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Joined Japan International Cooperation Agency (JICA) in 1988 having completed the Master's Program in Management and Public Policy at the University of Tsukuba.

He gained his current position at the National Graduate Institute for Policy Studies in 2006 after a stint with the Economic Cooperation Bureau of the Ministry of Foreign Affairs and as second secretary to the Bolivian Embassy.

Projects Mr. Kojima visited

Field survey: September 2006

Vietnam

- Transport Infrastructure Development in Hanoi, Drainage Project for environment Improvement in Hanoi,
- North Vietnam Transport Infrastructure Development (National Highways No. 5, No. 10, and No. 18, Bai Chay Bridge, and Hai Phong Port)
- Northwestern Vietnam Living Condition Improvement (Small-Scale Pro Poor Infrastructure Development Project)

Integrated ODA loans and technical cooperation – towards the realization of synergies from the JBIC-JICA merger

It has been decided that Japan International Cooperation Agency (JICA) and the ODA loan divisions of Japan Bank for International Cooperation (JBIC) will merge in 2008. This will enable the three support schemes – ODA loans, technical cooperation and grant aid to be implemented and administered in an integrated fashion. What effects will the merger have on the ground? I visited ODA sites in Vietnam in search of a new, post-merger business model.

Comprehensive urban development plan for Hanoi (development plan + infrastructure development)

The population of Hanoi has surged in line with rapid economic growth thereby aggravating environmental problems in the city, but the roads, intersections (overpasses), drainage systems and rivers that have been targeted for ODA loan support are all functioning as part of the city and have been fully integrated into the lives of its citizens. Nonetheless, a long-term plan for urban development is necessary in view of the city's infrastructure needs. Much is expected of the "comprehensive urban development plan for Hanoi (municipal transport, water and sewerage works, residential and green spaces, etc.)" that is currently being mapped out by JICA in collaboration with JBIC.

Transport infrastructure (capacity-building + infrastructure development)

ODA loans targeting the development of transport infrastructure in northern Vietnam (National Highways No. 5, No. 10 and No. 18, Bai Chay Bridge, Binh Bridge, Hai Phong Port, Cai Lan Port) were extended on the basis of a master plan formulated by JICA. Development of the road network has been highly successful, and the journey from Hanoi to Hai Phong Port now takes 90 minutes as opposed to five hours. The survey confirmed that this series of infrastructure development projects has made a significant contribution to poverty reduction efforts, improving access to medical and educational services, and so forth. Administration following completion is an important aspect of port and power plant development work, and looking ahead, it is vital that the development of physical infrastructure be accompanied by integrated capacity building support for personnel and systems.

Medical sector (extension and development of ODA loan-funded pilot projects)

In the medical field, pilot projects combining technical cooperation and grant aid being implemented with a view to strengthening the Bach Mai Hospital (Japan-Vietnam medical exchange facility), a tertiary care facility, and to improving medical services in Hoa Binh Province, have

been producing a steady flow of results. Evidently, the way forward for ODA loans is to tackle the issue of expanding on and developing these results in other areas of the country.

Small-scale infrastructure project (cooperation volunteers / NGOs + dispersed ODA loans)

Small-Scale Pro Poor Infrastructure Development Project (ODA loan), a highly detailed undertaking involving the development of rural roads and rice paddies and the electrification of schools and houses in the provinces of Hoa Binh and Phu Tho has received high praise from both local governments and residents. Small-scale, scattered projects are highly effective in reducing poverty, but, of necessity, responsibility for the implementation and management of numerous sites has to be deferred to local governments. Japan Overseas Cooperation Volunteers (JOCV) and NGOs, by contrast, frequently come up against small-scale facility and equipment needs, which would seem to suggest that a structure linking these bodies to ODA loans would make it possible to extend cooperation that is based on actual needs.

Recommendations

Four models for integrating ODA loans and technical cooperation (grant aid) have been proposed. They are all premised on the formulation of scheme-straddling cooperation programs and on integrated monitoring and evaluation. Following the merger of JICA and JBIC, an institutional design bearing these points in mind and aimed at maximizing the synergies will be necessary.

Four Business Models		
	Integrated administration pattern	Anticipated effects
Model I	Development plan (master plan, feasibility study, etc.) (technical cooperation) → Infrastructure development (ODA loan / grant aid)	Secures consistency from planning through implementation; allows for assured and speedy project formation
Model II	Capacity-building (technical cooperation) + infrastructure development (ODA loan / grant aid)	Secures sustainability; strengthens organizations and systems
Model III	Pilot projects (technical cooperation / grant aid) → Extension and development (ODA loan)	Evolution from pinpoint to area-based projects; reduction in the risks / costs of inaugurating new projects
Model IV	JOCV / NGOs (technical cooperation) + dispersed ODA loans	Projects become ingrained at the grassroots level; highly specific project implementation



JICA experts at Hoa Binh Hospital: the issue is to find ways of expanding on and developing the results from this pilot project