

Summary

1. Outline of the Project

Country: People's Republic of China

Project Title: Health-Care in Poor Remote Area

Issue/Sector: Medical care

Cooperation Scheme: Domestic Training Program

Division in Charge: Human Development Department, JICA

Total investment: 4,410,300 yuan

Cost per trainee: 17,700 yuan

Percentage of Japanese contribution: 68%

Period of Cooperation:

(R/D): May 2000–December 2004

(Extension): N/A

(Continuation after F/U): N/A

Partner Country's Implementing Organization: JICA Medical Care and Nursing Training Center, China-Japan Friendship Hospital

Supporting Organization in Japan: -

Related Cooperation: None in particular

1-1 Background of the Project

The pace of development in western China has been slow in comparison with that in coastal areas, and its level of medical technology is lower than that in regions whose economies have seen greater development. With the implementation of Chinese government's policy aimed at developing the western regions, the improvement of the level of medical technology in remote impoverished regions in the west has become one of the key issues of Chinese government policy. The China-Japan Friendship Hospital is a general hospital that was established in 1980s by way of Japanese aid. Many years of technical cooperation has made it one of the best general hospitals in China. The hospital was designated as a Grade III-A hospital in 1993 and as a National Health Hospital in 2001, and boasts an outstanding reputation in Beijing and nationwide.

On April 28, 2000, China and Japan inaugurated "The Domestic Training Program for Health-Care in Poor Remote Area," aimed at improving health care conditions for people in impoverished areas, improving the quality of medical care and nursing offered at local hospitals and the level of medical care as a whole, promoting linkage with the implementation of hygiene and health care system for entire

populations, and also disseminating among medical personnel in the impoverished western regions the technology and knowledge that has been accumulated through technical cooperation with Japan up to the present.

1-2 Project Overview

During the project implementation period (from 2000 to 2004), JICA Medical Care and Nursing Training Center of China-Japan Friendship Hospital held training classes over a period of five terms. The contents thereof cover various areas of the medical field, including clinical, nursing, medical technology, and test fields. Through various forms of training such as lectures, observation, practical training, and visits, 250 rank-and-file medical personnel were able to benefit from new knowledge and technology as well as experience accumulated by the China-Japan Friendship Hospital with a view to improving the level of the medical technology in some impoverished provinces of western and central China such as Qinghai, Gansu, Ningxia, and Xinjiang.

(1) Overall Goals

To improve on-site medical conditions, to narrow regional gaps, and to raise the level of medical services nationwide

(2) Project Purpose

To foster high-quality sanitary technicians in central and western China

(3) Project Outputs

1) To ascertain new technology and developmental trends in specialized fields and to broaden the outlook thereof

2) To raise the level of technical knowledge

(4) Project Inputs

Japanese side:

Purchase of facilities:	76,500 yuan
Training costs:	3,753,000 yuan
Total:	3,829,500 yuan

Chinese Side:

Manpower:	Total 261 persons
Costs:	580,800 yuan

2. Evaluation Team Overview

Leader: Li Wei, Vice General Manager, Beijing Manyo Consultants Co., Ltd.

Evaluation Period: From November 1, 2004 to January 7, 2005

Type of Evaluation: Terminal evaluation

3. Overview of Evaluation Results

3-1 Summary of Evaluation Results

1) Relevance

China's impoverished regions are spread mainly throughout the west of the country and in areas where ethnic minorities reside, and disease is one of the principal causes of poverty. In the midst of the implementation of the project, the Central Committee of the Communist Party of China and the State Council (government) announced the "Decision of the Central Committee of CPC and the State Council on Further Strengthening the Public Health Work in Rural Areas," hammered out the details of "the assistance to the poor through public health work" campaign and incorporated it into a nationwide plan on the assistance to the poor. From the viewpoints of Chinese government's development policy and concrete needs, this project is very important and also concurs with the Japanese government's assistance policy.

This project establishes as its beneficiaries the medical personnel in the provincial hospitals in the poor districts in the west, which fits the current Chinese medical and health care system, and as such the selection of the beneficiaries is appropriate. As an organization, the China-Japan Friendship Hospital has strong training capacity capable of implementing this project. In addition, the hospital itself is the product of a Japanese government assistance project and is conducive to the diffusion of Japanese technology and the expansion of Japanese influence. Therefore, appropriate choices have been made in regards to the project-implementing organization and technology diffusion model.

Based on the analysis of the current situation, this project is quite relevant.

2) Effectiveness

The levels of specialist qualification of 250 trainees have been improved through the training in general. This training proved not only to be useful in improving the expertise of the trainees but also brought about new perceptions on new technology and trends in the development of expertise, resulting in the positive effects of widening participants' outlooks and thinking.

The questionnaire results show that both the implementing organization and beneficiaries have appreciated the results of the training. In the examination upon the

completion of the project, all the trainees were judged as having succeeded. With the self-evaluation of the trainees, more than 98% answered that their level of expertise had improved. Also, 100% of the lecturers judged that the trainees' levels of theoretical knowledge in their areas of expertise had improved on a whole, and 94.4% of them judged that the trainees' levels of ability in practical contexts had improved. According to the feedback from the trainees, the degree of satisfaction of the hospitals that had dispatched the trainees reached 95.5%. The project therefore can be seen as producing satisfactory results.

Following the training, all the trainees found front-line positions (with some promoted to managerial positions), and are using the knowledge and technology they gained through the training in their actual work. 54% of the trainees have been acknowledged as well-qualified personnel by the organization for which they work, and are producing a positive stimulatory effect in improving on-site medical conditions and medical technology as a whole.

The result of the research shows that the project has already produced results, and that its purpose of fostering qualified medical and health care personnel for the lowest level hospitals in the west has almost been achieved.

3) Efficiency

For the project, there was a sufficient input of human resources, both in terms of quantity and quality, and high-level lessons were ensured. All the equipment and supplies used by trainees in practical training and experiments represents facilities within the actual possession of the China-Japan Friendship Hospital and all purchased equipment and supplies constitute educational materials purchased for the purpose of ensuring high quality of lessons by experts. The extent and timing of the input of such expenses was executed as planned and strictly controlled so as to remain within the scope of the plan.

Training and activities pertaining to each area were implemented as scheduled, all the human resources, goods, and funds were secured prior to the commencement of training, and educational activities were successfully implemented at the appropriate time.

The management and conduct of the project managers were appropriate. Serious consideration, however, in regards to the collection, organization, and summary of project-related data was somewhat lacking, and further improvement on the management level is expected.

(4) Impact

All the trainees have stated that “the learning was a fruitful experience and what was learned can be applied to day-to-day work,” and are providing services to the local patients by using the knowledge and technology they have gained through the training. 98.7% of them have been trying to transmit and spread the knowledge and technology with which they have been imparted in various forms, and the effects of this spread of technology have begun to come to light.

95% of the trainees have participated in technology improvement, revision of rules and systems, and/or review of operation procedures at the hospitals where they work, and are contributing to the improvement of the medical service system of their hospitals. Some of them have been selected as key technical experts or managers and are, albeit on a local level, playing useful roles in quality improvement of regional medical care.

The number of trainees was limited and it is therefore difficult to directly observe “the improvement in the level of medical technology in remote impoverished areas.” They are, however, playing a role to some extent in the overall target of “improving on-site medical conditions” and “the narrowing of regional gaps.”

(5) Sustainability

Although expenses will remain a problem for the training program following the completion of the support project, the government is expected to maintain its policy over a long period of time into the future wherein medical and health care in impoverished areas is supported. The China-Japan Friendship Hospital that implemented the training has a long-term and stable organizational structure, and as such it can secure the necessary input of human resources and goods for training.

3-2 Factors Promoted the Project

(1) Planning

- As a part of the government's policy of “providing assistance to the poor through public health projects,” financial aid to provincial hospitals in poor areas has been enhanced.
- The government's strategy to develop the western region has been implemented.
- The needs for provincial hospitals to improve their level of local medical care services had been urgent.

(2) Implementation Process

- China-Japan Friendship Hospital has good lecturers, and its affiliated JICA Medical Care and Nursing Training Center is highly competent in implementing training.
- The reputation of the China-Japan Friendship Hospital proved to be useful in inviting people to the lessons given by experts of national repute.
- The trainees' eagerness to learn was strong.
- The curriculum setting was basically practical in its orientation.
- The outbreak of SARS made the curriculum substantial and graphically illustrated its practicality.

3-3 Factors Contributed in the Production of Effect

1) Planning

- The aim as of the launching of the plan came to be somewhat weakened, as target areas were shifted from former liberated districts, minorities regions, remote areas, and impoverished regions to western China in its entirety, and the attendees from provincial hospitals in minorities regions and impoverished areas decreased somewhat.
- Due to the limit on the number of the trainees, it was difficult to satisfy practical needs.
- Medical conditions in impoverished regions are inferior and trainees have little occasion to make contact with advanced facilities, and as such they had difficulty absorbing new technology.

2) Implementation Process

- The trainees constituted people recommended by each province's Department of Health, and extensiveness of beneficiary hospitals was restricted.
- There was a disparity in trainees' levels of expertise.
- There was an outbreak of SARS during the implementation period of the project, and training fell behind as a result.

3-4 Conclusions

Through examination of the results of the following five evaluation items, the evaluation team judged that the project had been implemented effectively and the targets had been achieved.

- In light of the Chinese government's development and practical need-focused policy, the established project is quite necessary and conforms with the assistance policy of

the Japanese government. By way of an analysis of the beneficiary selection, project format, and implementation ability of the implementing organization, the project is indeed shown to be relevant.

- Both the lecturers and the trainees have recognized the results of the training. All the trainees were successful in their examinations upon the completion of the training, and the planned goal of fostering high-quality sanitary technicians for central and western China has been achieved. All the trainees consider that “the learning was a fruitful experience and what was learned is applicable to their work,” and all of them have assumed front-line roles upon completing their training and are providing services to patients in local areas by using the knowledge and technology they gained.
- Project costs were strictly controlled, and both investment and the effects thereof concur with the plan.
- Almost all the trainees have been transmitting the knowledge and technology learned in various capacities at the hospitals where they are working, and the effects of this diffusion of technology have begun to come to light. This is resulting in the improvement of services at local hospitals, albeit at the local level.
- In regards to training activities following the completion of the support project, should funds be secured, the implementing organization of the training has the ability to continue said training.

3-5 Recommendations

(1) To the implementing organization

In order to achieve the overall goals of the project, the implementing organization is to compile records of the trainees as early as possible. It is recommended follow-ups be conducted so as to monitor the circumstances of said individuals and to promote exchanges and cooperation among trainees, between the trainees and experts, and between trainees and the China-Japan Friendship Hospital.

It is recommended that the project be summarized in an assiduous fashion, that methods for establishing curriculum for specific trainees with various circumstances be examined, that the yardsticks for curriculum innovation and practicality be understood, and that ex-post evaluation on the effect of the training be conducted.

(2) To JICA

In order to satisfy the needs (or to ease the lack) of medical organizations in impoverished areas for the necessary quantity and quality of medical personnel, it is

recommended that the project's role be fulfilled and that the China-Japan Friendship Hospital's support on further human resource development for western China be maintained.

In order to maintain contact with the trainees, the building of a personnel database (network) and the expansion of the effect of the project are also recommended.

3-6 Lessons Learned

(1) Setting of the project

The success of this project shows that many results can be achieved by way of limited effort provided that new support projects are implemented with the use of the result of the past assistance. This experience can be of help in making future project plans.

(2) Management of the project

Both the lectures by experts and visits to famous medical organizations were successful components of this project, and have had positive effects in expanding the project's influence and promoting regional exchanges, and as such they are worthy of promoting in a broad fashion.

Furthermore, managerial capacity should be considered carefully upon the choice of project implementing organization, in addition to its project implementation ability. It is necessary to prioritize surveys of needs prior to the implementation of training, the collection and organization of data during the implementation, and ex-post follow-up surveys following implementation.

3-7 Follow-ups

None in particular