

Internal Ex-Post Evaluation for Grant Aid Project

conducted by Cambodia office: October, 2011

Country	The Project for the Improvement of Mongkul Borey Hospital in Banteay Meanchey Province
Cambodia	

I. Project Outline

Project Cost	E/N Grant Limit: 683 million yen	Contract Amount: 678 million yen
E/N Date	August, 2005	
Completion Date	March, 2007	
Implementing Agency	Ministry of Health of the Kingdom of Cambodia Provincial Health Department (PHD) of Banteay Meanchey	
Related Studies	Basic Design Study: November, 2004 to April, 2005	
Contracted Agencies	Consultant(s)	Azusa Sekkei Co. Ltd.,
	Contractor(s)	Konoike Construction Co. Ltd.
	Supplier(s)	Marubeni Corporation
Related Projects (if any)	<p>Japanese cooperations:</p> <p>JICA Technical Cooperation</p> <ul style="list-style-type: none"> - Project for Human Resources Development of Co-Medicals (2003.9-2008.9) - Project on Promotion of Medical Equipment Management System (2006.1-2008.12) <p>JICA Grant Aid</p> <ul style="list-style-type: none"> - Project for Renovation of National Technical School for Medical Care (2004.8-2006.2) <p>NGOs: URC, US-CDC, CARE, SEVA CFDS, VSO, RACHA</p>	
Background	<p>In Cambodia, due to the continued civil war between the 1970s and the 1990s, improvement of medical facilities/equipment and development of human resources in Health Sector has been one of the major issues. In 2002, Ministry of Health (MOH) made the master plan "Health Sector Strategic Plan 2003-2007", in which Cambodia set improving health service deliveries as a priority issue. It includes upgrading, improving medical facilities/equipment as well as human resource development.</p> <p>Mongkul Borey Hospital (MB Hospital) was established in 1964 with support from the Japanese government. Since then, the Japanese government had supported the hospital by dispatching nurses and doctors until 1975. During and after the conflict period, with renovations several times, MB hospital was designated as the top referral hospital (CPA3: tertiary health institution) with operating rooms in Banteay Meanchey (BM) province; however, MB hospital had difficulties in providing appropriate services to its patients because the building of hospital was decrepit after four decades of its establishment, and medical equipment needed to be renovated. Under this circumstance, the Cambodia government requested the Japanese government for grant aid.</p>	
Project Objectives	<p>Outcome</p> <p>To improve medical services of MongKul Borey Hospital by constructing the hospital facilities and procurement of equipment.</p>	
	<p>Outputs</p> <p>Japanese Side</p> <p>Construction of emergency care ward, X-ray ward, operating ward, surgery ward, obstetrics and gynecology ward</p> <p>Provision of Equipment to be installed to the constructed wards.</p> <p>Cambodia Side</p> <p>Preparation of the site for the construction and leading electricity into the new building.</p>	

II. Result of the Evaluation

Summary of the Evaluation
<p>MB Hospital, established in 1964 with support from the Japanese government and was designated as the top referral hospital in Banteay Meanchey (BM) province, was facing difficulties to provide appropriate services to the patients because of the aged hospital building and medical equipment.</p> <p>This project has largely achieved the objective of improving medical services of MB Hospital as shown in the positive trend of basic hospital performance indicators. As for sustainability, almost all of main medical equipment has been maintained appropriately, however, some problems have been observed in terms of financial, and current status of operation, maintenance and management aspects, due to insufficient budget allocation to secure enough number of medical and administration staff, and maintain some medical equipment in need for repair, and slow procurement of spare parts. For Relevance, the project has been relevant with Cambodia's development policy, development needs as well as Japan's ODA policy at the time of both ex-ante and ex-post evaluation. For efficiency as well, both the project cost and project period were almost within the plan.</p> <p>In the light of above, this project evaluated to be highly satisfactory.</p>

1 Relevance

The project has been highly relevant with Cambodian Health Sector Strategic Plan (2003-2007, 2008-2015) aiming at improving the quality of health service delivery, development needs for better health services, as well as Japan's ODA policy at the time of both planning and ex-post evaluation. Therefore, its relevance is high.

2 Efficiency

Both project period and project cost were within the plan (ratios against the plan 99% and 98%). Therefore, efficiency of this project is high.

3 Effectiveness/Impact

This project has largely achieved its objective of improving medical services of MB Hospital as shown in basic hospital performance indicators including the numbers of admitted patients, deliveries and echography as well as bed occupancy rate year by year. The decrease in the number of planned operations can be explained that 1,176 cases before the project (year 2004) included free cataract surgery for the poor provided by an NGO which was actively working in MB hospital in that year. Although the exact figure is not available, the number of operations excluding those surgery cases is considered to be increasing as well. Also, based on the interviews with Director of BM PHD, the capacity of MB hospital to deliver the medical services as CPA3 has greatly improved: the number of patients referred from lower level health institutions and other Operational Districts (OD) in BM province as well as in other provinces has increased. Therefore, it can be said that the referral system of BM province has been improved. According to the Director, satisfaction of patients with the hospital has also improved, because of its upgraded services and its responses to issues and suggestions from patients with support of NGOs. Therefore, effectiveness / impact of this project is high.

Quantitative Effects

Indicator(unit)	Baseline value 2004 (Basic Design year)	Target value 2007 (target year)	Actual value 2007 (target year)	Actual value 2010 (at ex-post evaluation)
Number of admitted patients (inpatients)	1,903 patients / year	To be increased	6,418	16,152
Number of delivery	421	To be increased	447	776
Number of planned operations	1,176 cases / year	To be increased	461	513
Number of Echography	NA (None)	Become available	673	1,060

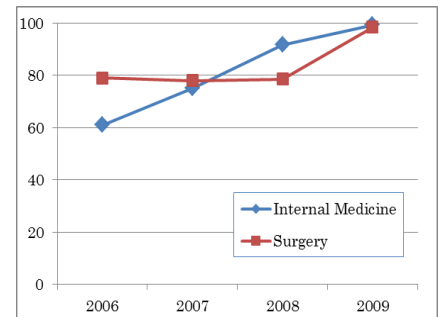
Data Source: interview with Director of MB hospital.



Obstetrics and Gynecology Ward



Ventilator Electric



Data source: MB Hospital
Average bed occupancy rate (%)

4 Sustainability

Some problems have been observed in financial aspects, and current status of operation, maintenance and management to maintain facilities and medical equipment. Although almost all of main medical equipment has been maintained appropriately, MB hospital has difficulties to ensure enough funding for repair of some equipment and for recruiting new medical and administrative staffs mainly due to insufficient budget allocation from MOH. Also, services by the local agent for local procurement are often delayed.

No problem has been observed in structural and technical aspects of the MB hospital as it secures enough technicians to maintain facilities and equipments. Therefore, sustainability of the project is fair.

III. Recommendations & Lessons Learned

Recommendations for Implementing agency:

Through the Annual Operational Plan (AOP), the Ministry of Health should take into consideration in allocating sufficient budget for the hospital to maintain and repair the equipment.

Lessons learned for JICA:

Careful consideration should be given to determine the equipment procurement on whether the partner country could assure the allocation of budget for regular maintenance, human resources, maintenance contract with the local agency for procurement of the spare parts of installed equipment.