

Country Name	The Project for Improvement of the Institute of Health Science of Quelimane
Mozambique	

I. Project Outline

Project Cost	E/N Grant Limit: 926 million yen	Contract Amount: 925 million yen
E/N Date	September, 2004	
Completion Date	March, 2006	
Implementing Agency	The Ministry of Health	
Related Studies	Basic Design Study: November, 2003-July, 2004	
Contracted Agencies	Consultant(s)	Yamashita Sekkei Inc.
	Contractor(s)	Dai Nippon Construction
	Supplier(s)	SEM Corporation
Related Projects (if any)	<p><u>Cooperation by Japan</u></p> <ul style="list-style-type: none"> • The project for capacity Improvement of health training institutes (Technical Cooperation, August, 2005–August, 2008) • The project for strengthening pedagogical and technical skills of teachers of health training institute (Technical Cooperation, January, 2012–December, 2015) • Dispatch of Advisor for Health (October, 2009 – October, 2010) • Dispatch of JOCV (Midwives and laboratory medical technologists) <p><u>Cooperation by Other Donors</u></p> <ul style="list-style-type: none"> • Expansion of facilities by PROSAUDE (Donor fund for the health sector) (2010) 	
Background	<p>In Mozambique, approximately 80% of death causes have been perinatal disorder, disorder by malnutrition, and disorder of endocrine system. In the background, there has been an issue of lack of medical facilities and medical staff. In addition to the shortage of the number of medical staff, their knowledge level has not been sufficient. Thus, since improvement of quality of medical service through trainings of medical staff at basic and middle level is a key issue for the country, the government of Mozambique requested the government of Japan to support improvement and expansion of the Institute of Health Science of Quelimane (hereinafter referred to as “The Institute of Quelimane”) in Zambezia Province.</p>	
Project Objectives	<p>Outcome</p> <p>To Improve the educational environment and contents of the Institute of Health Science of Quelimane by construction of facilities and provision of educational equipment.</p>	
	<p>Outputs(s)</p> <p>Japanese Side</p> <ul style="list-style-type: none"> • Construction of facilities: 6,350.54 m² of total areas, including administrative building, general class room building, special class room building, auditorium, cafeteria, dormitories for students and teachers, and so on.) • Provision of equipment: training materials, general equipment (office equipment, audio visual equipment), furniture and buses (one each of medium and small sizes) <p>Mozambique Side</p> <ul style="list-style-type: none"> • Procurement and development of sites, construction of fences, exteriors and lines of electricity, telephone and water pipe. • Procurement of office furniture, fixture, other equipment and consumables except items provided by the Japanese side 	

II. Result of the Evaluation

Summary of the Evaluation
<p>In Mozambique, the health sector strategy targeted to establish one health center for every 10,000 habitants and to reduce the number of habitants per medical staff to 1,000 people by 2005 in order to address key issues such as expansion of health and medical services. However, the national average number of habitants per medical staff was 2,000-3,000 people. In particular, Zambezia Province, the project site, had the worst coverage of medical staff in the country: 5,595 people per medical staff. Although there has been the Institute of Quelimane in the Zambezia Province, it was pointed out that the Institute had been facing the problems of inadequate educational environment and contents due to the lack of educational facilities and equipment.</p> <p>The project has achieved the objectives of improvement of educational environment and contents of the Institute of Quelimane due to the improvement of educational environment and quality of education, as well as the substantial increases in the number of courses at the newly constructed facilities by the Project, the number of student enrolled in those courses, the number of graduates from those courses and the number of graduated placed for medical institutions. As for</p>

sustainability, problems have been observed in terms of financial aspects and current status of operation and maintenance, due to the unclear future budget for maintenance of the facilities and the insufficient maintenance for a part of the facilities.

For relevance, the project has been highly relevant with Mozambique'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, the project period slightly exceeded the plan.

In the light of above, this project is evaluated to be satisfactory.

1 Relevance

This project has been highly relevant with Mozambique's development policies of the Action Plan for Reduction of Poverty (PARPA 2001-2005 [Plano de Acção para Redução da Pobreza Absoluta] and PARP 2011-2014 [Plano de Acção para a Redução da Pobreza]) and the Strategic Plan for the Health Sector (PESS: Plano Estratégico para o Sector da Saúde) ("promotion of equitable access to health service", "expansion of medical service" and "human resource development of health staff"), development needs ("improvement of the number of habitants per medical staff through the increase in the number of medical staff"), as well as Japan's country assistance policy to Mozambique for supporting human resource development of health staff, which is one of the priority areas at the time of both ex-ante and ex-post evaluation. Therefore, its relevance is high.

2 Effectiveness/Impact

This project has achieved its objectives of the increase in the number of courses, students enrolled, and graduates of the Institute of Quelimane well above the target values. In terms of the number of courses, due to the necessity to develop more advanced medical staff in order to improve quality of medical service in the country, the number of the basic courses at this institute had been phased out¹ in line with the National Training Plan 2011-2015 (PNF: Plano Nacional de Formação). On the other hand, the number of mid-level courses increased from the planned target value of 5 courses with 5 classes to 6 courses with 22 classes in 2010. In addition, the advanced course (1 course with 1 class) was started in 2011. The number of students enrolled in the mid-level courses reached to 247 in 2010 which was far above the target value of 150 though the number of students enrolled in the basic courses was below the target value due to the reduction of the number of courses. In 2011, the number of the students in the mid-level courses increased 681 students by 4.5 times of the target value in 2010. Also, the number of graduates from the mid-level courses considerably increased by more than 19 times: from around 20 graduates in 2003 to 386 in 2011. As a result, the number of graduates of the Institute of Quelimane who are placed in the primary healthcare facilities also increased from 202 in 2007 to 386 in 2011. Since the upgrading of courses requires to improve quality of the teachers of the institute, the JICA's technical cooperation project, "The project for strengthening pedagogical and technical skills of teachers of health training institute"(January, 2012 – December, 2015), has been supporting capacity development of teachers of institutes to foster health staff.



Class for the Midwife Training Course

According to the interviews and the questionnaire survey with the teachers and students of the Institute of Quelimane, it is pointed out that the quality of practical training classes and educational contents have been improved through the enhanced educational environment, enabling more practical trainings by the facilities and equipment provided by the Project. The graduates working for the medical institutions recognize usefulness of the training contents of the institute, because they can provide higher and more specialized medical services with skills acquired in the courses of the institute. Also, the staffs of the medical institutions where the graduates work for appreciate their performance. Furthermore, the graduates have been disseminating their skills acquired in the courses of the institute to their colleagues.

Therefore, effectiveness/impact of this project is high.

Quantitative Effects

	Actual (2003, BD)	Target (2010)	Actual 2010	Actual (2011)
Indicator 1: The number of courses at the newly constructed school building by the Project	(Actual) Basic Level: 4 courses (5 classes) Mid-Level: 1 course (1 class)	(Plan) Basic Level: 4 courses (4 classes) Mid-Level: 5 courses (5 classes)	(Actual) Basic Level: 1 course (1 class) Mid-Level: 6 courses (6 classes)	(Actual) Mid-Level: 6 courses (22 classes) Advanced Level: 1 course (1 class)
Indicator 2: The number of student enrolled in the courses at the newly constructed school building by the Project	(Actual) Total: 137 Basic Level: 105 Mid-Level: 32	(Plan) Total: 270 Basic Level: 120 Mid-Level: 150	(Actual) Total: 274 Basic Level: 27 Mid-Level: 247	(Actual) Total 697 Basic Level: 681 Advanced: 16
Indicator 3: The number of graduates from the	(Actual) Basic Level: 50	(Plan) N.A.	(Actual) Total: 203	(Actual) Total: 386

¹ The basic level courses of the Institute of Quelimane were shifted to the Institute of Health Science of Mocuba, in Zambezia Province.

courses at the newly constructed school building by the Project	Mid-Level: around 20	(Reference: Enrollment Limit) Basic Level: 120 Mid-Level: 150	Basic Level: 27 Mid-Level: 176	Mid-Level: 386
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(Source) The report of follow-up survey (February, 2009) and the information collected by the site visit for the ex-post evaluation

3 Efficiency

Although the project cost was mostly as planned (100% against plan), the project period slightly exceeded the plan (101% against plan). Therefore, efficiency of this project is fair.

4 Sustainability

The Institute of Quelimane, including school buildings constructed by the Project, is managed by the Directorate of Human Resources of the Ministry of Health through the Provincial Directorate of Health of Zambezia. There are 250 staffs in total, including 95 teaching staff and 155 general staff. Under the Directorate of Infrastructure Maintenance of the Ministry of Health, the Provincial Directorate of Health of Zambezia is also responsible for maintenance of the facilities of the institute. In the case of extensive repair work, the technical staffs of the Provincial Directorate of Health provide appropriate support for the institute. For the daily operation and maintenance, there is no problem in technical aspects due to the sufficient skills and experiences of the teaching staffs and technical staffs of the institute. All the facilities constructed by the Project have been fully utilized on the good conditions. The equipment for practical trainings provided by the Project have been also utilized for the practical training classes. The budget for the Institute of Quelimane in 2011 was the revenue of approximately 23 million meticaais and the expenditure of 21 million meticaais. According to the management staff of the institute, it has not been able to repair broken windows in some class rooms and unfunctional septic tank for the toilets of the male dormitories due to the insufficient budget to cover the costs of operation and maintenance for the facilities. In addition, it is projected that the maintenance cost will increase for future. Also, the buses provided by the Project have not been repaired and utilized, although the students of the institute need those buses to commute to the hospitals in the city of Quelimane for on-site trainings. Due to the distance of 12 km from the city and no other transportation mean, the students of the institute have been facing inconvenience for commuting to the hospitals.



The Students preparing an practical training using the training equipment provided by the Project

The Project has some problems in financial aspects as well as the current status of operation and maintenance due to the issues mentioned above. Therefore, sustainability of this project is fair.

III. Recommendations & Lessons Learned

Recommendations for Implementing agency

- It is necessary for the Institute of Quelimane to request the Ministry of Health and the Provincial Directorate of Health of Zambezia continuously allocate sufficient budget to them, since it is projected that the necessity of budget for maintenance of the facilities will increase in future.
- The Institute of Quelimane needs to conduct adequate regular inspection and maintenance of the buses in order to avoid troubles.
- It is recommended to take measures for the students to commute from the institute to the hospitals in the city for their on-site trainings since the institute is located in the site far from the city and without well-developed public transportation system.

Lessons learned for JICA

- It is necessary to strongly suggest implementing agencies to continuously allocate necessary maintenance budget, including cost for regular inspection, for equipment provided by project such as vehicles.
- It is preferable to check availability of transportation for commuting between training institution and hospitals for on-site trainings and to carefully select a site for construction of the institution when the project site is far from the city.
- In addition to enhanced educational environment through provision of facilities and equipment for medical training institution by grant aid project, technical cooperation project aiming at level up of teaching staff of the institution contribute to effective utilization of the facilities and equipment provided by the grant aid project, as well as to reinforcement of project effects since the synergy effects of both projects enable upgrading of medical staff who can improve quality of medical services.