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International Science and Technology Institute, Inc.

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YEMEN TIHAMA PRIMARY HEALTH  
CARE PROJECT

MID-TERM EVALUATION REVIEW

DEBRIEFING

11/1/1985

- A. Facilitation Review
- B. AID Debriefing

Presenters: Paul Hartenberger, AID/ANE/TR/HPN  
Clayton Ajello  
Ahmed Moen  
David Levine

YEMEN TPHCP -- MID-TERM EVALUATION REVIEW DEBRIEFING

11/1/85

AGENDA AND FLOW

A. Review of Facilitation (9 - 11 am)

- What Ahmed Found
- How the facilitation was approached -- Roles  
Activities  
Key Events
- What results were achieved
- Next immediate steps
- Follow-up requirements
- Report review and suggestions

B. Preparation for AID Debriefing (11 am - 1 pm)

- Review purposes
- Review participants
- Review flow/sequence/time
- Review roles
- Review major points for each presentation
- Prepare any needed materials

C. Mid-Term Evaluation Review Debriefing (2 - 4:30pm)

## A. REVIEW OF FACILITATION

### I. CONTRIBUTORS TO SUCCESS

- Use of a series of "informal" one-on-one meetings to identify "where people are coming from"
- Early attention to establishing the bi-national "facilitation team", rather than "negotiations" representing positions.
- Willingness to rely on use of Arabic for initial document production.
- Got early clarity as to "key" members to be worked most closely with from YARG & USAID.
- Special time reviewing initial understandings of issues, parties and context, and modified operating framework accordingly.
- Used the earlier events and report as a "watershed"/point of reference.
- Some early removal of items from the formal agenda, when either not currently relevant, not of central interest to all parties, or not part of the pre-identified and agreed to agenda limitations -- led to a limited, focussed agenda of 4 generic areas.
- Gave key individuals enough time to talk about each issue in depth, and found ways to assure each one's "ownership" of conclusions and agreements.
- Used a pattern of events -- individual, full group, sub-groups in ways that let full group meetings focus on consensus -- with parties well prepared for it.
- When issues needing sub-groups attention arose, they were dealt with in smaller configurations.

### II. REMAINING ISSUES

- MOH still does not understand the project's financing and budget processes -- it's a different system from theirs. Specific focus by MSH and USAID required to assist them in understanding it and eliminating the misunderstanding.
- Matching resources with the needs -- especially in terms of MSH consultants in response to MOH requests.
- Continuing attention to technology transfer needed.
- Important for MSH to develop an "approach" to next 18 months which will assure a style appropriate to the points now reached.
- There is goodwill and commitment now among all 3 parties, and it needs to be expanded and built upon.

B. MID-TERM EVALUATION REVIEW DEBRIEFING -- 11/1/85 2-4:30 PM

I. OVERALL REVIEW PURPOSES

- ° To share an overview of the activities, approach, and results of the YTPHCP mid-term evaluation; and
- ° To reflect upon possible further applications of the approach, including the use of the Team Planning Meeting (TPM) methodology.

II. YTPHCP MID-TERM EVALUATION REVIEW AGENDA

- Review purposes of meeting
- Review flow of meeting
- Introduction: Conditions prior to evaluation  
Sequence of evaluation activities  
Paul Hartenberger,  
AID/NE/TE
- The evaluation, Dr. Clayton Ajello, ISTI
- The facilitation, Dr. Ahmed Moen, ISTI
- Update on results and looking ahead, Dr. Don Chauls, MSH
- Review of approach, and applications of the TPM methodology, David Levine,  
ISTI
- General discussion

III. YTPHCP MID-TERM EVALUATION SEQUENCE OF EVENTS

January, 1985	AID/W finalizes scope-of-work
February, 1985	ISTI recruits team; Dr. Clayton Ajello, Team Leader
March 22-25, 1985	Evaluation Team Planning Meeting (TPM)
March - April, 1985	Evaluation
May 13, 1985	Evaluation debriefing
May, 1985	AID/W finalizes facilitation/negotiation scope-of-work
June 1, 1985	ISTI recruits Dr. Ahmed Moen
August 1, 1985	Facilitation/negotiation TPM
Aug-Sept, 1985	Facilitation/negotiation
November 1, 1985	Debriefing
Late Summer 1986	Follow-up revisit

#### IV. YTPHCP EVALUATION REVIEW -- SOME CONTRIBUTORS TO SUCCESS

- Recognition of the possible need for multiple interventions, each building on prior, and resulting in project turnaround.
- Evaluation mandate focused on proactive initiation of processes to address key project issues -- with an eye towards the future.
- Continuous, concerned, active stance of AILCA project officer.
- Highly competent and credible individuals to carry-out the work, respected by all parties.
- "Third Party" neutral externality of the approach.
- Focus on the project in its context; linking backwards and forwards.
- Providing a consistent, pre-structured framework for the activities to assure continuity of information, attitudes and approach -- using the "TPM Methodology".
- Attained collaboration of all parties within general framework of an effective project for Yemen.
- Focus on consensus building, on identifying areas of agreement.
- Early and continuing emphasis on binationalism, including extensive use of Arabic as the primary language.
- Emphasis on cultural "fit" and sensitivity -- in approach, focus, and experience of involved individuals.
- Use of formal and informal interpersonal relationships, provision for "face-saving", willingness for extensive personal interactions.
- Focus on contextual areas -- communications issues, information patterns and procedures, reclarification of basic project framework with each, and all key parties.
- Stance of USAID Mission Director towards effort, and willingness of key staff to revise expectations and attitudes.
- Some important personnel changes.

#### V. SOME ASPECTS OF THE TEAM PLANNING MEETING (TPM) METHODOLOGY

- Focuses on placing events (designs, start-ups, redirections, evaluations, work-plan development ...) within the larger project/program/development context.
- Focuses on clarifying purposes, scope of work, intended outcomes and products, general approach and strategy, constraints and issues.

- Focuses on individual and team or work group roles, responsibilities, interactions, coordination and integration requirements.
- Results in initial workplans and "next step" strategies, including entry plans built around workplan review by key players in-country.
- "Anticipates" possible events and considers their implications, providing some grounding for actual occurrences.
- Develops a shared framework, vocabulary, and set of assumptions.

VI. ATTENDEES

<u>Name</u>	<u>Organization</u>
David Levine	Consultant to the evaluation process
Monica Sinding	ANE/PD/MEONE
Ahmed A. Moen	Allied Health Sciences Progtam, HU
Charles Johnson	ANE/TR/HPN
Cynthia Clapp-Wincek	S&T/H
Maureen Norton	ANE/DP
Judith N. Wills	ANE/DP/E
Marlies Backhaus	ANE/DP/E
Bert Hirschhorn	JSI/Resources for Child Health
Clayton Ajello	JHPIEGO/John Hopkins
Barbara Turner	ANE/TR
Donald Chauls	MSH
Nihal Goonewardene	ISTI
Paul Hartenberger	ANE/TR/HPN