Monitoring Report: Implementation of Third Semester New Pharmacy Assistant Curriculum

Herat, Afghanistan: August 21 to 23, 2017

Ahmad Najib Rashed, Ziarimal Teerzai Wardak, Ab. Satar Jabarzai, and U. Shir Jan Najati

Oct 2017

Strengthening Pharmaceutical Systems
Center for Pharmaceutical Management
Management Sciences for Health
4301 N. Fairfax Drive, Suite 400
Arlington, VA 22203 USA
Phone: 703.524.6575
Fax: 703.524.7898
E-mail: sps@msh.org
This report is made possible by the generous support of the American people through the U.S. Agency for International Development (USAID), under the terms of leader with associate cooperative agreement number 306-A-00-11-00532-00 under leader award number GHN-A-00-07-00002-00. The contents are the responsibility of Management Sciences for Health and do not necessarily reflect the views of USAID or the United States Government.

About SPS

The Strengthening Pharmaceutical Systems (SPS) Program strives to build capacity within developing countries to effectively manage all aspects of pharmaceutical systems and services. SPS focuses on improving governance in the pharmaceutical sector, strengthening pharmaceutical management systems and financing mechanisms, containing antimicrobial resistance, and enhancing access to and appropriate use of medicines.

Recommended Citation

This report may be reproduced if credit is given to SPS. Please use the following citation.

# CONTENTS

Acronyms ........................................................................................................................................ iv

Overview ........................................................................................................................................ 1  
   Updated and Revised Pharmacy Assistant Curriculum ....................................................... 1  
   Ongoing Monitoring .............................................................................................................. 1  

Introduction .................................................................................................................................. 2  
   Summary .................................................................................................................................. 2  
   Monitoring Activities .............................................................................................................. 2  
      August 21, 2017 .................................................................................................................. 2  
      August 22, 2017 .................................................................................................................. 3  
      August 23, 2017 .................................................................................................................. 4  
   August 22, 2017 ..................................................................................................................... 5  
   August 23, 2017 ..................................................................................................................... 6  

Monitoring Methodologies ......................................................................................................... 6  

Monitoring Materials .................................................................................................................. 7  

Results and Findings .................................................................................................................. 7  

Recommendations and Feedback ................................................................................................. 7  

Achievements ............................................................................................................................... 8  

Acknowledgments ...................................................................................................................... 8  

Annex 1: Monitoring Highlights: Herat Public and Private IHSs ............................................. 9  


Annex 3: Herat Province Monitoring Participants ..................................................................... 14  

Annex 4: Selected Photos from Herat Province Monitoring ..................................................... 15
## ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBU</td>
<td>Capacity Building Unit</td>
</tr>
<tr>
<td>GIHS</td>
<td>Ghazanfar Institute of Health Sciences</td>
</tr>
<tr>
<td>HPIHS</td>
<td>Herat Public Institute of Health &amp; Science</td>
</tr>
<tr>
<td>IHS</td>
<td>Institute of health and sciences</td>
</tr>
<tr>
<td>LRP</td>
<td>Learning resource package</td>
</tr>
<tr>
<td>MoPH</td>
<td>Ministry of Public Health</td>
</tr>
<tr>
<td>MSH</td>
<td>Management Sciences for Health</td>
</tr>
<tr>
<td>PPHD</td>
<td>Provincial Public Health Directorate</td>
</tr>
<tr>
<td>SPS</td>
<td>Strengthening Pharmaceutical Systems</td>
</tr>
<tr>
<td>USAID</td>
<td>US Agency for International Development</td>
</tr>
</tbody>
</table>
OVERVIEW

Supported by the US Agency for International Development (USAID), the Strengthening Pharmaceutical Systems (SPS) Afghanistan Associate Award is strengthening the country’s pharmaceutical regulation procedures, supply chain management, human resource capacity for service delivery, pharmaceutical services, and use of information for decision-making in the pharmaceutical sector.

Updated and Revised Pharmacy Assistant Curriculum

Established in 1957, Ghazanfar Institute of Health Sciences (GIHS) is a public institute that trains pharmacy assistants and other paramedical workers including nurses, midwives, and laboratory and x-ray technicians. The first pharmacy compounder graduated in 1960. In 1969, GIHS restricted admission to graduates of the 12th grade and changed the program to a two-year diploma. Currently, GIHS has 50 to 60 pharmacy assistant graduates each year. In addition to GIHS, 95 private and six public pharmacy institutes have been established in the past 15 years. Active pharmacy assistant programs include those in Herat Public Institute of Health Sciences (established in 2014), Kandahar (2013), Nangarhar (1996), and Badakhshan (1995). These institutes of health sciences (IHSs) each have a similar (to GIHS) number of graduates annually. Most of the private and all of the public pharmacy institutes adopt their curriculum from GIHS.

With technical and financial assistance from SPS, GIHS reviewed and updated/developed its pharmacy assistant curriculum from 2012 to 2015. The final syllabus and curriculum for 21 subjects were printed (500 copies) in high-quality color format and then disseminated through orientation workshops. To implement the curriculum, SPS coordinated with the Ministry of Public Health (MoPH) and GIHS to hold workshops for public and private IHS instructors across the country in 2016.

Ongoing Monitoring

From February 16 to 17, 2016, 24 teachers (12 female and 12 male) from public and private IHSs in Herat Province participated in the pharmacy assistant curriculum orientation workshop. Workshop facilitators also distributed 28 sets of the new curriculum packages to public and private IHSs. To ensure that the IHSs were properly implementing the curriculum and were satisfied with the new learning resource packages (LRPs), a monitoring committee was established at GIHS. With financial and technical support from SPS, this committee began its work in January 2016, and monitored public and private IHSs in Herat Province from November 08 to 11, 2016. The committee also monitored implementation of the new curriculum in Herat Province during the first semester of the second academic year (the third semester of the overall program), from August 21 to 23, 2017.
INTRODUCTION

Summary

The main purpose of the monitoring visit to Herat Province was to monitor the implementation of the new pharmacy assistant curriculum at Herat public and private IHSs. The objectives of the visits were to—

- Monitor implementation of the new pharmacy assistant curriculum
- Monitor the quality of instruction and progress of planned practical work in the third semester
- Identify and address any gaps in the new LRPs, and the main challenges encountered while using the text books and performing of practical work (e.g., at pharmacy labs)
- Oversee and monitor recommended teaching methods used to implement the new pharmacy assistant curriculum
- Solicit ideas and suggestions from students about the new curriculum’s implementation in both theoretical and practical parts
- Monitor the educational changes in the academic level of pharmacy students
- Give and receive feedback about the new curriculum’s implementation

Monitoring Activities

With technical and financial support from USAID and SPS, a joint SPS-GIHS team visited Herat public and private IHSs to monitor implementation of the new curriculum implementation during the third semester. A summary of events and findings follows.

August 21, 2017

Director of Herat Public IHS Dr. Alhaj Khwaja Ghualam Ahmad Hanafi introduced the team to Herat Provincial Public Health Directorate (PPHD) Director Dr. Abdul Hakim Tamana on the first day of monitoring. Dr. Hanafi welcomed the team and thanked GIHS and SPS for the new curriculum. Dr. Hafani asked for additional GIHS support, noting that Herat public IHS has graduated 120
pharmacy students in two years without financial support from the government, in spite of formal requests for the MoPH to give the IHS tashkel.\footnote{Tashkel is a Dari word that refers to the MoPH’s official authorization of staffing and equipment requirements for a public entity, such as an IHS or a health facility.} Dr. Tamana also welcomed the team and expressed his appreciation for the second monitoring visit. He noted that Herat Province includes 65,000 pharmacy stores and some pharmaceutical manufacturers, but only 200 pharmacy graduates, an inadequate number of professional staff. “I also strongly request of Jabarzai [GIHS academic affairs deputy] to note the issue and to help address it,” said Dr. Tamana.

SPS Senior Technical Advisor Ustad Ahmad Najib Rashed thanked of the directors for giving the time for the meeting, explained the aim and procedure of monitoring, and requested the support of both directors. “SPS is closing in December 2017; we are in the process of handing over activities and as you know the revision of pharmacy curriculum was very significant in health sector so if next project instant of SPS come 8 more curriculum will be revised and it is in plan,” said U. Rashed. GIHS Academic Affairs Deputy Dr. Abdul Satar Jabarzai thanked SPS for the new curriculum and noted that the president has ordered a hold on all new tashkel. However, he said, “If there is any other tashkel in Herat PHD I will help to exchange it to the public IHS.”

\textbf{August 22, 2017}

The team met with of Herat Public IHS Director Alhaj Khwaja Ghulam Ahmad Hanafi, Deputy Director Dr. Zia-ul-haq Mansoor Ahrari, and Pharmacy Department Head Dr. Yaqubi. During the meeting, Dr. Ahrari noted that the school has not had a tashkel for two years, but still has continued to train and graduate well-qualified pharmacy students. He thanked the monitoring team and promised full support moving forward, and asked that GIHS help Herat Public IHS to acquire materials and reagents to perform practical work as required by the curriculum.

Next, the monitoring team visited the pharmacy class to observe if the teacher’s lesson plan was in accordance with the national curriculum standards at the time of lecture. The team also interviewed the teacher and students, and, at the end of monitoring, held a short meeting with pharmacy department teachers to provide feedback, challenges, and proposed solutions.

\textbf{Main Findings}

- New curriculum at Herat Public IHS was implemented according the national standards.
- Most of the LRPs were about to finished by the end of the semester.
- All subjects were adjusted properly based on their credits.
- Classes were arranged based on the needs of the academic hour.
- Some LRPs include typing and spelling mistakes; those should be corrected.
- Interviewees suggested that, by the end of new curriculum pilot implementation, all the suggestions about and mistakes in the existing LRPs should be collected from IHSs nationwide and incorporated into the next curriculum revision.
- Laboratories are available in Herat Public IHS for students to conduct practical work, but the school was unable to acquire the necessary reagents.
- With the financial support of Italian corporation (An Italian organization who support financially Herat public IHS since last four years)
- Students were happy implementing and having the new, standard curriculum.
• Herat Public IHS has a full equipped pharmaceutical lab which can count as one of the national laboratories in Afghanistan.

Additionally, unlike most public and private IHSs in Afghanistan, Herat Public IHS has invested in their students. The IHS has established—

• A modern conference hall with a big screen and capacity for more than 50 participants
• A modern research center with updated technology
• A modern and systematically library which can include not only national, but could count among regional libraries

One of the most important things Herat Public IHS did in support of the new curriculum implementation was to conduct a needs assessment (with SPS support) to identify the materials (reagents, equipment, and machines) required for students to conduct the practical work. The IHS also found a donor that is providing all 83 items (total cost about 500,000Afgs).

Proposed Solutions
• Correct and revise LRPs by the end of the new curriculum’s pilot implementation.
• GIHS should provide related reagents to IHSs for conducting practical pharmacy work.
• GIHS should coordinate with MoPH to provide official tashkel for Herat public IHS.
• Dr. Hanafi accompanied the monitoring team on its visit to Kahkahan Sharq private IHS. Unfortunately, the students were on vacation so monitoring could not be performed, but the team collected comments and suggestions from the director.

August 21, 2017
The monitoring team met with Atifi Private IHS Director Dr. Khamosh, conducted classroom monitoring, and interviewed teachers and students. Dr. Khamosh thanked the team for the second monitoring visit, noting that the IHS had made several changes based on feedback and findings from the previous visit. “We feel comfortable implementing the new curriculum,” he said. Next the team monitored the class; the teacher (Tawana) explained how the monograph prepares students for pharmacy work. During the interview, the teacher and students expressed appreciation for SPS’s and GIHS’s work.

At the end of the meeting, the monitoring team handed over (on behalf of SPS) three pharmacy books (one each on pharmaceutical management, rational use of medicines, and antimicrobial resistance) to serve as reference books for the directors of both IHSs to share with their teachers.
Main Findings

- Implementation of the new pharmacy curriculum was good in Atifi Private IHS; the teacher had both teaching and lesson plans.
- Atifi Private IHS does not have a laboratory for conducting practical pharmaceutical lab work.
- Atifi Private IHS does not have enough professional teachers.

Proposed Solutions

- The team will follow the issue of practical work with GIHS team to find a reasonable way to adjust the program.
- The students should have the chance to practice their practical works and improve their knowledge
- Atifi Private IHS is responsible for providing adequate teachers and facilities for its students; the IHS should recruit more qualified instructors and establish a laboratory for practical pharmaceutical work.

August 22, 2017

The monitoring team visited Kardan Sharq and Baran Private IHSs in accordance with the monitoring plans and procedures. At Kardan Sharq Private IHS, the team met with Director Dr. Safiullah Ishaqzai, Deputy Director Dr. Najibullah Najib, Pharmacy Department Head Dr. Ali Mohammamamd Ghanizada, and pharmacy teachers. “For one and one-half years, Kardan Sharq has provided service for the Afghan nation, and we tried our best to have standard system,” said Dr. Ishaqzai. He also shared two suggestions from students: a second edit of some books to summarize them and reduce their length, and sharing the question bank from new LRPs with students. Dr. Najib and Dr. Ghanizada also welcomed the monitoring team and, along with students and teachers expressed thanks to SPS and GIHS for their work revising the pharmacy curriculum.

At Baran Private IHS, the Monitoring team met with Deputy Director Ustad Jaheed. As the Balkh branch of Baran Private IHS does not have enrolled pharmacy students, the team did not monitor any classes, but the deputy director’s comments and suggestion were noted for better implementing the new curriculum. “We established an IHS association in Herat Province and we conduct regular meetings, and the association members really support the new curriculum,” said Ustad Jaheed. He continued, “As a member of this association, I call on MoPH
and GIHS to revise all remaining curricula as the pharmacy curriculum was revised.”

At the end of the meeting, the monitoring team handed over (on behalf of SPS) three pharmacy books (one each on pharmaceutical management, rational use of medicines, and antimicrobial resistance) to serve as reference books for each IHS director to share with their teachers.

Main Findings
- Implementation of the new pharmacy curriculum was good in Kardan Sharq Private IHS; the teacher had both teaching and lesson plans, and the lesson plan aligns with national standards.
- Baran Private IHSs does not have enrollments in pharmacy section.
- Kardan Sharq Private IHS has a primary laboratory and students could perform some practical pharmaceutical work.
- Both IHSs have enough professional teachers.
- Compared to the last monitoring visit to Kardan Sharq Private IHS, the proper volume of LRPs are being implemented as planned per semester.
- Teachers and students were happy with the implementation of new curriculum.

Proposed Solutions
- The team will follow the issue of practical work with GIHS team to find a reasonable way to adjust the program
- The students should have the chance to practice their practical works and improve their knowledge
- Each private I.H.S is obligated to provide all facilities inside the IHSs for students to perform pharmaceutical related practical work.
- Base on the proper implementation of new curriculum theory and practical part are the main two sides of proper implementation of new curriculum so all public and private IHSs are responsible to provide all facilities in each side of implementation

August 23, 2017
The monitoring team held a final meeting with Herat Public IHS to share the overall findings (see Results and Findings).

MONITORING METHODOLOGIES

The curriculum monitoring team used the following methods to monitor IHSs—

- Receiving official permission to enter
- Meeting with the responsible person(s) and providing him/her with full information and methods of monitoring
- Completing the administrative checklist
- Observing one credit of one class
- Facilitating group discussion
- Interviewing with students and teachers
Monitoring Report: Implementation of Third Semester New Pharmacy Assistant Curriculum
Herat Province

- Providing feedback
- Providing suggestions to relevant IHS director
- Taking pictures at all stages

MONITORING MATERIALS

The curriculum monitoring team used three checklists (students, teachers, and administrative), notebooks, cameras, a suggestions form, a pen, white paper, and other materials (e.g., file).

The team provided the teacher and students with hard copies of the checklists (handouts) in Dari/English. All monitored teachers signed the checklists to indicate that they received and understood the feedback. At the end of the monitoring visit, the team shared the findings with the relevant IHS director and received his/her signature as well.

RESULTS AND FINDINGS

- Implementation of the new curriculum in Herat Public IHS is perfect.
- In private IHSs, the systems are good and good qualified teachers are provided.
- The condition of practical work in the Herat Public is nice, but lacking in the private IHSs visited.
- Herat Public IHS is unique in Afghanistan because it has a national library, conference hall, research center, and pharmaceutical laboratory.
- Compared to the last monitoring visits, the implementation of the new pharmacy curriculum is very good, and teachers and students find the curriculum to be good and relevant.

RECOMMENDATIONS AND FEEDBACK

During monitoring, IHS directors and the monitoring team provided each other with feedback—

- By the end of new curriculum’s pilot implementation next revision (correction in LRPs) is necessary
- For conducting practical work, GIHS should provide pharmacy related regents to IHSs.
- GIHS should coordinate with MoPH to provide official tashkel for Herat Public IHS.
- The monitoring team will follow the issue of practical work with GIHS team to find a reasonable way to adjust the program
- The students should have the chance to practice their practical work and to improve their knowledge.
• Atifi Private IHS is responsible for providing adequate teachers and facilities for its students; the IHS should recruit more qualified instructors and establish a laboratory for practical pharmaceutical work.

ACHIEVEMENTS

• The new curriculum is being implemented at Herat Public IHS and at all Herat Province private IHSs (except Baran, which does not have pharmacy students currently enrolled). All IHSs have tried their best to provide opportunities for practical work.
• Herat Public IHS conference room, research center, and library can serve as national centers for all of Afghanistan.
• New curriculum is yielding good results in Herat Province and the students graduating from the new pharmacy sections will be more professional and will better fulfill the pharmaceutical needs of Herat Province.

ACKNOWLEDGMENTS

SPS would like to acknowledge and appreciate the GIHS New Curriculum Monitoring Committee that co-facilitated the monitoring, and the SPS Capacity Building Unit (CBU) team for their close coordination and collaboration during the monitoring. The project also would like to thank SPS senior staff (especially Dr. Zafar Omari and Dr. Norio Kasahara); Herat Public IHS senior staff Dr. Alhaj Khwaja Mohammad Handfi, Deputy Dr. Zia-ul-haq Mansoor Ahrari, and Pharmacist Department Head Dr. Yaqubi; GIHS Academic Affairs Deputy Dr. Abdul Satar Jabarzai and Pharmacy Section Teacher U. Shir Jan Nijati; the directors of all private IHSs (Said Mohmood Yaqoob, Dr. Safiullah Ishaqzai, and Ustad Jaheed); SPS CBU team (U. Ahmad Najeb Rashed and Dr. Ziarmal Teerzai Wardak); and other facilitators who were supportive.
ANNEX 1: MONITORING HIGHLIGHTS: HERAT PUBLIC AND PRIVATE IHSs

Evidence on lesson plan use
- Yes: 0%
- No: 100%

Sequence of basic concepts presented
- Facilitate: 0%
- Not Facilitate: 100%

Classrooms meet teaching criteria standards
- Meet: 50%
- Not Meet: 50%

Exclusively teaching focused
- On subject: 25%
- On other subjects: 75%

Observation of subject relation with other subject
- Observe: 14%
- not observe: 86%

Rationality of teaching methods
- Rational: 29%
- Not Rational: 71%
**Monitoring Report: Implementation of Third Semester New Pharmacy Assistant Curriculum**  
**Herat Province**

### Class discipline

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>on time</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>arrangement</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td># of students</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>listening</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

### Percentage of students who have the LRP

<table>
<thead>
<tr>
<th></th>
<th>Have</th>
<th>Not Have</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>56%</td>
<td>44%</td>
</tr>
</tbody>
</table>

### Percentage of students who agreed with the teaching methods

<table>
<thead>
<tr>
<th></th>
<th>Agreed</th>
<th>Not agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>86%</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Share the practical works outline in the beginning of the semester?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>82%</td>
<td>18%</td>
</tr>
</tbody>
</table>
Does your IHS have a laboratory inside the IHS?

- Yes: 95%
- No: 5%

The major challenges during the practical works

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>lack of cadre</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>lack of equipment</td>
<td>40</td>
<td>0</td>
</tr>
<tr>
<td>lack of time</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>lack of standards</td>
<td>27</td>
<td>0</td>
</tr>
</tbody>
</table>
Do you think that the current practical works will be finished according to the semester plan?

Teachers' satisfaction following parts of practical works based on new curriculum?

Having all facilities for conducting practical works according to the subject at public and private IHSs
### ANNEX 2: HERAT MONITORING ACTION PLAN

<table>
<thead>
<tr>
<th>شماره</th>
<th>فعالیت</th>
<th>تاریخ</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ملاقات با ریس صحت عامه وлایت هرات</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>2</td>
<td>ملاقات با ریس انجمن دولتی ولایت هرات</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>3</td>
<td>نظارت از جریان یک ساعت درسی عمّلی و نظری انجمن دولتی</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>4</td>
<td>مصاحبه با شاگردان انجمن دولتی خصوصی دولتی</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>5</td>
<td>ملاقات با انجمن دولتی خصوصی کیشان شرق</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>6</td>
<td>ملاقات با ریس انجمن دولتی خصوصی اعاطفی ولایت هرات</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>7</td>
<td>نظارت از جریان یک ساعت درسی عمّلی و نظری انجمن دولتی خصوصی عاطفی ولایت هرات</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>8</td>
<td>مصاحبه با شاگردان انجمن دولتی خصوصی عاطفی</td>
<td>2017/08/22</td>
</tr>
<tr>
<td>9</td>
<td>ملاقات با انجمن دولتی خصوصی کاردان شرق ولایت هرات</td>
<td>2017/08/23</td>
</tr>
<tr>
<td>10</td>
<td>نظارت از جریان یک ساعت درسی عمّلی و نظری انجمن دولتی خصوصی کاردان شرق ولایت هرات</td>
<td>2017/08/23</td>
</tr>
<tr>
<td>11</td>
<td>مصاحبه با شاگردان انجمن دولتی خصوصی کاردان شرق</td>
<td>2017/08/23</td>
</tr>
<tr>
<td>12</td>
<td>ملاقات با ریس انجمن دولتی خصوصی بیمار ولایت هرات</td>
<td>2017/08/23</td>
</tr>
<tr>
<td>13</td>
<td>فیدبک دهی برای ریس و معاون انجمن دولتی ولایت هرات از نتایج نظارت</td>
<td>2017/08/23</td>
</tr>
<tr>
<td>14</td>
<td>پذیرش دیدن لیزری، مرکز مکاتم، کتابخانه و اطاق ویدئو کنفرانس انجمن دولتی صحی دولتی</td>
<td>2017/08/23</td>
</tr>
</tbody>
</table>
## ANNEX 3: HERAT PROVINCE MONITORING PARTICIPANTS

<table>
<thead>
<tr>
<th>S/N</th>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Ab. Satar Jabarzai</td>
<td>GIHS academic affairs deputy</td>
<td>GIHS</td>
</tr>
<tr>
<td>2</td>
<td>U. Mohammad Dawood Massomy</td>
<td>Teacher</td>
<td>GIHS</td>
</tr>
<tr>
<td>3</td>
<td>Dr. Ab. Hakim Tamana</td>
<td>Director</td>
<td>Herat PPHD</td>
</tr>
<tr>
<td>4</td>
<td>Dr. Alhaj Khwaja Mohammad Hanafi</td>
<td>Director</td>
<td>Herat Public IHS</td>
</tr>
<tr>
<td>5</td>
<td>Dr. Iharari</td>
<td>Deputy</td>
<td>Herat Public IHS</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Yaqubi</td>
<td>Pharmacy head</td>
<td>Herat Public IHS</td>
</tr>
<tr>
<td>7</td>
<td>Ustad Jaheed</td>
<td>Director</td>
<td>Baran Private IHS</td>
</tr>
<tr>
<td>8</td>
<td>Dr. Safiullah Ishaqzai</td>
<td>Director</td>
<td>Kardan Sharq Private IHS</td>
</tr>
<tr>
<td>9</td>
<td>Dr. Khamosh</td>
<td>Director</td>
<td>Atifi Private IHS</td>
</tr>
<tr>
<td>10</td>
<td>Dr. Said Mohammad Yaqoob</td>
<td>Director</td>
<td>Kahkahan Sharq Private IHS</td>
</tr>
<tr>
<td>11</td>
<td>U. Ahmad Najib Rashed</td>
<td>Senior technical advisor</td>
<td>SPS</td>
</tr>
<tr>
<td>12</td>
<td>Ziarmal Teerzai Wardak</td>
<td>Technical advisor</td>
<td>SPS</td>
</tr>
</tbody>
</table>
ANNEX 4: SELECTED PHOTOS FROM HERAT PROVINCE MONITORING

Meeting with the director of Herat Public IHS and monitoring progress
Monitoring Report: Implementation of Third Semester New Pharmacy Assistant Curriculum
Herat Province

Monitoring process at Atifi Private IHS

Monitoring process at Kahkahan Sharq Private IHS
Monitoring Report: Implementation of Third Semester New Pharmacy Assistant Curriculum
Herat Province

Monitoring process at Kardan Sharq Private IHS

Baran Private IHS deputy director