engaged in technical cooperation through the Japan International Cooperation Agency (JICA) with Bac Mai Hospital since 1995.

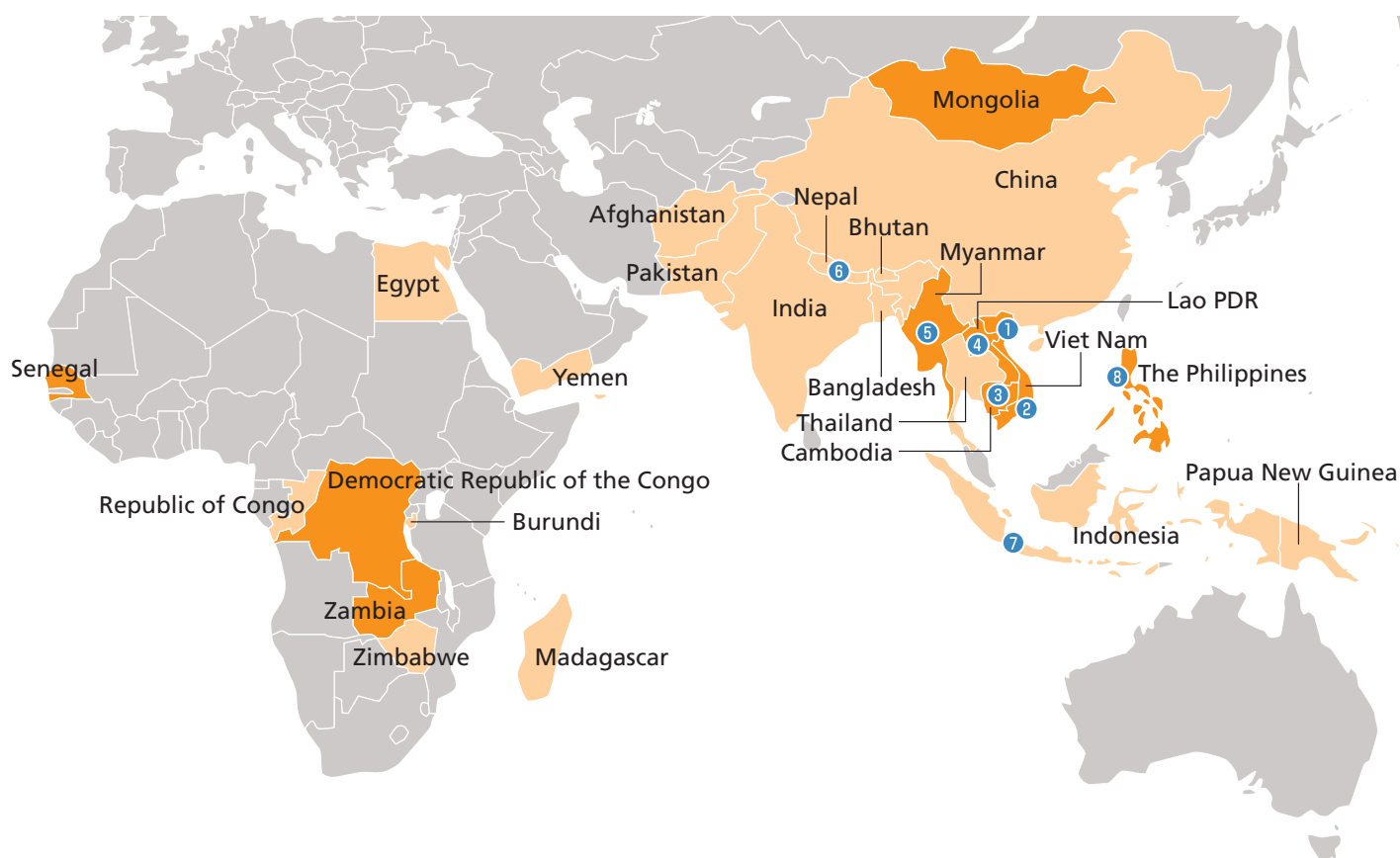
The hospital has contributed to the improvement of medical services in Viet Nam. On the basis of the outcomes of cooperation so far and the relationships of trust that have been developed, the NCGM and Bac Mai Hospital signed on an MOU, with the supervision of the Ministry of Health, Viet Nam, to continue collaborative activities that are beneficial to both Japan and Viet Nam.



## ② Cho Ray Hospital, Viet Nam

In 2014, the NCGM signed an MOU with Cho Ray Hospital in Ho Chi Minh City, Viet Nam regarding instructions and training of medical technologies and hospital management as well as joint research on communicable and non-communicable diseases.

Cho Ray Hospital was constructed by the grant aid of the government of Japan in 1971. It is the largest and most trusted hospital in southern Viet Nam and plays a central role in medical service provision and the development of medical human resources. The NCGM has been dispatching numerous experts including project leaders and has accepted many Cho Ray Hospital staff for training in Japan. The NCGM and Cho Ray Hospital, based on the relationship of trust developed thus far will further contribute to the improvement of health and medicine in Viet Nam.





### 3 National Maternal and Child Health Centre, Cambodia

The National Maternal and Child Health (MCH) Centre in Cambodia has three main functions: medical service, training and MCH administration. It is a core health facility for the MCH with the highest number of child deliveries per year in Cambodia. During the past 20 years, the NCGM has dispatched medical experts to the centre and supported its activities. Based on the long-term collaboration, an MOU was signed regarding technical support, research, personnel exchange and training on maternal and neonatal health.



### 4 National Institute of Tropical Medicine and Public Health, Lao PDR

The National Institute of Tropical Medicine and Public Health (TPHI) is an institute under the direct auspices of the Ministry of Health, Lao PDR, and is a focal point of health research and training. When the NCGM dispatched Ministry of Health advisors, the TPHI conducted management training for provincial and district hospital directors and other administrators. It has been conducting joint research on research capacity development in Lao PDR. As part of this joint research, the NCGM supports the organization of the annual Lao National Health Research Forum.



### 5 Ministry of Health and Sports, Myanmar

The NCGM, mainly through JICA projects, has been contributing to the development of human resources for healthcare and infectious disease control in Myanmar. In April 2014, based on the collaborative relationship that has thus far been established an MOU was signed between the NCGM and the Health Bureau, Ministry of Health and Sports in Myanmar regarding joint research. It is expected that the joint research will progress along with the development of human resources related to the research.



### 6 Tribhuvan University Institute of Medicine, Nepal

The Tribhuvan University Institute of Medicine was constructed using grant aid from the government of Japan in 1980 and is the first medical college in Nepal. The NCGM dispatched many experts to conduct technical cooperation. In 2013, The NCGM and the institute signed an MOU of collaboration. Since then, collaborative research on communicable and non-communicable diseases and human resource development have been undertaken, with the aim of improving healthcare and medicine across all of Nepal.

### 7 Professor Doctor Sulianti Saroso Infectious Disease Hospital

The NCGM's Disease Control and Prevention Center (DCC) has been supporting the Sulianti Saroso Infectious Disease Hospital regarding nosocomial infection control and set up a travel clinic. The NCGM's Center for Clinical Sciences is preparing for an international joint clinical trial encompassing the Sulianti Saroso Hospital, Bac May Hospital in Viet Nam, University of the Philippines and Mahidol University in Thailand.

### 8 University of the Philippines Manila, The Philippines

In January 2018, the NCGM and the University of the Philippines Manila signed an MOU for research collaboration. The exchange of researchers, undergraduate education and training, joint organization of academic conferences, exchange of scientific information and specimens, exchange of undergraduate and graduate students and joint research are all being planned. Also, the Bureau of International Health Cooperation is planning joint research on infectious disease epidemiology.

### Francophone Africa Human Resource Management Network

Together with JICA, the NCGM has conducted training in Japan on the better management of health personnel in Francophone African countries since 2009. The Tokyo Vision Network (RVT) is a network for human resources for healthcare, established in January 2012 by trainees who had returned to their respective countries. The RVT organizes a biennial general meeting, training workshops on common challenges faced by the member states, research and other activities related to human

resources for health to resolve. From 2015, the NCGM and JICA have supported the RVT as a regional project for enhancing its activities.

## Extensive Network to Improve Health Services

(as of March 2018)

- Countries where the NCGM is currently conducting technical cooperation projects
- Countries where the NCGM has conducted technical cooperation projects in the past





**National Center for Global Health and Medicine  
Bureau of International Health Cooperation**

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Note: Information in this brochure is as of March 2018.