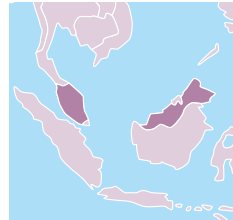




Asia **Malaysia**



Hospital Universiti Kebangsaan Malaysia (HUKM)

Contributing to community healthcare and advanced R&D as one of the best medical educational institutions in Malaysia

[External evaluator]

Jun Arakawa, Mitsubishi UFJ Research & Consulting Co., Ltd.

Rating

Effectiveness, Impact	a	Overall rating A
Relevance	a	
Efficiency	b	
Sustainability	a	

Project Objectives

To support (i) better medical skills and expertise among UKM medical students and graduates (through retraining after graduation) and the training of nurses, (ii) research and development in the clinical field, and (iii) the provision of healthcare services by constructing a medical education facility with state-of-the-art medical equipment at UKM, the only medical school without an affiliated hospital among the three in Malaysia, thereby contributing to better health in the surrounding areas

Outline of the Loan Agreement

- Loan amount / disbursed amount: 10,215 million yen / 8,203 million yen
- Loan agreement: September 1993
- Terms and conditions: 3.0% interest rate; 25-year repayment period (including a 7-year grace period); general untied
- Final disbursement date: January 2001
- Executing agency: Ministry of Higher Education
- Website URL: Ministry of Higher Education; http://www.mohe.gov.my/webkpt_v2/index.php?lang=ENG

Effects of Project Implementation (Effectiveness, Impact)

In relation to the training of health professionals, HUKM has increased the numbers of teaching staff, students, graduates, and nurses to the planned levels. As for the support for research in the clinical field, HUKM has fared well in terms of subsidized research, international research projects, and the number of theses, prizes, and patent registrations. For the provision of healthcare services, HUKM has achieved the planned number of specialized outpatients. It has almost achieved the planned level in terms of inpatient capacity utilization.

A beneficiary survey shows that some 90% of the patients are from local communities. They are generally quite satisfied with healthcare services provided by HUKM. Many patients appreciate the "easy access to the hospital" and "more accurate and better treatment." As a major medical educational institution, HUKM is considered to be making a contribution to the alleviation of the shortage of doctors and their disproportional distribution among the regions of Malaysia.

Therefore, this project has largely achieved its objectives and its effectiveness is high.

Relevance

This project has been highly relevant with Malaysia's national policies and development needs at the times of both appraisal and ex-post evaluation. The sixth national health plan that was in place at the time of the appraisal called for some measures, including this project, that aimed at easing the chronic shortage of doctors and rectifying regional disparities in the number of doctors. At the time of the ex-post evaluation, the government allocated significant funding to the health sector as it directly linked with the "quality of life." Special emphasis was placed on the "expansion and improvement of healthcare facilities," "health improvements in rural areas," and "healthcare-related training."

Efficiency

Although accurate information on the outputs (procured equipment) is not readily available, it is estimated that the project cost was almost as planned. The project period was much longer than planned (270% of the planned period) mainly because the work for building the hospital, which was funded by the Malaysian side, was behind schedule due to bad weather and the additional construction work required. Therefore the evaluation for efficiency is moderate.

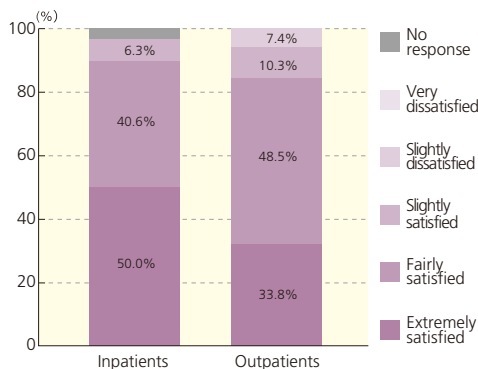
Sustainability

No major problems have been observed in capacity of the executing agency nor its operation and maintenance system; therefore sustainability of this project is high. The operation and management of procured equipment is outsourced. HUKM has been generally in the black, with funds coming from government subsidies as well as its operating income.

Conclusion, Lessons Learned, Recommendations

In light of the above, this project is evaluated to be highly satisfactory. The problem was that the project completion report was not submitted by the deadline, making the evaluator difficult to conduct an accurate evaluation of this project. A major lesson is the need to ensure that both the executing agency and JICA strictly observe the rules concerning documentation, document management and keeping data gathering, and reporting.

Overall Satisfaction with HUKM's Healthcare Service



Source: Beneficiary Survey