



# CONTRACT INFORMATION MANAGEMENT SYSTEM (CIMS)

United States Agency for International Development

## DIRECT ACTION DATA FORM FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Contract Number		278-0287-A-SS-2008-00	
2. Recipient Name		Pathfinder International	
3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.) The recipient shall provide support for a program of technical assistance and to the Jordan Association for Family Planning and Protection.			
4. Principal Place of Performance Jordan		5. Benefiting Country Jordan	
6. Project Officer Country Code/Office Symbol 278/PFH		Name (Last, First) Balakrishnan, P.E.	
7. Grant Agreement Type <input type="checkbox"/> A. Disaster Assistance <input type="checkbox"/> B. American Schools & Hospitals Abroad (ASHA) <input type="checkbox"/> D. Title XII Authority <input checked="" type="checkbox"/> E. Other Than A, B, or D		8. Basic Purpose <input checked="" type="checkbox"/> A. Technical Services to Host Country <input type="checkbox"/> B. Commodities <input type="checkbox"/> C. Training Services to Host Country <input type="checkbox"/> D. Research <input type="checkbox"/> E. Architectural & Engineering Services <input type="checkbox"/> F. Construction	
7.a Extend Competed <input type="checkbox"/> E. Competed by the Technical Office <input type="checkbox"/> F. Competed by the Contracting Office <input type="checkbox"/> G. Not competed (unsolicited prop) <input checked="" type="checkbox"/> H. Not competed (predom capab, etc)		9. Taxpayer Identification Number <b>BEST AVAILABLE DOCUMENT</b>	
10. Business Organization Type <input type="checkbox"/> A. Corporation <input type="checkbox"/> B. Individual <input type="checkbox"/> C. University or College <input type="checkbox"/> D. Historically Black College or University <input type="checkbox"/> E. Educational Organization (other than University or College) <input type="checkbox"/> Z. Other <input type="checkbox"/> F. International Center <input type="checkbox"/> G. Research Organization (Other than International Center) <input checked="" type="checkbox"/> H. Voluntary Organization <input type="checkbox"/> I. Foundation <input type="checkbox"/> J. Hospital <input type="checkbox"/> N. Hispanic American College or University			
11. If Host Country Institution		N/A	
12. If Obligated Amount is in Local Currency, provide U.S. Dollar Amount \$797,000 (Not obligated in L.C.)		MAR 30 1994 Section	
13.a Negotiator (Last, First, MI)		13.b Signature	
14.a Contract Officer (Last, First, MI) Kennedy, Ceophus		14.b Signature 	

COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM



*United States Agency For International Development*

*American Embassy*

*Amman-Jordan*

June 29, 1992

Dr. Turkiz Gokgol  
Vice President  
Near East/Asia Regional Office  
Pathfinder International  
Istanbul, Turkey

Subject: Family Health Services Project  
Cooperative Agreement No. 278-0287-A-SS-2008-00

Dear Dr. Gokgol,

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to Pathfinder International (hereby referred to as "Pathfinder" or "Recipient"), the sum of \$ 797,000 to provide support for a program of technical assistance and project support to the Jordan Association for Family Planning and Protection, as described in the Schedule of this cooperative agreement and Attachment 2, entitled "Program Description."

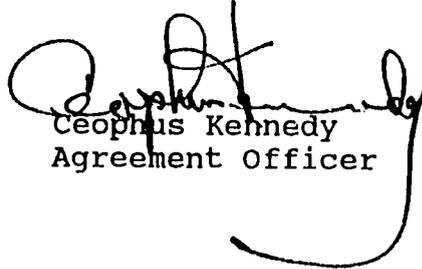
This Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending on approximately June 30, 1995.

This Cooperative Agreement is made to Pathfinder, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the "Schedule," Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by your organization.

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Please sign the original and each copy of this letter to acknowledge your receipt of the Cooperative Agreement, and return the original and all but one copy to the USAID/Jordan Regional Contracting Officer.

Sincerely yours,

  
Ceophus Kennedy  
Agreement Officer

Attachments:

1. Schedule
2. Program Description
- ~~3. Standard Provisions~~

ACKNOWLEDGED:

Pathfinder, International

By: My A. Tucker 608602

Title: Vice President / Area Near East

Date: June 30, 1992

FISCAL DATA

Appropriation:	72-110/11037
Budget Plan Code:	QESO-91-23278-KG13
PIO/T No.:	278-0287-3-20001
Project No.:	278-0287
Total Estimated Amount:	\$797,000
Total Committed Amount:	\$797,000

16786000  
6/30/92

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A. Purpose of Agreement

The purpose of this Agreement is to provide technical assistance and local project support to the Jordan Association for Family Planning and Protection, as more specifically described in Attachment 2 to this Agreement entitled "Program Description."

B. Period of Agreement

1. The effective date of this Agreement is July 1, 1992. The estimated expiration date of this Agreement is June 30, 1995.

C. Amount of Agreement and Payment

1. A.I.D. hereby obligates the amount of \$ 797,000 for purposes of this Agreement.

2. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3 - Optional Standard Provision 1, entitled "Letter of Credit."

D. Financial Plan

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with Standard Provision of this Agreement, entitled "Revision of Agreement Budget."

Cost Element\$U.S.

1. Project Support (Local Currency Costs)		
Clinic Expansion Project		237,400
Training		30,500
Program Management		74,500
Information System		8,400
Model Clinic		50,000
Consultant Fees		3,500
Subtotal		404,300
2. Program Support (US\$ Costs)		
Salaries and Benefits		85,700
Consultant Fees		43,700
Travel and Associated		103,200
Other Direct		15,400
Subtotal		248,000
3. Commodities		10,700
4. Indirect Costs (20.54%)		134,000
Total		\$ 797,000

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E. Substantial Involvement

USAID/Jordan shall have the following approval rights:

1. Approval of the subagreement for Project Assistance to the Jordan Association for Family Planning and Protection.
2. Approval of annual workplans.
3. Approval of all technical assistance personnel prior to travel to Jordan. The Recipient shall submit to USAID Jordan, for prior approval, the names and curriculum vitae of all key personnel who will provide services under this Cooperative Agreement.

E. Reporting and Evaluation

The Recipient shall submit three copies of the reports specified below to USAID/Jordan:

1. Detailed Work Plan: At the end of the first quarter of each year a detailed implementation plan, developed jointly with the JAFPP, and schedule shall be submitted. This detailed plan shall be approved by USAID/Jordan. This plan shall be updated as part of the annual reporting process based on the latest developments encountered in the Agreement.
2. Annual Progress Reports: Reports covering the work accomplished during the twelve months just completed shall be submitted within 30 calendar days after completion of each period. This report shall identify problems encountered or anticipated and shall discuss remedial actions taken or recommended. The reports shall also include any training activities during the period and include a list of all participants.
3. Short-term Consultant Reports: Upon completion of the services of each technical specialist, the specialist shall prepare a report summarizing activities, accomplishments and recommendations for implementation/action.
4. Final Report: A final report shall be submitted by the Recipient within 60 calendar days following the end of the Agreement. This final report shall summarize the work plan objectives that have been achieved or left unachieved, the major problems encountered and actions taken to resolve them and recommendations for future action by the JAFPP and USAID/Jordan.

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5. Financial expenditure report covering the quarter just completed, using SF-269.

F. Special Provisions

The following Optional Standard Provisions are inapplicable to this award: 2, 3, 10, 12, 17, 18, 19, 21, 23, 24

G. Provisional Indirect Cost Rate

The provisional Indirect Cost Rate for this Cooperative Agreement is:

20.54%

H. Title to Property

Title for all property will vest with the Jordan Association for Family Planning and Protection.

I. Evaluation

This Cooperative Agreement shall be evaluated through periodic Family Health Services Project evaluations.

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## PROGRAM DESCRIPTION

ASSISTANCE TO THE JORDAN ASSOCIATION  
FOR FAMILY PLANNING AND PROTECTIONBACKGROUND

The delivery of services through private sector and NGO channels is becoming increasingly important to meeting the demand for quality family planning services in Jordan. Results of the recent (December 1990) national Fertility and Family Health Survey show that approximately 75 percent of all women who use modern contraceptives obtain them from a private sector source with 30 percent of the total users obtaining services from one of the eight Family Planning Association clinics located throughout Jordan. Given the success of the Association over the past five to six years in expanding and improving the quality of their services, USAID wishes to continue to support their activities.

The Jordan Association for Family Planning and Protection (JAFPP) was established in 1964 on the now occupied West Bank, initiating services on the East Bank in 1972. When King Hussein gave up his rights to the West Bank in August 1988, the Family Planning Association was one of many organizations which lost its legal status. However, in the period 1989-90, the Association succeeded in restructuring itself into an organization with a national character, governed by a single, centralized volunteer board and managed by a central management unit.

USAID has provided assistance to the JAFPP since the mid-1980s. Early technical assistance was provided by the Population Communication Services in the development of IE&C materials. In 1986, through a three-year contract with the Margaret Sanger Center, USAID provided both technical assistance and operational support to the Association. During this period, significant progress was made toward meeting four major goals: increasing the accessibility of organized family planning services, improving the quality of services offered by the clinics, strengthening the management structure and developing a plan for organizational self-sufficiency. The association opened three new clinics, both clinical and managerial staff received training in both formal and informal situations, a professional management team was recruited and put into place, financial management and management information systems were improved, the quality of clinical services was upgraded through clinic site assessments and practical on-the-job training, staff/board relationships were discussed in workshop settings, and many other activities took place.

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In 1989 the Pathfinder Fund was requested to provide continuing technical assistance to the newly organized Association. Priority was given to strengthening the management capacity of the organization, maintaining the quality of clinical services and developing a strategic plan which would guide the organization over the next four to five years.

As a result of USAID technical assistance and International Planned Parenthood Federation (IPPF) operational support, the Association is now in the position to move forward and meet the increasing family planning needs of Jordan. The strategic plan developed by the Association targets expansion of service delivery sites and maintenance of high quality clinical services as the top priorities. In addition, the Association wishes to continue to develop its capabilities to meet programmatic objectives through strengthening the staff and improving and streamlining management and administration of all its activities.

At the present time, the JAFPP is serving approximately 55,000 clients per year in its eight clinics. The Association finances its existing operations through several sources of income. These include income generated by the clinics themselves through a fee for service charged to clients. In the past these fees have been very nominal; however, in early 1990 a new fee structure was introduced and in October 1991 these fees were again increased. The new fee structure has allowed the existing clinics to recover up to 65 percent of their operating costs. Under the anticipated grant, technical assistance will be provided to assist the Association to meet its goal of clinic financial self-sufficiency. At the present time, an annual grant from IPPF covers the shortfall in clinic operating costs as well as central management, training and other administrative costs. A small amount of income is generated through bank interest and donations. There is a reasonable expectation that IPPF will continue to support the existing service delivery efforts at similar levels in the future. However, demand for family planning is rapidly increasing in Jordan and the JAFPP wishes to position itself to assist in meeting a reasonable proportion of this demand through the expansion and extension of high quality services.

The JAFPP has requested both technical assistance and local financial support from USAID/Jordan to enable them to expand their clinical services, continue to give attention to quality improvements in clinical services and to continue the institutional development process. Given the good record of the JAFPP in delivering clinical services, USAID wishes to continue to support their program and will support the activities of the Association which take place within a framework of service delivery and program management standards that are of the highest quality. USAID therefore wishes to

retain the services of Pathfinder International to (1) provide technical assistance to the JAFPP in the areas of management, information systems, and staff development and in the development of quality assurance and training systems and service delivery standards for the program and (2) manage local currency funds to be provided to the JAFPP to finance expansion activities described in this scope of work. Accomplishment of these tasks will assure that the goals of the Association for service enhancement and expansion, as set forth in the Strategic Plan of the Association, are met. Funds are currently available to finance three years of this effort.

#### DESCRIPTION OF ACTIVITIES

##### 1. Clinic Services--Expansion:

The results of the recent fertility survey in Jordan demonstrate (1) that there exists a significant demand for family planning services throughout Jordan which is not being currently met and (2) that the JAFPP is the major provider of family planning services in Jordan. Based on these findings and the Association's own desire to be responsive to national family planning needs, the Association has set forth in its strategic plan the goal of responding to national unmet need through a program of service expansion.

##### Operational Support (Local Currency)

Pathfinder will support the establishment of up to four new clinics over the initial two year period. Costs include the one time costs of equipment, furniture and renovations, if necessary, as well as the annual operating costs associated with staff, rents, supplies, maintenance, vehicles, etc. A plan will be developed with the assistance of Pathfinder to move these clinics as close to financial self-sufficiency by the end of the three year period as is practical and possible. During the first operating year, project support funds administered by Pathfinder will cover all of the clinic expenses. In the following years, support for these clinics will cover only the shortfall in operating costs. All of the clinic income during the first year and 25 percent thereafter will be placed in an account to replenish Association reserves. Pathfinder may support additional service staff at existing clinics to meet increased demand, if this is determined by Pathfinder to be most appropriate alternative for service delivery expansion, in place of the establishment of a new clinic.

## 2. Clinical Services - Quality Improvements

Continued attention must be given to all existing and new clinical services to ensure the delivery of high quality services. Components of this activity will include establishment of on-going in-service training programs for professional clinical staff; introduction of a clinic-based quality assurance system, improved infection control techniques, improved client management at service delivery sites; and development of service delivery standards, quality assurance systems and training systems required for maintenance of quality services.

### Operational Support

Pathfinder will support training opportunities for clinic personnel in order to improve knowledge and upgrade skills. These may include, for example, major in-country training sessions on reproductive health, contraceptive technology, counseling, nurse training, staff development or team building; annual in-service workshops on quality of care; annual training for physicians and nurses in appropriate areas; and miniworkshops on data collection and analysis of continuation rates.

In addition, Pathfinder, if requested by USAID/Jordan, may provide equipment and supplies to the Association which are in critical demand and are not supplied by IPPF. IPPF will continue to meet the contraceptive and other needs of existing clinics.

### Technical Assistance

Major effort is expected of Pathfinder in this area. The establishment of service delivery standards, development and maintenance of clinic-based quality assurance systems, regular quality of care assessments, and development and maintenance of training systems must be the major concern of Pathfinder. In addition, the following specific immediate technical assistance needs have been identified: assistance in carrying out a survey of clinic statistics to determine the extent and cause of client and method discontinuation and assistance in testing and developing an effective quality assurance system. Based on these assessments and systems, Pathfinder will be expected to develop a plan for improving continuation rates through better counseling, client follow-up or other effective means and for identifying changes needed in the service statistics system. Pathfinder's staff and/or consultants will assist the Association to conduct those training programs necessary to maintain clinic quality.

### 3. Institutional Development/Management Improvements

Considerable progress has been made during the short lifespan of the independent JAFPP in selecting a committed volunteer board, selection of responsible officers, establishing key committees and putting in place a dedicated staff of professional managers. The Association needs to enhance the capabilities of its professional staff, continue to employ appropriately skilled personnel, establish operational processes and procedures, review and revise job descriptions, lines of reporting and supervision and identify and implement regular staff development opportunities. The MIS and related data management efforts also require modification and updating.

#### Operational Support

Pathfinder will support the salaries of additional management staff, one Computer Programmer and one Driver. In addition, Pathfinder will support the purchase of computer hardware and/or software to support a revised MIS, and will support the costs of an MIS workshop, an annual audit of Project Support Funds to JAFPP and possible external training.

#### Technical Assistance

Technical assistance will be provided by Pathfinder to revise and further develop the existing computerized management information system to better serve the clinical quality control and management needs of the Association, to provide management guidance to the board and senior staff, and to arrange for appropriate training opportunities.

### 4. Program Planning--Development and Revision

The Strategic Plan outlines several special activity areas which will be given attention in the first years of the Plan. These include review and revision of the Association's IE&C strategy, assessment of the use of mobile clinic units and the need for and components of a JAFPP model clinic/training facility.

#### Operational Support

Funds are available within this component to support a clinic relief team, composed of a physician, nurse and clerk, who will provide family planning services throughout the JAFPP clinic system when their counterparts are on leave and for technical assistance for the assessments outlined above. Limited funds are also available for renovations and equipment for existing clinics to allow for service expansion.

Technical Assistance

Pathfinder will provide guidance and advice to the Association, as necessary, to assist them in analyzing the options for resolving the program planning issues outlined above. Pathfinder will provide the services of a consultant annually to assist the Association in reviewing and revising its strategic plan. Local consultants may be provided, if required, for special analyses or workshops.

5. Financial Planning

USAID has for many years encouraged the JAFPP to aim for financial self-sufficiency in clinic operations. The Association itself plans to closely monitor its cost-recovery experience and wishes to develop a strategy for self-sufficiency. Although progress has been made in recent months, the fee for service structure needs to be reviewed and refined on a regular basis. The JAFPP must (1) consider each new program initiative in light of its potential contribution to increasing both client volume and income; (2) improve the efficiency and income earning capacity of the clinics and (3) develop local funding mechanisms to generate domestic funding and decrease reliance on international donors.

Technical Assistance

Pathfinder shall provide guidance to the Association in the analysis of financing options and in considering options for attaining self-sufficiency in JAFPP clinics. At the end of the grant the JAFPP will have a self-sufficiency plan in place.

REPORTING REQUIREMENTS

Pathfinder shall submit three copies of the reports specified below in English to USAID/Jordan:.

1. Detailed Work Plan: At the end of the first quarter of each year a detailed implementation plan and schedule shall be submitted. This detailed plan, developed jointly with the JAFPP, shall be approved by USAID/Jordan. This plan shall be updated as part of the annual reporting process based on the latest developments encountered in the project.

2. Annual Progress Reports: Reports covering the work accomplished during the twelve months just completed shall be submitted within 30 calendar days after completion of each period. This report shall identify problems encountered or anticipated and shall discuss remedial actions taken or recommended. The report shall also include any training activities during the period and include a list of all participants.

3. Short-term Consultant Reports: Upon completion of the services of each technical specialist, the consultant shall prepare a report summarizing activities, accomplishments and recommendations for implementation/action.

4. Final Report: A final report shall be submitted by Pathfinder within 60 calendar days following the end of the Agreement. This final report shall summarize the work plan objectives that have been achieved or left unachieved, the major problems encountered and actions taken to resolve them and recommendations for future action by the JAFPP and USAID/Jordan.

In addition to the above, Pathfinder shall be responsible for submitting quarterly financial reports covering the quarter just completed to the financial office concerned with the Cooperative Agreement.

#### RELATIONSHIPS

Pathfinder shall report all activities to the Director, Office of Population and Family Health, USAID/Jordan.

#### EVALUATION

This activity will be evaluated through the Family Health Services Project periodic evaluations.

#### SUBSTANTIAL INVOLVEMENT

USAID /Jordan shall have the following approval rights:

1. Approval of the subagreement for project assistance to the Jordan Association for Family Planning and Protection
2. Approval of annual workplans
3. Approval of all technical assistance personnel prior to travel to Jordan.