

Ex-Ante Evaluation

1. Name of the Project

Country: People's Republic of Bangladesh
Project: East-West Medical College Hospital Project
Signing Date: July 3, 2018
Investee: Ship Aichi Medical Service Limited

2. Background and Necessity of the Project

In Bangladesh, the lack of sufficient medical infrastructure and the shortage of medical human resources are major issues in the field of healthcare. The number of hospital beds in Bangladesh per 10,000 population is extremely low at only 6 (World Health Statistics 2014) (The global average is 27 beds, and the average for lower middle-income countries including Bangladesh is 10). There is also a serious deficit of healthcare workers, as the total number of physicians, nurses, midwives, dentists and pharmacists per 1,000 population is 0.66. (WHO defines a country with fewer than 2.28 healthcare workers per 1,000 population as having a critical shortage) (The World Health Report 2016).

In addition, the structure of diseases is currently in transition due to factors such as changes in dietary habits and lifestyle, with Non-Communicable Diseases (NCDs) becoming a major challenge in Bangladesh. NCDs, including cardiovascular diseases and cancers, account for 61% of all diseases (Health Bulletin 2016) and 59% of deaths (NCDs Country Profile 2014). The number of patients admitted to the National Institute of Cardiovascular Diseases increased three-fold between 2002 and 2014 (Health Bulletin, 2014). However, few hospitals are in charge of high-level medical care, including definite diagnoses and treatment of NCDs. Among public hospitals, only about 30% of upazila health complexes and about 50% of district hospitals offer definite diagnoses of diabetes (Health Facility Survey 2014). Also, only 0.3% of health facilities nationwide have diagnostic functionality based on CT scans (Health Facility Survey 2014). Under these circumstances, the improvement of medical infrastructure and the development of medical human resources, particularly in response to NCDs, have become challenges for Bangladesh.

Under the framework of donor coordination through a sector-wide approach, the Government of the People's Republic of Bangladesh has set forth the development of medical facilities (Physical Facilities Development) as part of its "4th Health, Population and Nutrition Sector Programme (HPNSP) 2017 -2022" with the aim of ensuring fair and high-quality healthcare for all citizens. The Government will work to establish hospitals, renovate and improve the quality of existing medical facilities, and strengthen human capital. In addition, the Strategic Plan in the Programme aims to achieve universal health coverage by improving and expanding medical services utilizing the private sector in addition to the public sector.

Japan's "Country Assistance Policy for the People's Republic of Bangladesh" (February 2018) identifies "overcoming social vulnerability" as a priority area in order to support the country's "acceleration of economic growth that can benefit all citizens toward its

transition to a middle-income country," and sets out "human development" as a development issue. In the Assistance Policy, the overwhelming shortage of health professionals at medical facilities, the management of hospitals, and the improvement of facilities and equipment were identified as issues to be addressed. Support to improve the quality and quantity of health and medical services is listed as a response to the issues. In addition, the JICA Country Analysis Paper for the People's Republic of Bangladesh (May 2014) points out that the absolute shortage of health workers and the standardization of their quality (knowledge and technical level) are challenges in the country, and healthcare is positioned as a priority area.

To date, JICA has been providing support to improve the medical facilities and equipment for the early diagnosis of NCDs, and to improve the educational environment at nursing universities through the ODA loan project titled "Maternal, Neonatal and Child Health (MNCH) and Health System Improvement Project" (Signed in December 2015). Furthermore, support has been provided to develop nurses on bachelor's courses through the "Project for Capacity Building of Nursing Services (technical cooperation project)" (July 2015 to June 2020). Support has also been provided for capacity building to address the challenges of NCDs and for taking urban health measures at the community level in the "Project for Strengthening Health Systems through Organizing Communities (technical cooperation project)" (July 2017-). On the other hand, support has not been provided for comprehensive and high-level medical services including medical treatment, and this project complements the initiatives in the field of health and medical care that have been implemented so far. In addition, the "Future Investment Strategy" of the Government of Japan (Cabinet decision made in June 2017) aims to establish about 20 Japanese medical care bases overseas mainly in emerging countries by 2020. The "Healthcare Policy" (Cabinet decision in July 2014) calls for the active use of JICA's Private Sector Investment Finance to expand exports of medical services.

3. Project Description

(1) Project Objectives

The Project aims to provide medical services based on the expertise of Japanese hospital administration through expanding the facilities, constructing a new wing to increase the number of hospital beds, and establishing new medical departments with a high degree of specialization at East-West Medical College Hospital, thereby improving medical care standard in Bangladesh..

(2) Project Site/Target Area

Dhaka, the People's Republic of Bangladesh

(3) Project Components

Extension (1st floor) and reinforcement work (1st to 4th floor) to the existing wards of East-West Medical College Hospital (EWMCH), construction of an Annex building (10 stories) and a Service building on the premises, and management of all hospital facilities including the existing wards. The number of beds after the extension will be 584 (currently 280).

(4) Schedule

April 2019 Partial opening of the hospital

April 2020 Opening of all medical departments

- (5) Project Implementation Structure
 - 1) Investee: Ship Aichi Medical Service Limited (SAMSL)
 - 2) Executing Agency: SAMSL
 - 3) Operation and Maintenance Agency: SAMSL
 - (6) Environmental and Social Consideration/Poverty Reduction/Social Development
 - 1) Environmental and Social Consideration
 - (i) Category: C
 - (ii) Reason for Categorization: Under the JICA Guidelines for Environmental and Social Considerations (April, 2010), the project is likely to have minimal adverse impact on the environment.
 - 2) Cross-Cutting Issues: None
 - 3) Gender Category: Gender Activities Integration Project
- <Description of activities and reason for classification>
- The purpose of this project is to contribute to improving the standards of medical care in Bangladesh by investing in the extension work and operation, etc. of the private general hospital, which includes the department of obstetrics and gynecology.

4. Lessons Learned from Past Projects and Application to the Project

The ex-post evaluation of the ODA loan project in Vietnam "The Regional and Provincial Hospital Development Project" (approved in March 2006) identified that capacity building through technical assistance such as human resource development is useful for more effective use of the provided equipment and for improving medical services. In this project, medical human resources will be developed with support from both local and Japanese hospitals.

The ex-post evaluation of the Japanese Grant Aid project in the Philippines "The Project for Improvement of the Aurora Memorial Hospital" (approved in March 2010) identified that when procuring equipment and materials, it is important to introduce a system which enables the parties concerned to easily contact suppliers and distributors in order to ensure stable equipment repair and purchase of spare parts, which will enable continued and effective use of the equipment and materials. In this project, Green Hospital Supply, Inc. (GHS) will play a central role in constructing a system in which a local agency will conduct the maintenance. Since some of the medical equipment is planned to be procured from GHS's group companies, a framework will be established which enables the local agency to contact the suppliers.

5. Evaluation Results

This project is in line with Bangladesh's development issues and policies, as well as Japan's and JICA's assistance policies. In addition, it is expected to contribute to SDGs Goal 3 (healthy lives and well-being). Therefore, it is highly necessary for JICA to support the implementation of this project.

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