

## Simplified Ex-Post Evaluation for Grant Aid Project

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Project Name	The project for Improvement of the Majuro Hospital	February 2010 – December 2010

### I Project Outline

Country Name	Republic of the Marshall Islands																		
Project Period	October 2002-July 2003																		
Executing Agency	Ministry of Health, the Republic of the Marshall Island																		
Project Cost	Grant Limit: 988 million yen	Actual Grant Amount: 977 million yen																	
Main Contractors	Tokai Kogyo Co., Ltd.																		
Main Consultants	Azusa Sekkei Co., Ltd.																		
Basic Design	“Basic Design Study on the Project for Improvement of the Majuro Hospital in the Republic of RMI”, JICA, Azusa Sekkei Co., Ltd., and System Science Consultants, June, 2003																		
Related Projects (if any)	JICA, “Trainee Acceptance (Majuro Hospital Assistant Head Nurse, 2003)”																		
Project Background	The national Majuro Hospital located in the capital city of Majuro of RMI provides primary medical care to residents in the region, while simultaneously being regarded as one of the country’s core hospitals. Yet the facilities at Majuro Hospital had undergone considerable deterioration, and most of the medical equipment was still used despite having exceeded its service life. This posed a hindrance to the provision of healthcare services in response to needs. What is more, there were numerous cases where patients were transported out of country for examinations and medical treatment. For this reason, both qualitative and quantitative improvements were sought for the healthcare services provided by Majuro Hospital. Full-scale improvements to the facilities and the procurement of the necessary medical equipment were difficult due to a shortage of funds. For this reason, this project improved the facilities and equipment, focusing mainly on the Outpatient Department at Majuro Hospital.																		
Project Objective	The project aimed to improve healthcare services for the approximately 30,000 residents of Majuro Atoll and its surrounding regions by improving the facilities and equipment, focusing mainly on the Outpatient Department, at Majuro Hospital, which is the core hospital for Majuro Atoll and the surrounding regions.																		
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### II Result of the Evaluation

Summary of the evaluation
<p>This project provided support for the medical sector, which has been prioritized in the development policies of RMI. As such, it is consistent with both the development policies and development needs of RMI and with Japan’s ODA policy, and therefore the relevance of the project is high. Moreover, through the introduction of new medical equipment in the Outpatient Department the hospital gained the ability to perform examinations and respiratory management that it was unable to perform at the time of the planning, and improved efficiency in service and improvements in the effects were achieved by expanding the building’s area. Because of this, effects were obtained largely as planned, and the efficiency, effectiveness, and impacts of the project are deemed to be high. However, sufficient information for making a determination on the sustainability of the project could not be acquired from the implementing agency, with this including information related to the maintenance structure for the medical equipment that was introduced and on securing the financial resources for the operating budget.</p> <p>In light of the evaluation result on its effectiveness and impact, this project can be evaluated to produce the sufficient outcomes.</p> <p>Since sufficient information to determine the current status of the project could not be obtained, the decision was made not to submit the recommendations to the implementing agency and JICA.</p>

## 1 Relevance

### (1) Relevance with the Development Plan of RMI

Vision 2018, the development plan for RMI, states that the Ministry of Health will effectively use facilities, staff, and resources in order to provide high quality, effective, and efficient healthcare services to all Marshall Islanders. Additionally, the 15-Year Strategy 2001-2015 that was prepared by the Ministry of Health made aiming for the functional improvement of Majuro Hospital a goal by building facilities, installing medical equipment, and allocating the appropriate medical staff by FY2005. These development policies have remained unchanged since the time of the plan through the time of the ex-post evaluation, and the relevance with this project was high at the time of the plan and the ex-post evaluation.

### (2) Relevance with the Development Needs of RMI

In RMI the need for medical services for the people had increased due to the deterioration in living environments and the changing lifestyles brought about by a rise in the population and urbanization. Majuro Hospital is one of two national hospitals that handle primary and secondary-level medical care, and as such it has been considered a core hospital for healthcare services in RMI. But due to a shortage of funds its facilities and medical equipment had not been upgraded, which had hindered it from providing proper medical treatment. Therefore, the improvements to the equipment at Majuro Hospital from this project were highly relevant with the development needs of RMI.

### (3) Relevance with Japan's ODA Policy

Japan governed RMI from 1914 to 1945 as part of the South Sea Islands, and continues to have friendly relations with the country still today. Moreover, the country is closely related to the Japanese fisheries industry, and there are high expectations for Japanese ODA in terms of achieving economic independence. Moreover, "improving health and sanitation" was included as one of the five priority policy objectives set forth at the Japan-Pacific Islands Forum Summit Meeting that was held in May 2003. Since this project was held up as a specific support project in the fact sheet for this, the project is highly relevant with Japan's ODA policy.

This project has been highly relevant with the RMI's development plan, development needs, as well as Japan's ODA policy, therefore its relevance is high.

## 2 Efficiency

### (1) Project Outputs

The outputs on the Japanese side went as planned.

### (2) Project Period (Project Inputs)

Compared to the 32 months planned, the actual total aggregate project period for the first and second stages came to 35 months, which was slightly longer than planned (109.4% of the plan). This was impacted by the delay in bringing in the necessary materials, which was caused by the withdrawal of the shipping company that had been running regular freighters.

### (3) Project Cost (Project Inputs)

Compared to the planned project cost of 995 million yen the actual project cost came to 977 million yen, which was lower than planned (98.2%).

In light of the above, the project period was longer than planned. But for the reasons mentioned above it is considered valid, and judged comprehensively its efficiency is high.

## 3 Effectiveness / Impact

### (1) Quantitative Effects

The hospital gained the ability to perform diagnostic ultrasounds on abdominal urinary organs, respiration management via artificial respirators, and tooth alignment diagnoses via dental X-ray equipment through the introduction of equipment via this project. While the diagnostic ultrasounds on abdominal urinary organs and the tooth alignment diagnoses via dental X-ray equipment have not achieved the target values from the time of the ex-ante evaluation, it is believed that the number of patients requiring diagnosis was low.

### (2) Impacts (Impacts on the natural environment, Land Acquisition and Resettlement, Unintended Positive/Negative Impact)

According to the implementing agency, the new construction of facilities through the project expanded space in the Laboratory Department and the Emergency Department, which made it possible to raise the efficiency and improve the effects of their services. Moreover, congestion inside the hospital was alleviated by means of newly installing a waiting corner exclusively for outpatients.

Furthermore, since medical waste, drainage, and so on are properly disposed of there is no impact on the natural environment.

The resettlement of residents and land acquisition were not deemed necessary for the implementation of this project.

This project has largely achieved its objectives, therefore its effectiveness is high.

## 4 Sustainability

### (1) Structural Aspects of Operation Maintenance

A reorganization was carried out at the implementing agency, but the majority of the management staff from the time of the project implementation remained at Majuro Hospital. What is more, according to the implementing agency there is adequate personnel in most of the sections, and so there are no problems with the operating structure.

As for the maintenance structure, according to the response to the questionnaire from the implementing agency, inspection and repair ledgers, manuals, and so on are useful for maintenance, and a structure for getting in touch with the sales agent for the introduced equipment has been set in place for when this is necessary. Yet on the other hand, it also responded to the effect that there are problems, like a shortage of repair technicians for medical equipment at Majuro Hospital, and maintenance contracts cannot be concluded with the manufacturers owing to the limited budget. It is impossible to determine whether an adequate maintenance structure has been adopted.

### (2) Technical Aspects of Operation Maintenance

According to the implementing agency, the medical equipment that was introduced does not require any special skills to be used, and so training is not provided. As for maintenance, since the repair technicians have the necessary skills, it is determined that there are no technical problems.

(3) Financial Aspects of Operation Maintenance

Inquiries were made to the implementing agency over the state of revenue and expenditures at Majuro Hospital following the implementation of the project, but adequate information could not be obtained regarding issues like the extent to which there are independent financial resources, like payments for medical services. Moreover, no response was obtained with regard to the future prospects for securing other financial resources, such as budgetary allocations from the government and financial assistance from other countries. Therefore, sustainability can not be determined for its financial aspects.

(4) Current Status of Operation Maintenance

According to the response to the questionnaire from the implementing agency, Majuro Hospital is operating according to the initial plan, and all of the equipment that was introduced is being used in an ongoing manner. Also, it was learned from the response to the questionnaire by the implementing agency that the items detected with regard to the building and equipment that were pointed out during the inspection for defects have been improved, and that routine maintenance is being carried out.

In light of the above, since the information needed for evaluations of its structural and financial aspects could not be obtained, the sustainability of the project can not be evaluated.