

# Terminal Evaluation

## Asia

### 1. Outline of the Project

**Country:**

Sri Lanka

**Project title:**

Dental Education Project at University of Peradeniya in Sri Lanka

**Issue/Sector:**

Health/Medical Care

**Cooperation scheme:**

Project-type Technical Cooperation

**Division in charge:**

First Medical Cooperation  
Division,  
Medical Cooperation Department

**Total cost:**

730 million yen

**Period of  
Cooperation**

1 February  
1998 - 31  
January 2003

**Partner Country's Implementing Organization:**

University of Peradeniya,  
Ministry of Education and Higher Education,  
Ministry of Health

**Supporting Organization in Japan:**

Ministry of Education, Culture, Sports, Science and Technology, Health, Labour and Welfare  
Ministry, Tsurumi University, Tokyo Medical and Dental University, Aichi Gakuin University,  
Saga Medical School, Nippon Dental University, Nihon University, Asahi University, Hokkaido  
University, Health Sciences University of Hokkaido, Niigata University, Hiroshima University,  
Japanese Association of Private Dental Schools

**Related Cooperation:**

Grant Aid; "Improvement in Dental Education at the Faculty of Dental Sciences, University of Peradeniya"

### 1-1 Background of the Project

In Sri Lanka, dento-oro-maxillofacial diseases, including oral mucosal lesions, were one of the serious problems for its people. Oral cancer accounted for 30% of the cases of cancer in Sri Lanka (about 2 - 3% in Japan), and other oral diseases impaired the quality of life (QOL) of the patients. The needs for improving oral health of the people have increased, while the Sri Lankan government could not allocate sufficient budget to meet the increasing demand of health service (1.6% of GNP in 1994, 1.7% in 1998, the budget for health sector was 5.38% in the national budget). It was, therefore, necessary to utilize limited resources, such as, personnel, facilities equipment and materials making maximally utilization of available funds effectively for the promotional, preventive and curative services of various oral diseases. It was also emphasized the importance of human resource development for oral health service to cope up with the increasing demands mentioned above.

The Faculty of Dental Sciences at the University of Peradeniya is the only organization, which fosters dental surgeons in Sri Lanka and plays a major role in the activities to promote rationalized oral health services. The existing facilities and equipment in the faculty were, however, outdated to the current international standard. The faculty was actually running the teaching programmes without their own independent teaching hospital. The Japanese Grand Aid Project was planned with the above background with specific objective to improve the quality of teaching, research and patient services by the construction of physical facilities of teaching hospital and the faculty itself. The project-type technical cooperation (JICA) was thereafter implemented to uplift the standard of the services being conducted at the newly introduced modern facilities. Managerial and technical trainings were specifically combined with the focus to the harmonization of promotional, preventive, curative and rehabilitative aspects of the specialty.

## 1-2 Project Overview

In order to improve the oral health of Sri Lankan people, the project implements cooperation activities with the Faculty of Dental Sciences of the University of Peradeniya, such as improving the educational system for those who are engaged in dental services.

### (1) Overall Goal

Continuing advances in teaching, service and research in the dental faculty and dental hospital (teaching) of Peradeniya is promoted with the improvement of oral health status for Sri Lankan people.

### (2) Project Purpose

The dental faculty and dental hospital (teaching) of Peradeniya achieves optimal standards of function under limited conditions.

### (3) Outputs

- 1) Knowledge and skills of academic staff are improved.
- 2) Capability of technical staff is improved.
- 3) Capability of general nurses and dental nurses is improved.
- 4) Management capacities are further improved at the dean's office, the core group of the dental faculty and deputy director's office of the Dental Hospital (Teaching) of Peradenia.
- 5) The dental faculty develops the capacity to conduct research and continuing education programs for dental human resources.
- 6) Systems or mechanisms to ensure the sound maintenance of the physical facilities, and equipment/instruments of the faculty and dental hospital are in function.

### (4) Inputs

Japanese side:

Long-term Experts	12	Equipment	140 million yen
Short-term Experts	54	Local Cost	28 million yen
Trainees received	17		

Sri Lankan Side:

Counterparts

Local Cost for Dental Faculty	260 million rupee (708 million yen)
Local Cost for Dental Hospital (Teaching)	83 million rupee (226 million yen)

## 2. Evaluation Team

### Members of Evaluation Team

Team Leader: Kokichi MIYATAKE, Professor, Social Dentistry, Tsurumi University  
Lead Evaluator: Naoyuki KOBAYASHI, Deputy Director, First Medical Cooperation Division, Medical Cooperation Department, JICA  
Clinical Services: Kanichi SETO, Professor/Director, Dental Hospital, Tsurumi University  
Education and Research: Yoshiro TAKANO, Professor, Biostructural Science, Tokyo Medical and Dental University  
Project Evaluation: Hiromi SUWA, International Techno Center Co., Ltd.

### Period of Evaluation

11 July 2002 - **Type of Evaluation:**  
31 July 2003 Terminal Evaluation

### 3. Results of Evaluation

#### 3-1 Summary of Evaluation Results

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##### (1) Relevance

The project was evaluated to be relevant in line with the overall health policy and the needs of Sri Lanka. The government of Sri Lanka set a priority target in the social development sector including the improvement of quality and quantity of human resource in the health sector in the national development plan. The project implemented the capacity building of human resources through the quality improvement of education quality, and that, in a broad sense, met the policy of Sri Lanka. Human resources development in the whole area of oral health, including dentists, dental surgery assistants, and dental technicians, would contribute to control of oral diseases, especially in a relatively long term way.

##### (2) Effectiveness

As a result of the project execution, project purpose was achieved and high effectiveness was observed. The high level of achievement was especially observable in the upgrading of knowledge and skills of academic staff in the Faculty of Dental Science. The Faculty of Dental Science and the dental hospital conducted in-country training programs, using their upgraded knowledge and skills. The project has strengthened the educational capacity. The project activities produced remarkable outcomes. However, the relationship between the Ministry of Education and Higher Education and the Ministry of Health hampered the appropriate management of the university hospital; both of them decision making bodies. The two ministries failed to collaborate especially in allocation of budget and its management to cope with the shortages of dental surgery assistants and anesthetists. It is necessary to set up a Board of Management to settle these constraints. In this regard, the government of Sri Lanka is now undertaking necessary procedures.

##### (3) Efficiency

Each training program was modified based on the Project Cycle Management (PCM) method, and the contents of activities of the experts were also defined based on PCM method, which greatly contributed to enhance the efficiency of the project. The program was mostly implemented as planned, and the efficiency of the project was generally satisfactory. Especially Oral Pathology Department achieved several training targets with achievement of the outputs corresponding to the amount of input within a limited timeframe, which resulted in achieving extremely high efficiency. As the number of patients increased, the project offered positions to dentists. However, it created an environment where the staff of the two ministries, the Ministry of Education and Higher Education and the Ministry of Health, worked under the same teaching hospital, and the operation and the management became even more complicated.

##### (4) Impact

The project has started to have significant impacts on the improvement of the oral health conditions of Sri Lankan people in terms of dental education, oral health services and research activities as follows. The Faculty of Dental Sciences and the dental hospital were expected to function as the central educational institute on dentistry and as quality clinical service providers in Sri Lanka and implemented several in-country training courses to the dental and medical staff of the Ministry of Health. Similarly, they have become well known among neighboring countries for their high quality clinical services. In fact, they prepared for conducting a workshop for some of the neighboring countries within the fiscal year 2002 and post-graduate courses for foreigners at their facility. As the Faculty of Dental Sciences recognized that it would maintain international standards, collaborative research and cooperation other than the project are gradually initiated and established.

##### (5) Sustainability

Generally, the retention rate of the counterparts was high, so the sustainability in terms of the personnel allocation of the project was expected.

Most of the techniques transferred during the project period have established the basis for the Sri Lankan counterparts to build their capacity for further development. Collaboration among the Faculty of Dental Sciences and some institutions in Japan and other neighboring countries will be one of the promoting factors for achieving technical sustainability and to expand the outcomes of the project in terms of finance, research and teaching.

Financial constraints have been partially managed by introducing a cost recovery system to purchase consumables. However, the Ministry of Education and Higher Education have planned to cut a budget of the whole university; the prospect of financial sustainability is still unclear. Various measures to increase the revenue are necessary for future sustainability.

The operation and management of the project were difficult as the project was under the jurisdiction of the two Ministries, the

Ministry of Education and Higher Education and the Ministry of Health. To establish a Board of Management is the key issue for the sustainability of the project in the matters of finance and management.

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

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#### **(1) Factors Concerning the Planning Process**

- 1) As the first project leader developed the project plan, considering the combination of grant aid and technical cooperation at the preliminary survey of the grant aid, the consistent cooperation in terms of facilities, contents, equipment and technical cooperation was implemented.
- 2) With the active involvement of concerned personnel of the university, the plan based on the PDM was implemented by each faculty division and clinical department. The concerned personnel of the university actively participated in the plan and revised the contents of inputs and its timing, which improve the efficiency of the project.
- 3) The Participatory Planning Method (PCM) was introduced in preparation of the project and the core staff, making the Dean the general manager at the Faculty of Dental Science. This enhanced the ownership of the counterparts for the project.

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

N/A

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

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#### **(1) Factors Concerning the Planning Process**

N/A

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

The project was under the jurisdiction of two Ministries, the Ministry of Education and Higher Education and the Ministry of Health, which hampered the smooth operation and management of the teaching hospital. As the increase of patients in number might threaten assurance of high quality treatment services and the financial condition of the hospital, it is necessary, with strong cooperation between the teaching hospital and the Ministry of Health, to share the treatment to the patients widely by establishing realistic referral system.

### **3-4 Conclusion**

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The project purpose and expected outputs were to enrich both the quality and quantity of dentists through the improvement of the educational system of the Faculty of Dental Science, of the University of Peradeniya as well as the improvement of the oral health services including preventive education. They were accomplished so the project was considered to be successful in general. After the completion of the project, to sustain its positive impacts, it is necessary that the Faculty of Dental Sciences and the Dental Hospital improve their techniques by their own efforts and ensure a favourable environment for the staff.

### **3-5 Recommendations**

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- (1) It is recommended to organize the Board of Management urgently to improve the operation and management system of the Faculty of Dental Science and the Dental Hospital.
- (2) To assure the financial sustainability, it is recommended that the Ministry of Education and Higher Education and the Ministry of Health support necessary costs in education and research of the Faculty of Dental Sciences and the dental hospital according to the jurisdiction.
- (3) It is recommended that postgraduate technical training should be implemented to the graduates in the neighboring countries at the Faculty of Dental Sciences and the dental hospital to extend the effects of the project to the neighboring countries.
- (4) It is recommended to establish an evaluation system in the viewpoint of cost-benefit performance and efficiency to improve the oral health and dental services at the Faculty of Dental Sciences and the Dental Hospital as well as at other hospitals and clinics.
- (5) It is recommended to organize the system that guarantees the maintenance and renewal of equipment and materials financially to assure the financial sustainability.
- (6) To improve the oral health of the people, it is recommended to expand the public activities of dentists and to foster personnel who are engaged in dental care such as dental surgery assistants and dental technicians as well as to establish their public positions.

(7) It is recommended that continuous communication with Japanese universities and technical cooperation by NGO's should be implemented to maintain and improve the level of education, research and treatment.

### 3-6 Lessons Learned

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(1) To cooperate in the field of education which has a strong element of technical transfer, it is expected to maintain the cooperative relationship with the universities which gave technical support to projects so that the beneficiaries can enhance their educational level by themselves after termination of the project.

(2) As a result of recommendations on operation and management at relatively early stages after the commencement of the project, the Sri Lankan side recognized the situation as a serious one, and the government tried to reform under their own efforts. As understood from this example, it is necessary in a cooperation project in the health sector to propose recommendations on the operation and management of a project at early stages of cooperation in order to promote its own efforts.

### 3-7 Follow-up Situation

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