

# Terminal Evaluation

## Middle East

### 1. Outline of the Project

**Country:**

Egypt

**Project title:**

The Pediatric Emergency Care Project in Egypt

**Issue/Sector:**

Health / Medical Care

**Cooperation scheme:**

Project-type Technical Cooperation

**Division in charge:**

Second Medical Cooperation Division, Medical Cooperation Department

**Total cost:**

509 Million Yen

**Period of Cooperation** 1 April 1999 - 31 March 2002

**Partner Country's Implementing Organization:**

Cairo University Specialized Pediatric Hospital (CUSPH)

**Supporting Organization in Japan:**

Showa University, Nagoya City University, Showa University Fujigaoka Hospital, Nagoya Daini Red Cross Hospital, Sapporo Medical University

**Related Cooperation:**

Project-type Technical Cooperation; "Cairo University Pediatric Hospital (Phase1,2)", "Project for the High Institute of Nursing, Cairo University"

The dispatch of Experts; "Clinical Laboratory Testing", "Medical Engineering", "System Management" \*The single dispatch before the Project

Grant Aid; "Project for Construction of Cairo University Pediatric Hospital", "Expansion Project of Cairo University Pediatric Hospital", and "Project for Rehabilitation of Cairo University Pediatric Hospital"

### 1-1 Background of the Project

Egypt has assigned top priority to the improvement of its standard of pediatric care since 1979. Japan's cooperation was launched in 1983 to establish the Cairo University Pediatric Hospital (CUPH). Project-type Technical Cooperation was implemented between 1983 and 1999. Based on the successful advancement brought about through the previous cooperation, CUPH, renamed Cairo University Specialized Pediatric Hospital (CUSPH) in October 1998, has become the central institution in pediatric medicine in Egypt. On the other hand, however, Egypt was still suffering from a high mortality rate of children under five. The cause of death was mainly from curable diseases such as respiratory infections and diarrhea. Had it not been for the delay of appropriate treatment, the lives of a significant number of children could have been saved. At CUSPH, while the quality of pediatrics had reached almost a satisfactory level, the emergency medical services had been neglected. CUSPH is the only public institution in Egypt specializing in pediatric medicine and its services cover not only the suburbs of Cairo but also the villages in the delta region and the Southern part of Egypt. Under these circumstances, the Government of Egypt requested Project-type technical cooperation from the Government of Japan in the field of pediatric emergency medicine with the following aims: (1) to establish a scheme of pediatric emergency medicine, (2) to upgrade the training facility for pediatric emergency medical care and (3) to prepare a system of education on pediatric emergency medical care for the students.

### 1-2 Project Overview

To establish an emergency pediatric medical system at CUSPH, the Project provided a training program for hospital managers and medical equipment maintenance personnel, and held seminars for medical practitioners at clinical tests and in newborn infant care departments.

(1) Overall Goal

Pediatric emergency care in Egypt is improved.

## (2) Project Purpose

CUSPH functions as a central and model facility of pediatric emergency care.

## (3) Outputs

- 1) The concept of pediatric emergency medicine is introduced to CUSPH.
- 2) The system of providing pediatric emergency care service is improved.
- 3) CUSPH functions as a teaching hospital of pediatric emergency care for medical students, nursing students, and relevant medical personnel.

## (4) Inputs

Japanese side:

Long-term Experts	4	Equipment	115 Million Yen
Short-term Experts	39	Local Cost	699,643 pounds Egyptian (20 Million Yen)
Trainees received	16		

Egyptian Side:

Counterparts	31		
Land and Facilities			100,000 pounds Egyptian (2.87 Million Yen)

Local Cost

## 2. Evaluation Team

### Members of Evaluation Team

Team Leader/General: Takao OKAMATSU /Showa University of Medicine  
Cooperation Planning: Naoko FUWA /Second Medical Cooperation Division, Medical Cooperation Department, JICA  
Evaluation/ Analysis: Mikiko NISIMURA/Global Link Management Inc.

**Period of Evaluation** 4 March 2002 - 17 March 2002  
**Type of Evaluation:** Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

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#### (1) Relevance

The Government of Egypt has consistently given top priority to the improvement of pediatric care since 1979 and the improvement of emerging pediatric medicine comes under the policy. In the light of the growing need for better pediatric care services in Egypt, the Project Purpose and the Overall Goal are both very well matched with the need of the people of Egypt, especially children and their parents/guardians. Therefore, the Project has high relevance.

#### (2) Effectiveness

The concept of pediatric emergency medicine was successfully established in CUSPH. Independent pediatric emergency care was also established and specialized paramedics and nurses have been fostered. The triage clinic (a clinic which has the function of classifying patients and prioritizing them according to their injuries) was properly managed; therefore, pediatric emergency care has been significantly improved, as is demonstrated by the declining mortality rate in the hospital (a 19 percent decline in 1999 and a 13 percent decline in 2001). The workshops were organized, a fact which in a large way contributed to external parties gaining a knowledge of and experiencing pediatric emergency medicine.

As a result, the number of patients from other cities and other hospitals to CUSPH increased (from 707 in 1999 to 1,031 in 2001). Moreover, inquiries increased from other university hospitals concerning the techniques and procedures for establishing a pediatric emergency medicine department. These indicators show productive accomplishment of the Project Purpose; "CUSPH functions as a central and model facility of pediatric emergency care". However, in order to maintain the function of CUSPH as a central and model facility of pediatric emergency care, attention should be drawn to issues such as the shortage of nurses and closer and systematic collaboration with other departments in CUSPH.

### (3) Efficiency

The efficiency of the Project is achieved to a reasonable extent because the Japanese experts and counterparts impart specialized knowledge, and their demonstration of good teamwork and mutual trust contributed to the accomplishments in spite of the chronic shortage of nurses and clerical workers. Local costs both on the Egyptian and Japanese sides were necessary and appropriate for the efficient promotion of activities. The refurbishment work, in particular, was properly implemented within the budget provided by the Egyptian side, which enhanced the efficiency of the Project in the promotion of Project activities. However, the Government of Egypt did not assign an administrative staff who would manage hospital pediatric emergency care to medical students, nursing students, and relevant medical personnel in and outside the facility, which was one purpose of the Project. In response to this Japanese side did not dispatch an expert for toward this end, which had a negative impact on CUSPH as a teaching hospital.

### (4) Impact

The technical level and educational activity of the entire CUSPH facility has been enhanced. The reputation of CUSPH was elevated and the number of patients increased during the Project period. However, a limited number of beds and the reduced turnover resulted in the use of the ER to as an Intensive Care Unit (ICU) at the expense of patients.

As for the impact on the Overall Goal, the mortality rates of under one year infants and under-five children declined, but as CUPSH is the only hospital that has an independent pediatric emergency room in Egypt, it is difficult to say whether or not the Project had a positive impact in terms of results. However, the relationship with other teaching hospitals was improved through the Project, and so, as the relationship has been strengthened and the concept of the pediatric emergency medicine has been introduced, the pediatric emergency medicine of the country is expected to improve. Therefore, it is considered that the Project had positive impact.

### (5) Sustainability

Although the sustainability of the Project has reached a sufficient level, there are still some concerns. Continuous support from the Egyptian Government to CUSPH is promised, and Cairo University recognizes the importance of pediatric emergency medicine, facts which strongly suggest sustainability. Although the Government of Egypt allocated a stable budget, it is not yet sufficient because of the increase in patient in recent years. Therefore, it is necessary to channel effort into obtaining a larger budget. In order to ensure sustainable functioning as a central and model facility of pediatric emergency care, it will be necessary for CUSPH to continue improving its administrative system in the future. For technical sustainability, the abilities of the counterparts have been improved sufficiently to promote the activities of CUSPH, and transferred technologies have been well applied. Whereas equipment was well maintained, problems were identified in obtaining spare parts for the Japanese products as the Egyptian side seems to lack the commitment to solve the parts issue.

## **3-2 Factors that promoted realization of effects**

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### (1) Factors concerning Planning

N/A

### (2) Factors concerning to the Implementation Process

1) Many factors contributed to the promotion of efficiency and the realization of the fruitful accomplishment, namely: the consistent improvement of the management and administration scheme of the Project by the Japanese experts and the Supporting Committee in Japan, the attitude of the Japanese experts who placed importance on discussion with the Egyptian side, the serious attitude of the Egyptian side toward the Project, the leadership, and the active communication and mutual trust between experts and counterparts.

2) The repair work was timely implemented by the Egyptian side, and nurses were allocated appropriately, which enhanced the efficiency of the Project.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

N/A

#### (2) Factors concerning the Implementation Process

1) The dispatch of Japanese experts was delayed. The dispatch of the medical recording specialist was delayed and, consequently, related activities were delayed.

2) Certain circumstances in Egypt hindered the progress of the Project: The shortage of nurses and full-time pediatricians (due to the traditional part-time work activities of doctors in Egypt), and existing sectionalism at CUSPH.

3) There remain some concerns about replacement parts for the expensive Japanese equipment. In selecting equipment, the maintenance and management of the equipment after the Project should be carefully discussed.

### **3-4 Conclusion**

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Based on JICA's former 16 years of cooperation, the original goal of the Project has reached a satisfactory level within the short period of three years. It is noticeable that the concept of pediatric emergency medicine has well permeated the pediatric emergency medicine department of CUSPH, and the triage clinic is properly managed, which contributed to the improvement of pediatric emergency care and the decline of the death rate of this CUSPH department.

### **3-5 Recommendations**

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N/A

### **3-6 Lessons Learned**

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(1) For further hospital-based projects, it is desired to appoint a person who manages and makes adjustments to the recording of personnel, equipment, clinical history and checkup from the beginning of a project. In the case where appropriate personnel on the Egyptian side are unavailable, it is necessary for the Japanese side to assign a person to coordinate the Project and to foster the counterparts.

(2) In the case of donating equipment to a hospital, good preparation is necessary so that local people will be able to manage the equipment efficiently. It is effective to have a team comprising doctors, nurses and engineers for preparation when the equipment is large.

### **3-7 Follow-up Situation**

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N/A