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Form 5N, Ch 5, HB 3
Rev 3:26) 8-3-78

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Form J-447

Technical Health Institute
HEALTH INSTITUTES

276-0019

SYRIA

Project Number: 276-0019
Implementing Unit: Technical Health Institute
Country: Syria
93-1

REGULAR EVALUATION SPECIAL EVALUATION

IMPLEMENTATION DATES			ESTIMATED PROJECT FUNDING		PERIOD COVERED BY EVALUATION	
B. Final Obligation Expiration	C. Final Report Due Date		A. Total	\$1,091,000	From (month/year)	Feb 82
			R. U.S.	\$4,754,000	To (month/year)	April 83
					Date of Evaluation	April 27-30, 1983

RECOMMENDATIONS APPROVED BY THE DIRECTOR

RECOMMENDATION	NAME OF OFFICE RESPONSIBLE FOR ACTION	DATE ACTION TO BE COMPLETED
1. SPO to prepare letter to USAID requesting project extension for selected activities.	MOH	May 1983
2. Recommend to AID/W consideration of project extension, primarily for certain long term TA activities, subject to availability of funds in current contract.	USAID	May 1983
3. Subject to obtaining AA/NE concurrence of an extension of PACD, prepare PIO/T for contract amendment.	USAID	August 1983
4. Update overall project workplan and plans for each of the technical specialties in line with current accomplishments and projected activities. Ensure that in-service training/refreshers courses; development of records and registration systems; adjustment of curriculum; and, evaluation of notat are all significant portions of the final stage of project activity.	MSCI THI, USAID	May 1983 Within six months later and/or upon decision of PACD extension.
5. Assign two of the five graduates (who are currently studying English) to MSCI contractor, Mr. Mousa, for on the job physiotherapy training in lieu of sending them for participant training in the U.S.	THI	June 1983

DOCUMENTS TO BE ATTACHED TO THIS REPORT		ALTERNATIVE DECISIONS ON PROJECT	
<input type="checkbox"/> Project Charter	<input type="checkbox"/> Project Description	<input checked="" type="checkbox"/> Other Specialty MSCI contract	<input type="checkbox"/> Continue Project Without Change
<input type="checkbox"/> General Plan	<input type="checkbox"/> PID	<input type="checkbox"/> Other Specialty	<input type="checkbox"/> Change Project Design and/or
<input type="checkbox"/> Project Organization	<input type="checkbox"/> PID		<input type="checkbox"/> Change Implementation Plan
<input type="checkbox"/> Master Agreement	<input type="checkbox"/> PID		<input type="checkbox"/> Discontinue Project

APPROVED AND FORWARDED: _____
 SPECIAL AGENT IN CHARGE

Dr. Mustafa Baath, Deputy Minister of Health
 Dr. Jean Filo, Director, THI
 Dr. Robert Lennox, Director of Operations, MSCI
 Ms. Mary K. Huntington, Program Officer, USAID/Syria
 Ms. Jeannette John, Project Manager, USAID/Syria
 Ms. Holly Wise, Public Health Officer, USAID/Syria

APPROVED: _____
 SPECIAL AGENT IN CHARGE

Edwin D. Callahan
 April 25th 1983

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PROJECT EVALUATION SUMMARY (PES) - PART I

ADD SN, OR E, HB 3
(TM 3:26) 8-3-78

Report Symbol U-447

PROJECT TITLE FEDERAL HEALTH INSTITUTE		PROJECT NUMBER 276-0019	COUNTRY SYRIA
IMPLEMENTATION DATES B. Final Completion EV 79 C. Final Report Delivered EV 81		ESTIMATED PROJECT FUNDING A. US\$ 1,091,000 B. US\$ 4,754,000	PERIOD COVERED BY EVALUATION From Month Feb 81 to Month April 81 Date of Evaluation April 20-21, 1983
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION ON			

A. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
6. Develop training plan for physiotherapy tutors assigned to Mr. Mousa. Submit plan to USAID for incorporation in the PIO/T.	MSCI	June 1983
7. Prepare procurement list for final anticipated commodities. MSCI Director of Operations to handcarry list to MSCI/Arlington.	MSCI	April 1983
8. Counterparts, as follow-on to MSCI contractor staff, be identified and, where possible, be assigned to work full-time with MSCI staff at least six months prior to departure of each of the respective contract team members.	THI	To be determined

<input type="checkbox"/> Final Report <input type="checkbox"/> Financial Plan <input type="checkbox"/> Logical Framework <input type="checkbox"/> Project Agreement		<input type="checkbox"/> Implementation Plan <input checked="" type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	<input checked="" type="checkbox"/> Other (Specify) MSCI contract <input type="checkbox"/> Other (Specify)	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project with no change B. <input type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
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11. INCLOSURE AND MOST IMPORTANT DOCUMENTS TO BE SUBMITTED TO SUPPORT PART CIPANTS APPROPRIATE (Name and Title)

Dr. Mustafa Baath, Deputy Minister of Health
 Dr. Jean Pilo, Director, THI
 Dr. Robert Lennox, Director of Operations, MSCI
 Ms. Mary K. Huntington, Program Officer, USAID/Syria
 Ms. Jeannette John, Project Officer, USAID/Syria
 Ms. Holly Wise, Public Health Advisor, NE/TECH, AID/W

12. Mission AID/W Office Director Approval
 Signature: _____
 Name: **Edwin D. Callahan**

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**3rd Annual Evaluation of
Technical Health Institute**

Project No. 276-0019

20-21 April, 1983

Damascus, Syria

SARG, AID, MSCI

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from Evaluation No. 2, PES - Part I.

Attachments:

- A. Agenda of Joint Evaluation Sessions
- B. Report of Overall MSCI Team Activities (Feb 1982 - April 1983)
- C. Technical Health Institute Project Work Plan: Jun. 82 - Dec. 83)
- D. Revised Work Plan April 1983 - December 1984
- E. Log Frame
- F. Proposal Memorandum for Extension of Contract.

I. SUMMARY

Despite very serious delays and implementation problems in the early stages of the project, the Technical Health Institute and the contractor team have made significant progress toward accomplishment of project goals. The response of the Ministry of Health to the THI project has been more favorable than could ever have been foreseen. The MOH has been generous in allocation of budget for general support and expansion of the Institute, they have seconded staff to teach there and they have underwritten the full cost of printing and distribution of teaching materials and curricula developed under the project. Given the commitment of the MOH to the idea and reality of the Damascus THI and the quality of the MSCJ contract staff, the evaluation team concluded that a strong and self-sustaining institution with excellence in facilities, faculty, curricula and students it trains will continue long beyond the life of the project.

Unplanned effects of the project include the emergence of this institute as a leader for technical health education not only within Syria but throughout the Region. The creation of a set of some 85 notat, or lecture notes, to serve as course texts, represents the first attempt to develop competency-based training materials in the Arabic language for this level of auxiliary health workers. These teaching materials may be the most comprehensive and practical collection of hands-on skills development texts for these technical areas in any language. An outside evaluation of the quality and completeness of the notat is planned for 1983.

Given the great progress to date, and a number of important activities which cannot be completed before the current 12/83 PACD, (see original and revised work plans, Attachments C., D.), the evaluation team decided to recommend to AID/Washington that certain elements of the project be extended, within the current project budget. 1/

The evaluation committee discussed priority areas for continued involvement beyond the current PACD. The committee requested MSCI to draft a proposal to detail the activities requiring extension which is included at Attachment F. The MSCI proposal, which was endorsed by the MOH/AID/MSCI committee, focuses on providing continuation of long term technical assistance of the contract team, for varying numbers of person months depending on the technical specialty, in order to complete the writing, editing and evaluation of notat, readjustment of curriculum, development of in-service training/refresher courses/ examination system, and institutionalization of records and registration systems.

- 1/ A separate preliminary budget analysis was conducted by contractor and mission staff. Due to redesign of certain project elements (e.g. savings in commodities needed; reduction in anticipated support for contractor staff; training for physiotherapists to be conducted locally rather than in the U.S.; and the Regional rather than U.S. hire of equipment installation/maintenance specialists) there were savings in the original contractor budget which appear to cover adequately the proposed project extension activities.

II. EVALUATION METHODOLOGY

The Technical Health Institute (THI) Project was first evaluated in October 1980. The evaluation covered a one year period beginning in October of 1979, which coincided with the arrival of the Medical Service Consultants, Inc. (MSCI) contract team's Chief of Party. The second evaluation of the THI project came in January - February of 1982 and covered the fifteen month period of October 1980 to January 1982.

This third Project Evaluation covers the implementation period February 1982 to April 1983. As a standard annual evaluation, the methodology combined formal sessions between the SARG, AID, and MSCI with informal discussion and a review of the documentation existing on the project. During frank and productive official evaluation meetings, issues were raised, status reports given and the Action Decisions for Part I of the PES developed. Participants and agenda for the two day formal session are listed in Appendix A. As a complement, Ms. Wise, NE/TECH/HPN and Dr. Lennox, MSCI Director of Operations, met with the THI Director, MSCI COP and staff, faculty and students at the Institute. They toured the facility, observed on-going laboratory sessions and examined commodities delivered as part of the project.

III. EXTERNAL FACTORS

The MOH of the SARG has undergone a perceptible shift in priorities toward strengthening technical/paramedical support for health services. This is evidenced by increased financial support to the Damascus THI as well as the technical institutes at Deir Ez-Zour and Homs. The Log Frame assumptions as stated remain valid.

IV. INPUTS

Commodities have been selected and delivered in a timely manner. The contractor has delivered 183 of 219 person months of technical services in six categories. Participant training in U.S. institutes has been provided for the 15 candidates identified by the THI and they have returned to Syria. Additional inputs in the form of technical assistance have been requested by the MOH in order to maximize the magnitude of the outputs.

The recommendation for this assistance appears on the cover sheet (PES) and the details of the proposed program are annexed to this report. In general the proposed extension would provide more time for the project staff to complete, edit, test and revise the curricula and notat. A comprehensive in-service and refresher training program would be developed and an examination system for measuring didactic and practical skills would be formulated during this time.

V. OUTPUTS

The project is on track in delivery of outputs. Inappropriate assumptions in project design have led to readjustment of certain of the output targets. These issues have been discussed in the previous two annual evaluations. For a full report on project accomplishments as compared to log frame goals, the MSCI COP report, Attachment B, is helpful.

- 11 vehicles have been delivered and are in use at the THI.
- The physical plant is complete except for renovation of a new site for the physiotherapy unit (redesign), the audiovisual unit, model radiology clinic and final touches on the library. The laboratories are basically complete though a final list of commodities needed (e.g. adaptors, motors, autoclave cover) has been drafted, with the expectation that these will be in place by December 1983.
- The THI has been training students in five AID-funded specialty areas (physiotherapy, public health, radiography, pharmacy and lab technology). A table of graduates since 1979 by specialty and sex is attached.

Students Graduating THH by Specialty and Sex

	<u>Pharmacy</u>	<u>Public Health</u>	<u>Radiography</u>	<u>Physiotherapy</u>	<u>Lab Tech.</u>	<u>Total</u>		
1979	12	17	23	16	20	<u>129</u>	#M	88
	18	-	2	8	13		#F	41
1980	9	20	13	10	10	<u>100</u>	M	62
	17	-	3	8	10		F	38
1981	17	10	17	23	19	<u>134</u>	M	86
	22	-	6	4	16		F	48
1982	18	32	12	11	20	<u>140</u>	M	93
	29	-	4	5	9		F	47
1983	11	13	6	4	10	<u>49</u>	M	44
	2	-	-	-	3		F	5
Total	155	92	86	89	130	<u>552</u>	M	373
							F	179

N.B. The first Female P.H. Graduates are due at the end of this coming semester.
(1st enrollment was 1981)

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- The notat are 85% completed. Additional time will be required to deliver notat for all courses in the new curriculum. The great need in this area, as well as the need to continue training and institutional development, design refresher courses, operationalize a record and management system, conduct evaluation of notat and readjustment of curriculum, led the evaluation team to recommend a no-cost extension to the current project in order to realize the maximum return from this investment of funds and technical assistance.

VI. PURPOSE

"To upgrade and expand the training of auxiliary medical personnel."

Complete achievement of EOPS conditions is expected. The THI is an up-to-date, well organized and well equipped institution. The SARG has exceeded expectations for improvement of THI's physical plant and provision of essential furnishings. The Institute's administrative cadre is complete and, with the exception of physiotherapy, the available teaching staff is now adequate for present enrollment. The curricula and instructional materials being developed for the 5 technical categories in which the project is participating, are based upon modern inductive educational principles. The methodologies promoted by the program are a good mixture of didactic and practical experiences well supported by audio-visual and library resources. The THI is presently considering expanding their program to include MCH, equipment maintenance and repair, and optician training.

VII. GOAL

"To help the Syrian Government improve the delivery of health care, especially to the poorer people in rural and low income areas."

The Technical Health Institute contributes to the delivery of health care through training a cadre of auxiliary health workers to staff the country's hospitals, health centers, dispensaries, and clinics. There are THI graduates assigned to industrial settings and regulatory offices as well. Through recruitment from both rural and urban areas and subsequent deployment, in most cases, back to each student's "home area," the MOH ensures adequate and equitable distribution of THI graduates. An effective system of checks exists which assures that the auxiliary health workers will continue in their assigned jobs. THI graduates are MOH employees, non-degree holders, who have completed intensive competency-based training programs to prepare them for a specific role in the Syrian health care system. The project has helped to upgrade the capabilities of the Damascus Technical Health Institute to train paramedical personnel for virtually every facet of the MOH health delivery system. In addition, the notat (lecture notes developed with project funded TA) represent the only such auxiliary health teaching materials in Arabic and perhaps the most complete in any language.

VIII. BENEFICIARIES

There are several types of beneficiaries in this project. The most direct group are those faculty, tutors and students of the Technical Health Institute whose knowledge and skills have been vastly upgraded through the inputs of the project. The next level of beneficiaries are those residing in the Damascus/Southern Syria area served by this THI. There are a total of 4.5 million people who utilize the health delivery system staffed by THI/Damascus graduates.

Finally, as the notat developed in the project are so highly valued by the MOH, they have taken on the task of reproducing the notat for use as the sole text in the other two of Syria's Technical Health Institutes (Deir Ez-Zour and Homs). The students from these schools therefore will be direct beneficiaries of the Damascus, THI project. There have been requests from other governments in the Region for sharing of the notat from the Damascus Institute. A small group of foreign students has been sent to THI for technical training. The benefit of this project has extended to the Syrian people and beyond to other parts of the Arab world as the THI emerges as a regional center for technical health education.

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IX. UNPLANNED EFFECTS

All unexpected outcomes have been positive. The following serve as examples.

- The THI has made improvements to the physical facility in excess of the requirements set by USAID.
- The instructional materials and curricula developed by the project have been extended to the other two institutes in Syria and have been requested by the MOH's of other governments in the Region. (The MOH has borne the full cost of printing and distribution of materials for Damascus and the other two THI's.)
- The teaching materials (notat and curricula) developed by the project have greatly stimulated the development of the THI's in Homs and Deir Ez-Zour. Recently the IBRD has initiated an assistance program to these institutes to provide participant training and equipment based upon the model of the THI Damascus program.
- The growing prestige of the THI has attracted the support of Syrian professionals to the point where there is an adequate supply of lecturers and teachers.

X. LESSONS LEARNED

The improvement of paramedical education has, in this case, proved to be a worthwhile goal. As in most infrastructure development projects, success was dependent upon the existence of a strong and dedicated professional counterpart. The dual English, Arabic capability of the contract advisors was an essential requirement. Technical training of paramedical trainees in U.S. institutions was demonstrated to be effective. It must be emphasized that adequate attention must be given to English instruction in-country before departure. One must plan for the difficulties in identifying suitable candidates and great sensitivity must be exercised in the formulation of specialized training programs. That sensitivity is best assured by the assistance of an Arabic speaking preceptor and advisor in the U.S. institutions.

XI. CURRENT STATUS OF APPROVED ACTION DECISIONS
FROM EVALUATION NO. 2, PES - PART I

1. "Prepare a detailed plan of work for the project from now to December 1983. This plan will be reviewed and revised after each six months of project life. Within the framework of this plan, a system of coordination will be established that will clearly define roles and responsibilities of the Director of THI, MSCI's Chief of Party and other members of the contract team."

The required work plan was prepared by the MSCI contract team and approved by the THI Director and MSCI Director of Operations in February 1982. The plan included a time schedule of general project activities as well as a separate plan for each technical specialty. The work plan clearly delineates the responsibility of the MSCI COP and the members of the contract team and by inference allocates the remaining responsibilities to the THI Director and his staff. A review of the work plan was conducted in August 1982 as required, but major revisions were considered unnecessary at that time.

2. "In addition to technical assistance responsibility for project implementation, MSCI's Chief of Party will also bear complete responsibility for contract administration in the field, team work assignments, related meetings with USAID and the production of reports. Included within the Ministry's overall responsibility for project implementation, that is specifically in matters relating to the administration of THI and the direction of Syrian employees not under contract to MSCI, the Director of THI will have full responsibility. In general this system will allow free communication among all parties in matters of project technical content.

MSCI's Chief of Party has assumed complete responsibility for contract administration in the field, team work assignments, meetings with USAID and the production of reports. The Director of THI has continued to be responsible for the administration and direction of non-contract Syrian employees of the Institute. Cooperation in all technical and administrative activities is evident.

3. "At the end of 3 months, the interrelationships among THI, MSCI Chief of Party and other contract personnel will be reevaluated and a future course of action determined."

In June 1982 Dr. Ramsay Bisharah resigned as Chief of Party and the Public Health Advisor Dr. Nabil Watfa was appointed Acting COP. Dr. Watfa was confirmed as COP in August, 1982. All interrelationships between THI, MSCI's COP and other contract personnel appear to be ideal at present.

4. "Assess the need for PT/Equipment Maintenance training under the project, taking into consideration program needs, language capabilities, length of time remaining under the project and training location."

Following an assessment of needs in February 1982 it was decided that the project should retain programs for training in both Physiotherapy and Equipment Maintenance and Repair. THI agreed to provide two English-ready candidates for one year of PT training in the U.S. by December 1982. MSCI identified several centers for training of the candidates that could complete the required program by December 1983. Later it was decided that the equipment maintenance and repair courses could best be completed in-country by the installation technicians, thus avoiding the need for English language training.

5. "Identify the candidates for training. If English language is required, AID's standards for language proficiency will apply."

At least 6 candidates were identified for PT training in anticipation of providing 2 participant trainees for U.S. training by December 1982. The prospective candidates have been receiving English training for more than a year. The THI Director has arranged for their release from formal duties, hired tutors and provided materials for their English training. They have been tested at the MOH and have not achieved English readiness at this date. The Director anticipates that they will be ready by October 1983. The training is 4 months behind at this point and at the projected date will be 10 months behind schedule.

6. "After receipt and installation of all contract purchased commodities, a review will be held to determine if additional items are necessary to complete the equipping of THI in accordance with the Grant Agreement."

Once the bulk of commodities were received the THI and MSCI team members identified additional items that are to be procured by the contractor. A list of all anticipated commodities will be carried to MSCI/Washington for procurement. Despite delays in the arrival of some commodities, the task is now virtually completed.

7. "Prepare a budget estimate for the cost of lecture notes to be written by Syrian consultants. The MOH will be responsible for approving these notes and for the cost of duplication."

The budget estimate was completed on schedule (Feb. 82) and submitted to and approved by AID shortly thereafter. The MOH has reviewed all notat developed to date and has made appropriate suggestions/corrections prior to approval for each of them. The MOH has borne the total cost of duplication of the notat which includes typing fees, stencils, paper, ink and production staff time. The volume of work and cost to the Ministry are considerable given 300 copies each of 85 notat, average length of 300 pages per nota (i.e. $300 \times 85 \times 300 = 7.65$ million pages.) This is the estimated need for two years worth of students attending the THI.

8. "Request necessary legal authority for reimbursement of Syrian consultants with project funds for the writing of lecture notes."

The mechanism for payment for notat writing was developed immediately following the last evaluation (by Feb. 82) and has been in place and operating smoothly. Consultant line item funds under the MSCI contract are utilized to pay for these written products through a procedure negotiated with the MOH and AID.

9. "Identify and field an equipment installation specialist for a period of up to two months. THI will identify a counterpart before the specialist is sent to Syria. Prerequisites must include English language capability, with preference given to personnel trained under the Development of Health Services Project."

The COP drafted an alternative recommendation for meeting the equipment installation and maintenance needs of the THI project subsequent to the last evaluation. This plan, which was approved by AID, MSCF and the MOH, consists of using up to four persons for a period NTE 14 person months as short-term consultants to address both actual equipment installation and maintenance as well as the training of THI counterparts to assume these responsibilities. It was decided that the consultants could be recruited from the region thus obviating the need for English language competency for the THI counterparts. This plan was deemed a great improvement over the previous arrangements as: the quality of the instruction would not suffer because of language barriers; the consultants would likely be available to the THI if necessary in the future; and, there would be considerable savings to the project in using locally hired technicians. Two equipment installation/maintenance specialists were hired in April 1983. Additional consultants will be identified and hired as needed. This recommendation was to have been implemented in July of 1982 but was not realized until eight months later. The reasons for the delay are: the reassessment of project needs in this component of the project and negotiation of a revised plan; excessive delays in the delivery of certain project commodities; and, the availability of consultants. Counterparts from the THI (seven individuals)^{1/} have been named to train with the short-term consultants to carry on maintenance beyond the LOP.

10. "Identify and field, for a period of up to one year, an equipment maintenance trainer. Counterparts and trainees will be identified before the trainer is sent to Syria. Prerequisites are as in # 9."

See No. 9 above.

^{1/} Nabil Ghazal; Kamzi Anibtawi; Khaled Doubani; Bassam Khouri (from D.H.S. Project); Mamdouh Kheity; Farcez Bazerbashi; Mohammed Hennawi.

11. "Schedule and conduct biweekly meetings between THI and the MSCI team to discuss project progress, problems and solutions. AID Project Manager, THI Director and MSCI Chief of Party will meet once a month as schedules and needs permit, at either AID or THI."

Biweekly and monthly implementation meetings have been taking place since February 1982, immediately upon receipt of the evaluation recommendation. The working relationships between the THI Director, MSCI COP and AID Project Manager are excellent. There is a frequent and constructive flow of information, in both formal and informal meetings, between these individuals and the organizations they represent.

12. "Locate alternate training site for two radiology students now at Iowa."

The two radiology students were transferred from Iowa in August, 1982 and were placed at Foot Hills Community College in September, 1982. They finished their program there and returned to assume their new roles at the Damascus THI in November, 1982.

13. "The Deputy Minister of Health will prepare a letter to the two radiology participant trainees outlining what is expected of them in terms of the curriculum they are to follow for the remainder of their program. This letter will emphasize to them that they are being prepared as tutors for THI which does not require a degree program or large amount of advanced technical instruction. The letter will be hand carried to the U.S. by the MSCI Director of Operations who will be departing February 3."

The letter was prepared and sent on schedule as per the recommendation.

14. "Prepare letter to AID requesting project extension to December 1983."

A letter from the State Planning Commission to USAID requesting a project extension was drafted and sent to AID on October 17, 1982.

15. "Prepare documentation for extension of PACD and PIO/T for contract amendment."

The AID/REP approved the PACD extension in December of 1982. The Mission prepared a PIO/T, for a contract amendment to reflect the contract and PACD extension, which was approved by the Mission and the SARG on December 28, 1982. The contract amendment was signed by SER/CM and MSCI on February 16, 1983.

AGENDA

Joint Evaluation

Technical Health Institute

April 20-21, 1983

(Chairpersons: Dr. Mustafa Baath/Mary K. Huntington)

Wednesday, April 20, 1983

1. 9:00 - 9:30 a.m. Opening

Dr. Ghassoub Al-Rifa'i Mr. Edwin D. Callahan Dr. Mustafa Baath Dr. Jean Filo	Minister of Health AID Affairs Officer Deputy Minister of Health Director of Technical Health Institute
Dr. Mahmoud Dalloul Dr. Waleed Haj-Hussein Ms. Georgette Jabbour Participant	Technical Health Institute Ministry of Health Ministry of Health State Planning Commission
Ms. Mary K. Huntington	USAID/Damascus
Ms. Jeannette John	USAID/Damascus
Mr. Mohammed Hlaleh	USAID/Damascus
Ms. Holly Wise	AID/Washington

2. 9:30 - 11:00 a.m. Overall Evaluation/Assessment of Project

Dr. Jean Filo, Director, Technical Health Institute Dr. Nabil Watfa, Chief of Party, Medical Service Consultants, Inc,
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- 11:00 - 11:15 a.m. Break

3. 11:15 - 12:45 p.m. Progress of MSCI Advisory Team/Presentations

Introductory Remarks Chief of Party Public Health Pharmacy Radiology Physiotherapy Laboratory	Dr. Robert Lennox, MSCI Dr. Nabil Watfa Dr. Nabil Watfa & Ms. Janet Abbo Mr. Samir Skaaf Mr. Edward Zakariah Dr. Nabil Watfa & Mr. Modhi Mous Ms. Lily Muzzayin
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4. 12:45 - 1:00 p.m. Response by THI - Dr. Jean Filo, Assessment of progress to date, future directions.

Thursday, April 21, 1983

1. 9:00 - 10:00 a.m. Presentation of Issues/Discussion as related to project status, outputs and future directions.

Assessment of:

- Participant training program
 - Trainees
 - Design of testing and evaluation of curricula
 - Status of notates
2. 10:00 - 11:00 a.m. Future Project Direction
Review of June 1982 Work Plan
Revision of Project Work Plan
 - 11:00 - 11:15 a.m. Break
 3. 11:15 - 12:15 a.m. Open discussion
 4. 12:15 - 1:00 a.m. Executive session (closed)

MEDICAL SERVICE CONSULTANTS, INC.

1716 WILSON BOULEVARD • ARLINGTON, VIRGINIA 22209 • 703-525-8310
TELEX: 248812 (MSCIUR) • CABLE: MSCI WASHINGTON, D. C.

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2760019/53

REPORT ON THE OVERALL MSCI TEAM ACTIVITIES

(February 1982 - April 1983)

by

Nabil T. Watfa, Ph.D.

Chief of Party

**Technical Health Institute
Damascus**

**Project No.
AID/NE-C-1658**

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ATTACHMENTS

- Attachment 1 : THI Project Work Plan : June 1982 -
December 1983 - General Project
Activities
- Attachment 2 : Returning Tutors Work Plan (P.Health -
Pharmacy - Lab. Tech.)
- Attachment 3 : Summary of Status of Instructional
Materials Production
- Attachment 4 : Evaluation of the Lab. Technology
Curriculum Questionnaire
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- Attachment 8 : Report on the Lab. Technology Activities
(Feb. 1982 - April 1983)
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(Feb. 1982 - April 1983)
- Attachment 10 : Report on the Physiotherapy Activities
(Feb. 1982 - April 1983)
- Attachment 11 : Report on the Public Health Activities
(Feb. 1982 - April 1983)
- Attachment 12 : Report on the Radiography Activities
(Feb. 1982 - April 1983)

I. INTRODUCTION

The following is a report on the overall MSCI Team Activities. The report covers the period February 1982 - April 1983. Following the joint Evaluation which took place on January 26-27, a number of events took place. These included the Contract amendment (Articles IB.a.; IVB; VII 2) in order to allow for the preparation of instructional materials and use of Syrian lecture notes and other consultants; as well as the Contract extension to December 1983.

II. ACCOMPLISHMENTS

A Accomplishments will be discussed in terms of the tasks listed in the "THI Project Work Plan: June 1982 - December 1983" which was prepared by MSCI and approved by AID and MOH (see Attachment 1).

1. Development of THI Library

To date an estimated number of 800-1000 books ordered by MSCI have been delivered to THI. Shelves have been installed in the permanent library on the ground floor of THI. The temporary room on the 4th floor used as the library will now be used solely for slides and films projection and will be designated as the Audio Visual Center.

The new THI Librarian, who holds a Bachelor's degree in English attended a 2-week course in Library Science at the British Council following contacts and discussions initiated by the writer. The Librarian was also assisted by Team members in compiling a list of the various books received. Contacts were also made with the American Cultural Center for the purpose of similar course in Library Science.

The classification of books in the new Library will be done according to the Dewey System •

It is anticipated that THI students will be able to borrow books and search library literature using English as the Library language •

The Team was heavily involved in the allocation and design of the new Library space.

2. Development of an Examination System

To date the nucleus of an exam question bank has been formed. Efforts have been directed towards the introduction of the 'objective' type of exam questions and the system of grading.

The exam questions are compiled in order to test the appropriate competencies and skills as designated by the team members and their counterparts.

In view of inconveniences encountered by the present grading system it was suggested to report students final grade averages in multiples of the factor '5'. Details of this system have been discussed with and accepted by the THI Director.

3. Return of trainees from the USA

All trainees have now completed two years of training in the USA and have returned to THI. Each trainee (tutor) has been assigned to the respective MECI advisor and is playing a role in the THI's educational program namely the areas of Laboratory supervision, conducting of field trips, participation in class-room teaching and coordination.

The integration of the tutors in the THI program commenced with a general orientation by the THI Director and the MSCl advisory team and was followed by a specific orientation to activities in their own field by each advisor. It is expected that their involvement in teaching activities will continue to increase. Their integration in the THI program was done in accordance with the plan devised in consultation with the THI Director (see Attachment 2)

Details of the specific tutors role in the THI program appear in the attached individual advisors' reports (Attachments 8,9,10,11& 12)

4. Installation of Equipment

MSCI has already procured almost 100% of the equipment originally ordered for the five specialty areas and delivered them to THI. The majority of simple instruments that do not require elaborate installations such as microscopes, pH meters, water testing meters, noise level measuring meters, air samplers and the various projectors have already been tested and are in use. In use also is an estimated 75% of the physiotherapy equipment.

There are a number of instruments however such as refrigerated centrifuges, complex physiotherapy equipment and flame photometers that require electrical and/or fluid connections to make them operational. In addition some of the equipment requires an initial set-up and calibration that is beyond the capability of either the MSCl advisors or the THI staff.

In preparation of the installation, the THI Director has had the overall power to the Institute increased to accommodate the new equipment.

5. Implementation of Equipment Maintenance and Repair Training Program

In an effort to facilitate the scope of work in a more cost effective way an alternative plan to the one drawn in May 1982 has been developed. This plan utilizes the combined efforts of 3 to 4 persons with complementary skills that are available locally. These skills include knowledge of electronic instrumentation, instruction of THI maintenance workers and installation and maintenance of physiotherapy equipment. The plan includes the same range of a US based training program but in Arabic with less cost and greater relevance to the sort of equipment currently available at THI.

Two of the consultants depicted by the plan have been identified and assumed their duties on April 16 and 19, 1983. The rest of the consultants are expected to begin at a later date.

6. Supervision and Coordination of Instructional Materials and Reimbursement of Authors

Work on the supervision and coordination of instructional materials preparation has been continuing. The following is an estimate of the proportion of the 85 instructional materials completed to date

Best Available Document

<u>Area</u>	<u>Number of Lecture notes</u>	<u>Proportion Completed</u>
Common Core Curriculum	8	95%
Lab. Technology	12	55%
Pharmacy	15	50%
Public Health	15	80%
Physiotherapy	15	60%
Radiography	14	80%

A more detailed account of the portions of Instructional materials completed appear in Attachment 3.

Just for the sake of review, suffice to note that the merits of producing the instructional materials are . -

- a. Provision of technical references in Arabic
- b. Facilitation of the course, teachers and program evaluation through the provision of a unified and standardized text.
- c. Assistance in the in-service training of teachers through the periodic discussion and follow up meetings between the Advisor and those teachers, a process required for the production of these materials.
- d. Assistance in avoiding inter and intra-course contents overlap as a result of the thorough discussions required prior to finalizing the materials.
- e. Assistance in identifying potential teachers.
- f. Crystallization and perfection of the course contents during the process of producing the materials.

The factor that will continue to cause uncertainty regarding the completion date is the sincerity of promises and the speed with which the authors

(not the team members) can finish their assignments.

The Reimbursement System is now in place and is executed in accordance with the protocol outlined in PIO/T 276-019-3-80082. The first reimbursement was made in November, 1982. To date the sum of 240,000.- Syrian Pounds have been disbursed to the authors. Copies of the documentation for these transactions are retained by MOH, AIP, MSCI (Arlington) and the writer.

The MOH is bearing the cost of typing, stenciling and stationary associated with the production of these instructional materials.

7. Implementation of English Language Training Program for Physiotherapy Trainees

The MOH has assigned two English teachers to give intensive language instruction to seven (7) trainees. The program began on July 15, 1982 and provided 18 hours of instruction per week. Unfortunately the two physiotherapy tutors were not able to achieve their language readiness in time for the anticipated US training program despite the THH's Director efforts and facilities (i.e. office hours relief) extended to them.

8. Identification of Additional Tutors Training Sites

MSCI's training officer in Washington had secured an agreement with Boston University to provide training for the two physiotherapy candidates. The agreement could not be implemented because of the tutors' inability to achieve their English readiness.

9. Design of Protocol for Testing and Evaluation of Curricula

Based on the general and specific objectives set by the specialty curricula, questionnaires were designed to evaluate the Laboratory, Pharmacy, Public Health and Radiography programs, (Attachments 4,5,6 and 7 respectively) .

The evaluation and questionnaires were discussed in a meeting held between the MSCI advisory team and THI Director and staff, following which copies of the questionnaires were distributed to the various respondents including members of the Homs and Deir el-Zour THI's who implement the curricula developed in Damascus in their entirety.

The results of the evaluation of the four curricula will be attached separately.

Evaluation of the Physiotherapy curriculum will be undertaken by the new P.T. advisor.

Since not all the lecture notes have been completed, it was decided that their evaluation was premature. The advisory team hopes to be able to conduct such evaluation once these lecture notes have been completed and tested.

10. Revision of Project Work Plan

While no major revisions of the June 1982 Work Plan have been implemented some changes of timing and new directions are expected. These changes are due to the following factors:

- a. Reduction in the level of efforts due to the vacancies resulting in some areas.
- b. Emergence of new scopes, needs and development areas in the developed curricula following the first 2-year full cycle of implementing these curricula.
- c. Action on the equipment maintenance and repair program.
- d. Readiness of the P.T. tutor candidates
- e. Progress, testing and evaluation of the instructional materials.

11. Field Visits by MSCI Washington Staff

MSCI's Director of Operations has so far made two trips to Damascus in order to confer with AID and the writer following his appointment as COP in August, 1982. During these visits, the D.O. was involved in interviewing P.T. candidates, evaluation of the work plan progress, revision of the reimbursement protocol, discussion of issues related to the project extension with USAID and personnel conferences with MSCI field staff members.

12. MOH/AID/MSCI Monthly Meetings

The MOH/AID/MSCI monthly meetings continued to take place involving Deputy Minister Dr.M. Ba'ath, Dr. Filo, Miss John, Mr. Hlaleh and the writer. The place of the meeting alternated between AID and THI. The meetings were held on the last Tuesday of each month.

Weekly contacts and meetings between Miss John and the writer continued on steady basis.

13. Submission of Monthly Reports

The writer continues to submit his monthly reports to AID. Monthly reports in both English and Arabic are also submitted to THI Director.

Due to the timing of the writer start of his tenure and his briefing in Washington, two of the reports were submitted bimonthly.

14. Development of Audio-Visual Unit

All films, transparencies, slides, film strips, projectors and equipment for producing Audio Visual materials have now been received and are housed in the AV center on the 4th floor of THI. The films and other AV materials are reviewed and catalogued into a comprehensive file. The advisory team is also involved in training THI technicians in the operation and maintenance of the AV equipment as well as the production of AV aids. To date a number of AV aids have been produced by the advisory team. These are:

- a. Twelve (12) color slides on "Refuse Disposal"
- b. Fifteen (15) color slides on "Water Treatment and Sanitation"
- c. Twenty seven (27) hand drawn transparencies on "X-ray Basic Principles"

In production are the following :

- d. Transparencies on "Cautions-Precautions on Ready Made Drugs"
- e. Transparencies on "Safety in the Laboratory"

15. Development of Registration and Record System

The above activity has been lagging. What has been achieved to date is no more than preliminary discussions with the Registration and Record department. The purpose of these discussions was to review the present system and identify areas where modifications can be made. The items specifically reviewed so far are:

- a. Registration Cards
- b. Transcripts of Records
- c. Final Grades Registry
- d. Students Files

An attempt will be made at transforming all permanent records and figures into graphic forms. A model histogram was produced by the team members in seven colours illustrating the number of THI graduates during the period 1971-1979 according to specialty areas.

16. Recruitment Efforts

Following the writer's appointment as COP and Miss McArthur's resignation in December 1982, MSCI resumed their recruitment efforts. As a result Miss Janet Abboud became the new Public Health advisor and Mr. Modhi Haj-Mousa became the new Physiotherapy advisor as of March 28, 1983.

The other recruitment efforts culminated involved two short term equipment installation and maintenance consultants who assumed their duties in April, 1983.

17. Individual Team Members Activities

A detailed account of the individual team members activities appearⁱⁿ the following five attached reports:

- a. Lab. Technology - Attachment 8
- b. Pharmacy - Attachment 9
- c. Physiotherapy - Attachment 10
- d. Public Health - Attachment 11
- e. Radiography - Attachment 12

Special reference is given to specific activities not mentioned in the "General Project Activities" (Attachment 1). These are: Preparation and operation of Laboratories, In-service training of THI staff, Identification of field training sites and ordering of supplemental equipment, supplies and books.

III. DIFFICULTIES MET

No significant difficulties of any sort have arisen during this reporting period. The delay however, associated with the completion of some of the activities may be related in part to the following factors:

1. Reduction in the level of efforts due to the vacancies resulting in some areas
2. Time factor associated with administrative routine
3. Dependency on tutors English Language skills readiness and the subsequent alteration of plans.

IV. ANTICIPATED FUTURE WORK AND RECOMMENDATIONS

The following are the main suggested activities:

1. Development of an improved registration and record System.
2. Completion of the Audio-Visual Unit
3. Completion of the Institute Library
4. Completion and implementation of the Examinations System.
5. Completion of the new Physiotherapy Unit.
6. Completion of testing and evaluation of the lecture notes
7. Organization of the proposed Chemical Storage room
8. Intensifying the in-service training to THI technical staff.
9. Revision and adjustment of the Laboratory, Pharmacy, Physiotherapy, Public Health and Radiography curricula.

Best Available Document

V. ACKNOWLEDGEMENTS

The MSCI Advisory Team wish to thank the .

1. H.E. the Minister and Deputy Minister Dr. Ba'ath for their concern and appreciation. .
2. THI Director and staff for their endless enthusiasm, respect, support and appreciation of the work of the Team.
3. USAID for the continuous care and attention
4. MSCI Washington staff for their remote and close guidance of the operation.

The COP is especially indebted to the team members who devoted their mornings and most of their afternoons and evenings doing their best to accomplish such results.

THI Project Work Plan: June 1982 - December 1983

PUBLIC HEALTH ACTIVITIES

Activities in the Order of Priority	1982							1983														
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
1. Editing of Instructional Material and Part of Common Core Courses	—————							—————														
2. Preparation and Operation of on-site Public Health Labs and Other Training Facilities	—————																				
3. In-service Training of Technical Staff Members				—————						—————												
4. Orientation, Incorporation and Supervision of Returning Tutors Into Existing P.H. Program				—————																	
5. Production of P.H. Teaching aids (ie:slides, Transparencies, etc...)																					
6. Installation, Testing and Calibration of P.H. special Equipment									—————													
7. Supervision of Counterparts and Teachers on Field Training Trips	—————				—————			—————													—————	
8. Identification of More P.H. Field Training Sites																					
9. Ordering of Supplemental Equipment, Supplies and Books				—————																		

Key:
 Continuous Activity = —————
 Intermittent Activity=

Dr. R. Lennox
 Director of Operations, HSCI

Dr. J. Filo
 Director, THI

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Dr. J. Filo

THI Project Work Plan: June 1982 - December 1983

LAB. TECHNOLOGY ACTIVITIES

Activities in the Order of Priority	1982							1983										
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
1. Editing of Instructional Material and Part of Common Core Courses	—————																	
2. Preparation and Operation of Lab. Tech. Laboratories																	
3. Installation, Testing and Calibration of Special Lab. Tech. Equipment	—————																	
4. Orientation, Incorporation and Supervision of Returning Lab. Tech. Students																	
5. In-service Training of Lab. Tech. Technical Staff																	
6. Identification of Field Training Sites for Lab. Tech. Students																	
7. Development of Lab. Tech. Field Training Program																	
8. Supervision of Lab. Tech. Field Training																	
9. Production of Lab. Tech. Teaching Aids																	
10. Ordering of Supplemental Equipment, Supplies & Books																	

Key:

Continuous Activity = —————
 Intermittent Activity =

Dr. R. Lennox
 Director of Operations, MSCI

Dr. J. Fil
 Director, TI

R. W. Jensen

Dr. J. Fil

THI Project Work Plan: June 1982 - December 1983

PHARMACY PROGRAM ACTIVITIES

Activities in the Order of Priority	1982						1983													
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
• Editing of Pharmacy and Part of Common Core Instructional Material	—————																			
• Writing of Part of Pharmacy Material	—————																			
• Preparation and Operation of on-site Model Pharmacy																			
• Orientation, Incorporation and Supervision of Returning Tutors																			
• In-service Training of Technical Staff Members				—————						—————										
• Identification of Field Training Sites																			
• Supervision of Pharmacy Students, Counterparts and Teachers on Field Trips																			
• Installation, Testing and Calibration of Special Equip.			—————																	
• Ordering of Supplemental Equipment, Supplies & Books			—————																	
• Production of Teaching Aids(i.e: posters, charts, etc.)																			

Key:

Continuous Activity= —————

Intermittent Activity=

Dr. R. Lennox

Director of Operations, MSCI

Dr. J. Filo

Director, THI




THI Project Work Plan: June 1982 - December 1983

RADIOGRAPHY PROGRAM ACTIVITIES

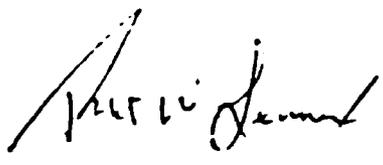
Activities in the Order of Priority	1982						1983											
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Editing of Instructional Material	—————						—————											
Writing of Instructional Material	—————						—————											
Preparation and Operation of Model X-ray Unit	—————										
Orientation, Incorporation and Supervision of Returning Tutors																	
Ordering of Supplementary Equipment, Supplies & Books							—————											
Development of Field Training Program					
In-service Training of Radiography Technical Staff	—————						—————						—————					
Supervision of Radiography Field Training Program	—————						—————						—————					
Production of radiography Teaching Aids (ie: slides, exposed X-ray films)	—————						—————						—————					

Key:

Continuous Activity = —————
 Intermittent Activity =

Dr. R. Lennox
 Director of Operations, MSCI

Dr. J. Filo
 Director, THI



Dr. J. Filo

THI Project Work Plan: June 1982 - December 1983

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PHYSIOTHERAPY PROGRAM ACTIVITIES

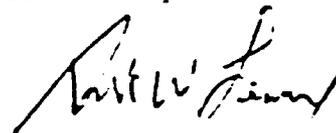
Activities in the Order of Priority	1982							1983											
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1. Writing of Outline for Program & Instructional Material	█																		
2. Editing of Instructional Material	█	█	█	█	█	█	█												
3. Writing of Instructional Material for Electrotherapy I & II, Therap. Ex. I, II & III; Hosp. Admin. & Ethics																			
4. Coordination of Translation of Instructional Material and Program Outlines	█	█	█	█	█	█	█												
5. Teaching of Electrotherapy I & II; Therap. Ex. I, II, III																			
6. In-service Training of Teaching Staff																			
7. Development of Field Training Program																			
8. Supervision of Field Training Program																			
9. Ordering of Supplementary Equipment, Supplies & Books																		
10. Installation, Testing and Calibration of Special Equip.																		
11. Preparation of on-site Training Facilities																		
12. Advisory & Counselling Sessions for Teachers & Supervisor																		

Key:

Continuous Activity = _____
 Intermittent Activity =

Dr. R. Lennox
 Director of Operations, HSC1

Dr. J. Filo
 Director, THI



Dr. J. Filo

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Logical Framework Matrix

PROGRAM GOAL	MEASURES OF GOAL ACHIEVEMENT	VERIFICATION	ASSUMPTIONS
To help Syrian Government improve the delivery of health care, especially to the poorer people in rural and low income areas.	Availability of adequate health services. Decrease in morbidity and mortality rates, in particular the preventable diseases.	Health services utilization, Statistical information, and direct evaluation of different teaching programs.	Continued SARG commitment to provide free health care to all who need it. Increased availability of auxiliary medical personnel. Increased SARG utilization of THI graduates by opening new hospitals, health centers, dispensaries, etc.

PROJECT PURPOSE	END OF PROJECT STATUS	VERIFICATION	ASSUMPTIONS
To upgrade and expand the training of auxiliary medical personnel.	Up-to-date, well organized and well equipped Technical Health Institute with a capacity of 600 students in six different programs, capable of accommodating other auxiliary medical training programs.	Direct expert evaluation. Quality and quantity of applicants. Increased demands for auxiliary medical personnel. Proper utilization of graduates and job evaluation.	MOH completes construction, furniture procurement, and appointment of administrative and teaching staff needed for the new THI.

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OUTPUTS	MAGNITUDES OF OUTPUTS	VERIFICATION	ASSUMPTION OF IMPLEMENTATION
1. Qualified instructors	26 full-time instructors in various specialities.	Direct measurement	Proper selection of candidates. Adequate post-graduate training. Employment at THI.
2. Up-to-date, well equipped, 7-story Technical Health Institute.	1 complete Environmental Health Laboratory. 1 Complete Clinical Lab. 1 Complete Pharmacy Lab. 1 Complete Library. - Adequate Anesthesia teaching facilities. - Adequate Radiography teaching facilities. - Adequate Physio-therapy teaching facilities. - Adequate Audio-visual aids equipment.	Direct measurement	Employment of competent administrative and teaching staff. Proper maintenance of the new building.
3. Transportation	7 Vehicles	Direct measurement	Vehicles can be well maintained. Drivers can be appointed.

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OUTPUTS	MAGNITUDES OF OUTPUTS	VERIFICATION	ASSUMPTION OF IMPLEMENTATION
4. Around 300 graduates per year.		Direct measurement	Improvement of the quality of the programs organization, administration, teaching staff and teaching methods.
5. Refresher courses	5 initially (150 students)	Direct measurement	Proper utilization of graduates.
6. Management System up-graded	One full-time Director, Two Assistant Directors and other administrative personnel	Direct measurement	Full-time Director and other administrative staff can be appointed.

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Logical Framework Matrix

<p><u>INPUTS</u> U.S. CONTRIBUTIONS</p>	<p>OBJECTIVELY VERIFIABLE INDICATIONS</p>	<p>VERIFY</p>	<p>ASSUMPTIONS</p>
<p>Technical Assistance</p> <p>Team Leader/Director Instructor/environmental health Instructor/radiography Instructor/clinical laboratory Instructor/physiotherapy Instructor/Anesthesia Instructor/pharmacy Expert/equipment maintenance</p> <p>Short-term Advisors (20w)</p> <p>Training</p> <p>4 participants/environmental health 4 participants/radiography 4 participants/pharmacy 5 participants/clinical laboratory participants/physiotherapy participants/Anesthesia</p>	<p>Contract signed</p> <p>up to two years training during CY 1978-1981</p>	<p>Documentation complet and instructors in place</p> <p>participants in U.S. or third country for training</p>	<p>That Arabic speaking instructors who are willing to work in Syria can be found</p> <p>That sufficient number of Syrian staff will be willing to go to U.S. and have sufficient English competence</p>

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Logical Framework Matrix

<p><u>INPUTS</u></p> <p>U.S. CONTRIBUTIONS</p>	<p>OBJECTIVELY VERIFIABLE INDICATION</p>	<p>VERIFY</p>	<p>ASSUMPTIONS</p>
<p>Commodities</p>	<ul style="list-style-type: none"> - Adequate equipment for Environmental Health Lab. - Adequate equipment for Radiography Lab. - Adequate equipment for Pharmacy Lab. - Adequate equipment for Clinical Lab. - Adequate equipment for Physio-therapy Lab. - Adequate equipment for Anesthesia Lab. - Adequate audio-visual aids - Complete library - 1 Bus - 3 Station-wagons - 3 Field vehicles 	<p>Direct measurement</p>	<p>Procurement process in U.S. not slower than usual</p>

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Logical Framework Matrix

<u>INPUTS</u> SARG CONTRIBUTIONS	OBJECTIVELY VERIFIABLE INDICATION	VERIFY	ASSUMPTIONS
Salaries of administrative and teaching staff plus others during training	Staff in place	Reports of long-term instructors	That full-time director and other administrative and teaching staff can be found.
Refresher courses, expenses and per diems	Staff in place and attending refresher courses	Instructors' reports and evaluation	SARG capability to identify personnel and provide adequate funds for training and per diem
Salaries and per diem of students	Students in the THI attending classes as scheduled	Instructors' reports	Sufficient number can be selected each year
In-country travel for instructors and students	Practical training outside the THI premises	Instructors' reports	That travel for foreigners remains open
Office space and clerical support for the instructors	Office space and clerical support	Instructors' reports	That office space can be found in the THI
Rentals and maintenance of the present premises		Instructors' reports	Budgeted amount approved
Complete construction and furnishing the new 7-story building of the THI	THI fully completed and furnished	Instructors' reports	Budgeted amount approved

MEDICAL SERVICE CONSULTANTS, INC.

1716 WILSON BOULEVARD • ARLINGTON, VIRGINIA 22209 • 703-525-8310
TELEX: 248812 (MSCIUR) • CABLE: MSCI WASHINGTON, D. C.

April 23, 1983

To: Ms. J. John USAID Project Manager
From: Dr. R. Lennox MSCI Director of Operations
Subject : Justification and Tentative Plan for Extending MSCI/THI Contract AID/NE-C-1658 Beyond Dec. 1983.

Although the MSCI contract team has made considerable progress toward completing the implementation of the USAID/THI project, several factors have arisen which will make unlikely the achievement of several worthwhile outputs within the completion date. The limiting factors are as follows:

- Qualitative and quantitative shortage of authors to write notes. This is particularly evident in the Physiotherapy, Laboratory Technology, Public Health and Pharmacy Technology Programs.
- Lack of English ready tutors to send to the U.S.A. for participant training in Physiotherapy.
- Late arrival of some of the specialized equipment for Laboratory, Public Health and Pharmacy

- Inability to conduct end point (task oriented) analysis of curricula and notates due to the incompleteness of the latter.
- Delay in completion of some of the specialized Lab facilities, particularly in Public Health and Physiotherapy.

If the MSCI contract and the project were extended until December 1984, the following significant outputs by the contractor and THI could be achieved. Only outputs that could not be completed by December of 1983 have been included in the list.

- Completion and Editing of notat for all 85 courses.
- Testing of the notat and Curricula according to objective (Task specific) criteria.
- Evaluation and revision of notat.
- Revision and modification of the new curricula.
- Development of a comprehensive in-service and refresher training program.

- Practical training of up to 5 Physiotherapy candidates. (On-job-training by Mr. Musa rather than participant training in the U.S.A.)
- Completion of an examination system that will measure didactic and practical achievement.
- Development of an improved registration and record system.
- Completion and utilization of all laboratories particularly those in Public Health, Physiotherapy and Radiography.
- Completion of a facility for safe chemical storage.

In order to provide services during 1984 and to accomplish the above tasks, the contractor will require up to 48 person months of technical assistance by the present team. It is understood that an attempt will be made to shorten the tenure of individual contract team members by completing tasks ahead of schedule.

The proposed distribution of the 48 person months is as follows:

Chief of Party	12 Additional Personmonths
Physiotherapist	12 Additional Personmonths
Public Health Specialist	12 Additional Personmonths
Pharmacy Specialist	6 Additional Personmonths
Radiography Specialist	3 Additional Personmonths
Laboratory Specialist	<u>3</u> Additional Personmonths
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It is believed that this distribution reflects both the priorities of the MOH/THI and addresses the remaining scope of work.

No inputs in the areas of participant training or commodity procurement are anticipated.

Home office staff requirements are as follows:

Director of Operations	4 Personmonths
Director of Administration	2 Personmonths
Secretary	4 Personmonths

Field staff will require the services of the present administrative assistant for 12 personmonths.

It is understood that this proposed plan is subject to USAID review and approval as well as availability of funds in the MSCI contract.