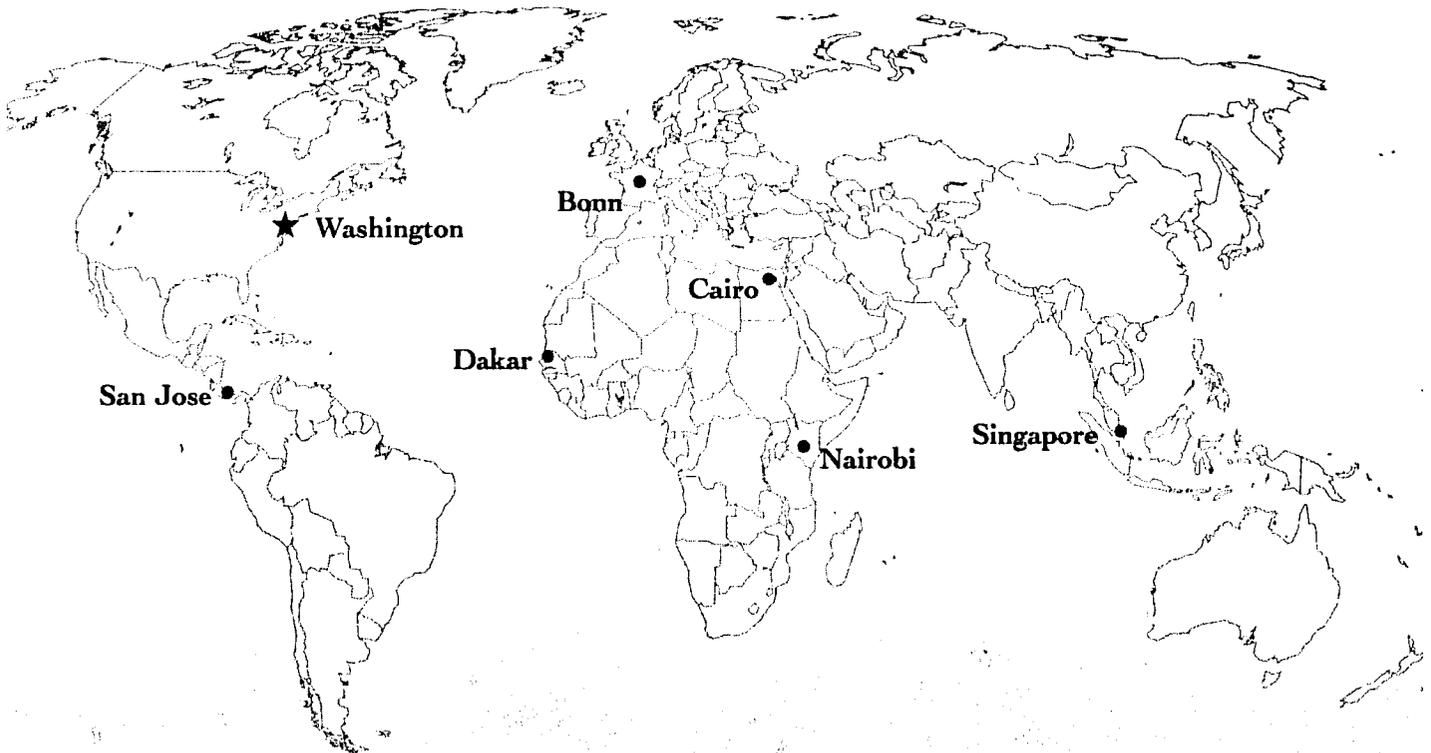

Audit of
USAID/Jordan's Management of the
Marketing of Birth Spacing Project

Report No. 3-278-95-012
July 11, 1995





U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

July 11, 1995

MEMORANDUM

TO: Director, USAID/Jordan, William T. Oliver

FROM: Acting RIG/A/Nairobi, John J. Burns

SUBJECT: Audit of USAID/Jordan's Management of the
Marketing of Birth Spacing Project

Attached are three copies of our report, "Audit of USAID/Jordan's Management of the Marketing of Birth Spacing Project", Report No. 3-278-95-012, dated July 11, 1995. We reviewed your comments on the draft of this report and have included them as Appendix II.

Based on actions that you planned or have already taken, Recommendation Nos. 1.2, 2.1, and 2.2 are resolved upon issuance of this report. Recommendation No. 1.1 is still unresolved. Please inform me within 30 days of any additional actions planned or taken to implement the recommendations.

I wish to again express my appreciation for the cooperation and many courtesies extended to the audit team during this audit.

*Regional
Inspector General
for Audit/Nairobi*

EXECUTIVE SUMMARY

Background

Jordan has one of the shortest birth intervals recorded for a national population in the world. More than 45 percent of all births occur less than 24 months after an earlier birth, which increases the risk of infant and maternal mortality. A 1990 USAID-funded Jordan Population and Family Health Survey conducted by the Government of Jordan concluded that in Jordan *a birth interval of less than 24 months almost doubles a child's risk of dying.*

To address this health situation, USAID created the Marketing of Birth Spacing Project on June 2, 1988 to improve maternal and child health by reducing infant mortality by 15 percent and maternal mortality by 10 percent through the increased practice of birth-spacing. According to the project documents, this was to be achieved by increasing the use of modern contraceptive methods by married women of reproductive age from 26.9 percent in 1990 to 31.9 percent in 1995.

Technical assistance for the project, training for medical personnel, development and distribution of informational and educational materials, commodities, research, and local currency costs of operating a Project Office were to be financed jointly by USAID and the Government of Jordan (GOJ). The authorized project funding level was \$7.25 million, \$5 million from USAID and \$2.25 million in-kind contributions from the GOJ, nongovernmental organizations, and the private sector. The project was originally planned to be completed by June 30, 1994, but was extended to August 1995. Another 18-month extension to February 1997 has been requested and approval is currently pending.

Audit Objectives

This audit was designed to answer the following questions:

- (1) How has USAID/Jordan used the project funds?
- (2) Have the contractors accomplished the planned outputs set forth in their contract agreements?
- (3) Has USAID/Jordan made progress toward achieving its main purpose as set forth in the project's logical framework and project agreements?

The audit was conducted from January 10 through March 23, 1995, in Amman, Jordan. A discussion of the audit's scope and methodology is included in Appendix I.

Summary of Audit Findings

Regarding the first objective, USAID funds were used for technical assistance, training, informational and educational materials on birth spacing, research, and local currency costs of operating a Project Office. We found that USAID/Jordan provided cash advances to operate the Project Office that generally exceeded the immediate disbursing needs of the Office. This cost the Treasury about \$21,500 in unnecessary interest costs or unrealized income. (See page 4.)

With respect to the second objective, we found that:

- The record of the original contractor, Population Services International (PSI), for accomplishing its planned outputs was uneven. In certain instances, the outputs were satisfactorily completed, but in other cases very little was accomplished. PSI's contract was terminated for convenience in June 1992 at the request of the Government of Jordan. Pathfinder International and Futures Group were hired in June 1992 and January 1994, respectively, to replace PSI. (See page 7.)
- Pathfinder International was meeting its planned outputs and in one instance had exceeded its target. (See page 10.)
- Futures Group was still in the early stages of accomplishing its planned outputs. However, in December 1994, it had to terminate its local manager's contract for nonperformance. By the end of our audit fieldwork in March 1995, a replacement had not been hired. (See page 11.)

For the third objective, USAID/Jordan does not know to what extent progress had been made toward achieving project purpose. No measurement of interim performance targets had been made since the completion of a USAID-sponsored baseline Jordan Population and Family Health Survey in 1990. This was because a comprehensive management information system for collecting data had not been developed. The Mission is awaiting the results of a Jordanian national census performed in 1994 to determine whether progress has been made. These results are expected to be released by September 1995. In addition, another survey is planned for 1996. Pathfinder International has also begun implementing a computerized clinic information system to collect clinical and counselling data.

Summary of Recommendations

We made two recommendations that USAID/Jordan:

- Improve its management of cash advances to recipient organizations; and
- Ensure the Futures Group hires a new local advisor/manager to continue implementation of planned project outputs.

Management Comments and Our Evaluation

USAID/Jordan generally agreed with the findings and recommendations contained in the draft report. However, the Mission felt that our recommendation for review of all outstanding recipient cash advances to determine whether they exceeded the 30-day cash requirement was a retroactive application of current, more stringent, USAID policy to a situation which terminated in June 1992. We do not believe so. USAID Handbook 19, Appendix 1B guidance in effect since November 1984 allowed 90-day advances only on an *exception* basis. It required a written determination be made that activities would be seriously interrupted or impeded by applying the 30-day rule. We believe both current and past Agency policy recommend advances be limited to 30-day cash needs of the recipient.

Office of the Inspector General

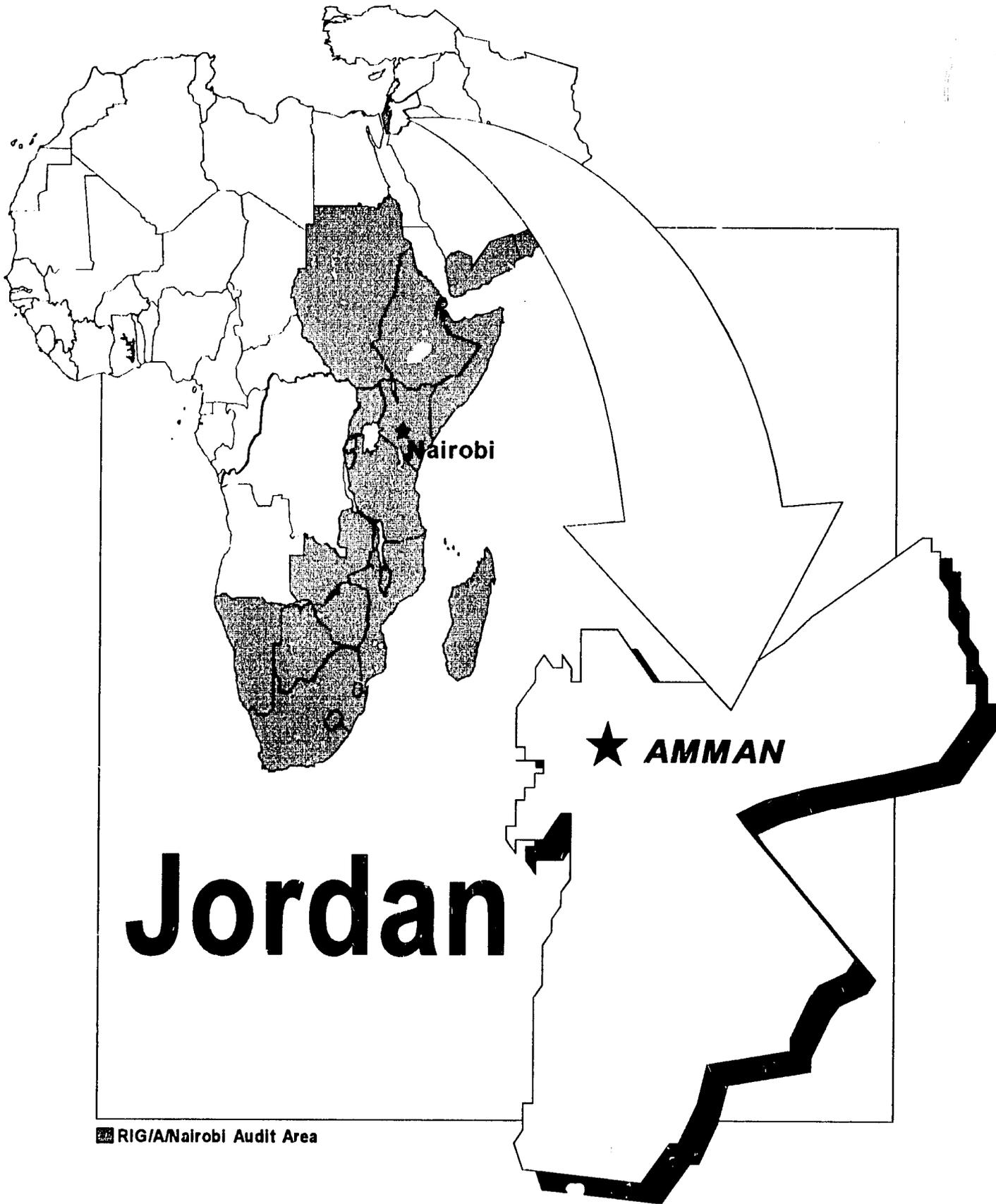
Office of the Inspector General
July 11, 1995

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Nairobi

★ AMMAN

Jordan

 RIG/ANairobi Audit Area

INTRODUCTION

Background

Jordan has one of the shortest birth intervals recorded for a national population in the world. More than 45 percent of all births occur less than 24 months after an earlier birth, which increases the risk of infant and maternal mortality. A 1990 USAID-funded Jordan Population and Family Health Survey conducted by the Government of Jordan concluded that in Jordan *a birth interval of less than 24 months almost doubles a child's risk of dying.*

To address this health situation, USAID created the Marketing of Birth Spacing Project on June 2, 1988 to improve maternal and child health by reducing infant mortality by 15 percent and maternal mortality by 10 percent through the increased practice of birth-spacing. According to the project documents, this was to be achieved by increasing the use of modern contraceptive methods by married women of reproductive age from 26.9 percent in 1990 to 31.9 percent in 1995.

Technical assistance for the project, training for medical personnel, development and distribution of informational and educational materials, commodities, research, and local currency costs of operating a Project Office were to be financed jointly by USAID and the Government of Jordan (Government). The authorized project funding level was \$7.25 million, \$5 million from USAID and \$2.25 million in-kind contributions from the Government, nongovernmental organizations, and the private sector. A \$1,577,889 contract was signed with Population Services International on February 26, 1989, to implement the project. Additional local currency to operate a Project Office were provided PSI through a separate Memorandum of Understanding with the Mission. PSI's contract was subsequently terminated on June 4, 1992, for convenience, based on a request from the Jordanian Government. The Government was concerned that PSI had not implemented required clinical and counselling training to medical personnel and was not responding adequately to changing project needs.

PSI's terminated contract was replaced by two contracts with other companies. On June 28, 1992, a \$386,935 Cooperative Agreement was awarded to Pathfinder International specifically to implement the training component of the project. Also, on January 6, 1994, a \$1,144,388 contract was signed with the Futures Group International to continue implementation of other aspects of the project.

The project was originally planned to be completed by June 30, 1994, but has been extended to August 1995. Another 18-month extension to February 1997 has been requested by the Mission and is awaiting approval.

Audit Objectives

The Office of the Regional Inspector General for Audit in Nairobi, Kenya, audited USAID/Jordan's Management of the Marketing of Birth Spacing Project to answer the following questions:

- (1) How has USAID/Jordan used the project funds?
- (2) Have the contractors accomplished the planned outputs set forth in their contract agreements?
- (3) Has USAID/Jordan made progress toward achieving its main purpose as set forth in the project's logical framework and project agreements?

Appendix I contains a complete discussion of the scope and methodology for this audit.

REPORT OF AUDIT FINDINGS

How has USAID/Jordan used the project funds?

According to USAID/Jordan's accounting records, the Mission had obligated \$5 million and disbursed \$2,592,107 for the Marketing of Birth Spacing Project as of January 12, 1995. These amounts did not include any accruals. (See the following table.)

Type of Assistance	PSI	Futures Group	Pathfinder	Other	Total Disbursements	BUDGET (as revised)
Technical Assistance	\$905,904	\$107,160	\$95,468	\$75,811	\$1,184,343	\$2,227,000 **
Project Office	631,000*	-	-	-	631,000	631,000
Information Campaign & Research	401,458*	58,373	-	8,644	468,475	1,126,000
Training	13,008*	-	150,074	2,400	165,482	584,000
Commodities	-	-	93,900	-	93,900	175,000
Evaluations and audit	-	-	-	48,907	48,907	200,000
Contingency	-	-	-	-	-	57,000
TOTAL	\$1,951,370	\$165,533	\$339,442	\$135,762	\$2,592,107	\$5,000,000
Percent of total disbursements	75.3 %	6.4 %	13.1 %	5.2 %	100 %	

* Local currency costs funded under a separate Memorandum of Understanding and disbursed by the Project Office, totaling \$1,045,466.

** Includes Marketing Management costs of \$296,000.

As shown in the table on the previous page, project funds were disbursed for technical assistance, training, and local currency costs for staffing and operating a Project Office, market research, and informational campaigns.

Following the project paper, technical assistance costs were used to hire contractors to manage the project and conduct marketing, research, public relations, and advertising of the birth spacing concept. The costs mainly comprised the salary and travel costs of contractor personnel performing these activities. Training costs were used to conduct seminars on birth-spacing for private doctors and pharmacists, as well as, Ministry of Health and nongovernmental organization (NGO) physicians and other clinic personnel. Project Office costs were identified as the local currency costs of establishing, staffing, and operating an office in Jordan to manage the project. These costs included office rent and furniture, local staff salaries, local travel, and purchase and maintenance of a project vehicle. Information campaign and research costs were used for market research and the development and distribution of training and informational materials such as posters, leaflets, booklets, calendars, and radio and television commercials. Commodities consisted of various clinical supplies purchased by Pathfinder International to equip training centers and distribute to trainees. These included IUD (intrauterine device) insertion kits, disposable gloves, slide projectors, television monitors, and other supplies.

To meet the local currency costs of operating the Project Office, USAID/Jordan advanced local currency to the prime contractor, Population Services International. During our review of disbursements, we found the advances given generally exceeded the immediate disbursement needs of the Project Office. As described in more detail below, this resulted in excess funds lying idle for periods of time, which cost the U.S. Treasury unnecessary interest costs or unrealized earnings.

Excessive Cash Advances Were Given For Project Office Activities

U.S. Treasury regulations require Federal agencies to limit cash advances given to recipient organizations to immediate disbursement needs. USAID has defined "immediate disbursement needs" as not to exceed 30 days from the date the recipient receives the advance until it is expended. USAID/Jordan did not limit local currency cash advances given to a contractor to operate a Project Office to the immediate needs of the Office. This was because (1) advances were given on a quarterly, rather than a monthly, basis, and (2) advance requests were not carefully scrutinized to ensure they were commensurate to immediate needs. Based on "current value of funds rates"

established by the Treasury applicable during the time the contractor held excess advances, we estimate the cost to the Treasury in unnecessary interest costs or unrealized income to be over \$21,500.

Recommendation No. 1: We recommend USAID/Jordan:

- 1.1 Review all outstanding recipient cash advances to determine whether they exceed the 30-day immediate needs requirement, and take appropriate action where necessary; and**
- 1.2 Update Mission Order 010 to emphasize the need to (1) carefully scrutinize advance requests and (2) limit cash advances to immediate disbursement needs of recipient organizations, defined by Treasury regulations and USAID Handbooks as not to exceed 30 days.**

U.S. Treasury regulations and USAID Handbooks 1 and 19 require advances to recipient organizations be monitored to ensure that federal funds are limited to minimum amounts necessary for recipients immediate needs. Section 2025 of Chapter 2000 of the Treasury Financial Manual requires that:

"Advances to a recipient organization will be limited to the minimum amounts necessary for immediate disbursement needs and will be timed to be in accord only with the actual immediate cash requirements of the recipient organization in carrying out the purpose of an approved program or project."

Recipients normally include non-profit organizations, host government institutions, and, only in rare circumstances, profit-making organizations. USAID/Jordan gave local currency advances to a contractor, Population Services International (PSI), to operate a Marketing of Birth Spacing Project Office in Jordan based on a separate Memorandum of Understanding (MOU) signed with PSI. The practice of executing MOU's with contractors to provide funds outside the main contract has subsequently been discontinued by USAID/Jordan based on a determination by FA/OP that the MOU's were extracontractual and, thus, not enforceable.

USAID/Jordan did not closely monitor the advances provided to PSI to ensure they were not in excess of immediate needs. A special local currency bank account for the Project Office was opened May 2, 1989, and closed June 22,

1992, following the termination of PSI's contract. Advances were deposited to, and disbursements made from, the special account. The MOU had recommended the local currencies be placed in an interest-bearing account if practicable. However, according to USAID/Jordan officials, it was not practical to open an interest-bearing account because checking accounts in Jordan do not earn interest.

Based on liquidation reports submitted by PSI, we calculated that for the period May 2, 1989, to June 22, 1992, PSI held an average, unused balance of approximately \$84,000 in local currency. These were funds lying idle in a non-interest-bearing account because advances given to PSI far exceeded the immediate needs of the Project Office.

Excessive cash advances occurred because (1) advances were given on a quarterly basis rather than a 30-day basis as recommended by USAID and (2) advance requests by PSI were not carefully scrutinized to ensure they were commensurate with immediate disbursing needs of the Project Office. Mission Order 010, dated August 8, 1985, incorporated many of the Treasury and USAID requirements on management of cash advances. But the advances given were not properly tracked or monitored. Based on "current value of funds rates", established by the Secretary of the Treasury, applicable during the period the contractor held excessive advances, we estimate the cost to the Treasury in unnecessary interest costs or unrealized income to be over \$21,500. Since our work was limited to this project, we do not know the extent of this problem for other projects. Therefore, we are recommending that the Mission review all of its outstanding advances to ensure that they meet U.S. Treasury regulations.

Have the contractors accomplished the planned outputs set forth in the contract agreements?

The audit found that the record of the original contractor, Population Services International (PSI), in accomplishing its planned outputs was uneven. In certain instances, the outputs were satisfactorily completed, but in other cases, very little was accomplished. PSI's contract was terminated for convenience in June 1992 at the request of the Government of Jordan. Our audit indicated that Pathfinder International, one of two contractors hired subsequently, was meeting its planned outputs, and in one instance, exceeded its goal. The third contractor, the Futures Group, who was contracted in January 1994, was still in the early stages of accomplishing many of its planned outputs. However, in December 1994, the Futures Group terminated its local advisor/manager's contract for nonperformance. As of the end of March 1995, another local advisor/manager had not been hired.

Recommendation No. 2: We recommend USAID/Jordan ensure that the Futures Group:

- 2.1 Hires a new local project advisor/manager as soon as possible; and**
- 2.2 Performs close and frequent monitoring, supervision, and evaluation of the new advisor's performance.**

A synopsis of the work accomplished by each contractor follows.

Population Services International

PSI's contractual outputs (*in italics*) and accomplishments are listed below.

(1) *Conduct basic research on contraceptive use in Jordan.* For the most part, basic research studies were done by PSI, which satisfied the terms of the contract. For example, basic research studies were done to establish a data base with respect to health behavior and to determine consumer reaction to contraceptive products and marketing techniques. Also, a base line survey was done to measure attitudes, awareness, and contraceptive usage levels of Jordanian men and women. In addition, research was done among private and NGO physicians, pharmacists, and health care staff to determine the level of knowledge about birth-spacing and birth-spacing products.

(2) *Conduct contraceptive training.* Training was not done in two important areas—post-partum counselling and intra-uterine device (IUD) insertion. This lack of training in these areas brought criticism from the Government of Jordan (Government) because a 1990 countrywide study indicated that the IUD was the contraceptive method of choice by the highest percentage (15 percent) of Jordanian women. However, PSI did hold some training and seminars for doctors and pharmacists and their staffs on the use of contraceptives.

(3) *Provide birth-spacing information, education, and communication materials.* These materials were only partially done. For example, consumer booklets on health topics were to be published every three or four months, but only two consumer booklets were produced. Training manuals for pharmacists, NGOs, and Ministry of Health staff were to be produced and used at seminars to train 1,300 people. The manuals were produced, but very few of the 1,300 people received training. Press kits for VIPs in the Government, private sector, and media were not produced.

(4) *Develop a media plan to promote birth-spacing.* The media plan accomplished little. For example, a logo was produced. TV commercials were also produced, but never aired because the Government questioned whether there were enough trained health workers in Jordan to handle the new demand which would be created through the advertisements. Direct mailings were not done to publicize the advantages of birth-spacing. A media plan was approved by the Government, however, its implementation was delayed by the Gulf War, the evacuation of PSI's resident advisor, and concerns raised over adequacy of training. No public relations campaign was done.

(5) *Develop contraceptive product marketing.* Product marketing was a weak area. A final marketing plan was approved by the Government, but only the condom marketing component was ever carried out. Birth control pills and IUDs were not part of the plan.

(6) *Hire a resident advisor to implement the outputs mentioned above.* The resident advisor more or less completed the outputs set out for him in the contract agreement. Among other activities, he prepared market research plans and designed and evaluated market research activities, developed and monitored advertising and product promotion strategies, reviewed and evaluated marketing plans, and developed a management information system.

See Appendix III for details on PSI's required outputs and accomplishments.

Population Services International's Contract Was Terminated

The sequence of events which led to PSI's contract termination follows:

During the December 1991 to March 1992 time frame, the PSI President was instructed by Government and USAID/Jordan officials to produce a restructuring plan for the contract which would transfer responsibility for project components to participating Jordanian institutions, reduce project costs, and ensure project sustainability by the project assistance completion date of June 30, 1994.

PSI submitted its plan to the Mission on February 14, 1992, which called for:

- Elimination of a separate project office;
- Increased reliance on participating Jordanian institutions for project activities; and
- A new PSI advisor with a minimum staff to be housed in less expensive quarters.

The Ministry of Health accepted the restructuring plan, but stipulated that the project office must be abolished by April 15, 1992, and a Jordanian training advisor would be recruited. In addition, the Ministry required a detailed annual plan, acceptable to the Ministry, be submitted by PSI based on the proposed new project structure. But the Ministry of Planning withheld its approval of the restructured plan because of concerns over the contractor's ability to implement the project. On April 19, 1992, the Ministry of Planning submitted a formal letter to USAID/Jordan requesting the Mission terminate the services of PSI.

The Ministry's request was based on the following perceived deficiencies, as stated in its letter:

- Lack of PSI expertise in clinical training and failure of PSI to initiate training activities which were mandated by the project agreement and the contract and which are necessary for the success of the project;
- Inability of PSI to develop annual plans acceptable to the Ministry of Health. Specifically, the absence of an annual plan which

reflects the restructuring plan presented to and accepted by the Minister of Health;

- Development of informational materials of questionable value given the findings of the baseline surveys (Baseline surveys indicated the IUD was the contraceptive method of choice, but PSI chose to market primarily condoms.);
- Disregard of the provisions of Project Implementation Letter No. 1, which provided that the Ministry of Health would sign the project office staff employment contracts; and
- Use of imprudent financial management practices and failure to reduce unnecessary costs of project implementation.

Based on the request by the Government, USAID/Jordan terminated PSI's contract for convenience on June 4, 1992. The termination memorandum stated that PSI's performance difficulties were primarily due to the fact that the project as originally envisioned had changed and that the contract, which was written with the original project concept in mind, was no longer responsive to the needs of the project.

In conclusion, although PSI accomplished many of the project outputs as described above, the Government had concerns over its ability to implement the project. In its letter to USAID/Jordan, the Ministry of Planning also stated the contractor had not used prudent financial management and that project results were not commensurate with expenditures, particularly with technical assistance and project office costs. The letter stated that excessive amounts of money were being spent in these areas. As of the June 4, 1992, contract termination date, about \$487,000 had been spent on local staff salaries. An additional \$596,000 had been used to meet the costs of the resident advisor and other short-term PSI personnel.

Following termination of PSI's contract, USAID/Jordan contracted Pathfinder International to conduct clinical and counselling training and the Futures Group to market contraceptive products.

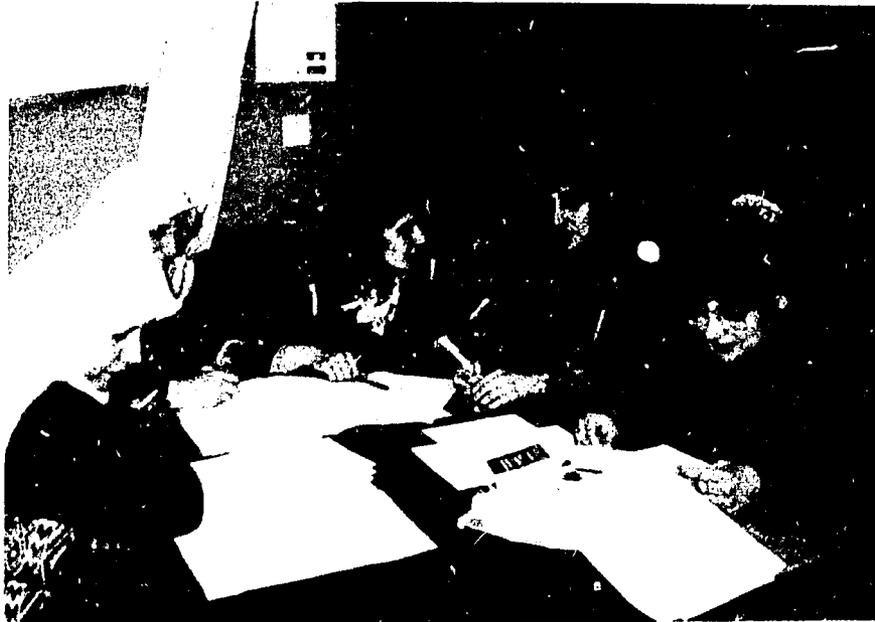
Pathfinder International

Generally, Pathfinder was contracted on June 28, 1992, to: (1) establish training sites and provide the appropriate equipment, models, and training manuals; (2) train individuals who in turn would train doctors and other medical specialists, such as, nurses, paramedics, and midwives on

contraceptive use and patient counselling; and (3) conduct training monitoring, and evaluation. (See Appendix IV for details.)

Our audit found that Pathfinder International had established 11 training sites as set forth in their cooperative agreement and trained a total of 23 persons as trainers in clinical and counselling techniques (the contract required only 22 persons be trained). These trainers were to train up to 440 physicians and 400 nurses and midwives over a two-year period.

As of March 1995, 430 doctors had received training and 330 nurses and midwives had been trained. Twenty-seven nurses per month were scheduled to be trained until the 400 figure was reached.



In addition, 9 clinical trainee

A Pathfinder International-trained trainer (second from right) conducting a contraceptive counseling course, Amman, Jordan, March 1995.

evaluations had been done each month and, as of the end of the audit, 130 trainees had been evaluated. Additionally, of the 330 counselling trainees trained, 87 had been evaluated and 5 evaluations were being done monthly.

To verify the quality of the clinical and counselling training provided by Pathfinder International, the audit team conducted visits and interviewed personnel at several hospitals/clinics. Based on these field trips, we concluded that Pathfinder International was meeting the project outputs as required by the contract.

Futures Group International

Futures Group International's contractual outputs (*in italics*) and accomplishments are listed below. (See Appendix V for details.)

(1) *Select and contract with a local project/marketing manager to implement tasks set forth in the amended project paper.* A manager was hired May 2, 1994, and fired December 20, 1994, for non-performance. Futures is currently looking for a replacement. (See finding next page.)

(2) *Assist the marketing manager in developing a marketing plan.* A marketing plan, which has quantifiable indicators, was finalized and approved by the Government of Jordan on January 26, 1995.

(3) *Negotiate with local pharmaceutical distributors and/or international manufacturers for project participation.* Negotiations with three pharmaceutical companies have been completed and memorandums of understanding have been signed between Futures Group and the companies. In general, the companies agreed to:

- Make certain contraceptive products are available at a price set by the Jordanian Ministry of Health for sale in the private sector;
- Package the contraceptives as agreed between the companies and Futures;
- Ensure product supplies are sufficient to meet consumer demand and to distribute the products through their normal distribution network;
- Promote contraceptive products to physicians, pharmacists, and other paramedics using their network of medical dealers and representatives; and
- Provide training in contraceptive technology to physicians, pharmacists, and other paramedics. At the time of our audit, the companies were just beginning to implement the terms of their agreements.

(4) *Select and contract with local firms for advertising, research, and other marketing support services as needed.* Subcontracts have been approved by USAID for marketing research and advertising services. Based on interviews with the marketing research and advertising subcontractors, both services were in the early stages of implementation.

(5) *Provide technical assistance in the design and implementation of family planning training for private sector pharmacists.* As of January 1995, 15

master trainers had been trained. These trainers will train 900 pharmacists on contraceptive product customer service.

(6) *Subcontract with local management for office space and administrative support.* Futures Group is in the process of renting new office space and hiring personnel to manage the project.

**Local Advisor/Manager
Needs to be Hired**

According to the Futures Group contract, it is their responsibility to select and contract with a local project/marketing manager to implement tasks outlined in the amended project paper. A local manager was hired May 2, 1994, and fired December 20, 1994 for non-performance. According to documentation, one reason the manager was released was his inability to develop an acceptable project marketing plan. The plan had to be completed by other Futures Group personnel, which meant higher costs to the U.S. Government. The Futures Group is currently looking for a replacement, but as of March 1995, a new manager had not been hired.

In our opinion, Futures Group management did not provide enough close and frequent job performance monitoring, supervision, and evaluation to make sure the local marketing manager accomplished his mission of developing an acceptable marketing plan in a reasonable time frame. The lack of a local marketing manager seriously hampers the project's ability to kick off an advertising campaign, which is vital to the overall success of the project. Therefore, USAID/Jordan should ensure that the Futures Group hires a new local project/marketing manager as soon as possible and that the new manager's performance be closely and frequently monitored, supervised, and evaluated.

It should be noted that the Futures Group has indicated to USAID/Jordan project management that it may manage the project through current staff and consultants in-lieu of hiring a local manager since the project is due to terminate in August 1995. The Mission has requested an 18-month extension of the project. The decision on that request is pending, but is almost certain to be approved. Therefore, we do not believe managing the project through current staff and consultants would be in the best interest of the project, since the project will lack continuity at a critical time when the advertising campaign is being developed.

Has USAID/Jordan made progress toward achieving its main purpose as set forth in the project's logical framework and project agreement?

We were unable to fully answer this audit objective. USAID/Jordan does not know to what extent progress had been made toward achieving the project purpose. This is because interim results have not been measured since completion of a population survey in 1990 which established the project's baseline performance data.

The Marketing of Birth Spacing Project was authorized in June 1988 and a contractor hired in February 1989 to implement it. The Project's purpose was to reduce infant and maternal mortality by increasing the practice of birth spacing. This was to be done by increasing contraceptive prevalence by married women of a reproductive age from 26.9 percent in 1990 to 31.9 percent in 1995. The baseline data was based on a USAID-funded Jordan Population and Family Health Survey completed in 1990.

To date, no measurement of interim results has been made to determine whether progress is being made towards achieving this goal. This is because a comprehensive management information system was not developed to collect data necessary to measure progress.

Despite the lack of independently verifiable data on the current infant/maternal mortality rate, USAID/Jordan's Project Officer said he believed progress has been made towards achieving project purpose. This belief was based partly on the progress made recently in achieving project outputs, particularly in training, but also in contraceptive marketing and with the communications campaign. Under the training component, targets have been exceeded. Under the communications component, a campaign plan has been finalized, but its launch and implementation were pending at the end of audit fieldwork.

Pathfinder International, one of the contractors working on the Project, has recently began implementing a computerized information system to standardize data collection on clinical and counselling information. This system will track some key indicators, such as:

- The number of physicians and other medical personnel trained in IUD (intrauterine device) insertion and counselling;
- the number of private sector pharmacists selling contraceptives, and;

- the number of clinics/health facilities providing maternal and child care services under the project.

As for interim results, the Government conducted a national population census in 1994 which the Mission will use to compare against the baseline data. According to the Project Officer, published census results are expected to show current data on contraceptive prevalence by method, fertility statistics, and infant and maternal mortality rates. The Mission plans to use the census results, scheduled for release by September 1995, to determine the extent to which progress has been made in achieving the Project's purpose. These results are expected to be comparable with the 1990 baseline survey results, since that survey had a very large sample.

We are not making a recommendation on this audit objective because (1) national census results will be available soon and (2) another USAID-funded Jordan Population and Family Health Survey is planned for 1996. The census and survey results should enable the Mission to assess whether it has made progress toward achievement of project purpose and take required action based on the results.

MANAGEMENT COMMENTS AND OUR EVALUATION

USAID/Jordan generally concurred with the report's findings and recommendations. The complete text of the Mission's comments is included as Appendix II.

While concurring with Recommendation No. 1.1, USAID/Jordan felt it was a retroactive application of current, more stringent, USAID policy to a situation which terminated in June 1992. The recommendation asks USAID/Jordan to review all outstanding recipient cash advances to determine whether they exceed the 30-day immediate needs requirement. USAID/Jordan stated that Agency policy that preceded current guidance routinely permitted 90-day advances. We disagree.

USAID Handbook 19, Appendix 1B on cash management, effective November 1984, allows 90-day advances only on an *exception* basis. It requires that, in such exceptional circumstances, a written determination be made that implementation of funded activities would be seriously interrupted or impeded by applying the 30-day rule. Because we did not review all projects, we are not in a position to say whether written determinations were made for all existing agreements that permit advances in excess of 30 days. But past and current policy appear consistent in requiring advances be limited to 30 days cash requirements. We believe our recommendation will help the Mission confirm that all outstanding advances meet past and/or current guidance. Recommendation No. 1.1 remains unresolved. It will be resolved/closed when the Mission takes action to address it.

Recommendation No. 1.2 was included in the final report after further Inspector General management review of the draft report. USAID/Jordan indicated in its response to the draft report that it is reviewing and revising Mission Order 010 on advances to include latest Agency policy. For this reason, we consider Recommendation No. 1.2 resolved. It will be closed when the Mission provides the updated Mission Order.

Recommendation Nos. 2.1 and 2.2 are resolved. After the Mission completes the actions stated in its response, they will be closed.

APPENDICES

SCOPE AND METHODOLOGY

Scope

We audited USAID/Jordan's management of the Marketing of Birth Spacing Project in accordance with generally accepted government auditing standards. The audit was conducted from January 10 through March 23, 1995, in Amman, Jordan.

We relied on and examined records provided by USAID/Jordan and interviewed Mission, Ministry of Health, and contractor officials. We did not interview officials with Population Services International, whose contract was terminated in 1992. The audit evidence gathered included verbal explanations and documentary evidence, such as project paper and other project documents, contracts, vouchers, and correspondence provided by USAID/Jordan. We also visited selected clinics, health care centers, and private sector pharmacists that are implementing family planning activities under the project.

In addition to the methodology described in the following section, we obtained a written representation letter from USAID management confirming information we considered essential for answering our audit objectives and for assessing internal controls and compliance. We also obtained and reviewed USAID/Jordan's internal control assessment for 1994.

Methodology

The methodology for each objective follows.

Audit Objective One

The purpose of the first objective was to determine how USAID/Jordan used project funds. To answer this objective, we analyzed the project's financial records to determine the amount and utilization of project funds disbursed as of January 12, 1995. The project's monies were used for technical assistance, training, and local costs for staffing and operating a project office, market research, and informational campaigns. We also interviewed controller and project office staff to obtain clarifications when necessary.

Audit Objective Two

The purpose of the second audit objective was to determine whether the contractors accomplished the planned outputs set forth in their contract agreements.

In order to answer this objective, we first listed all the outputs that the contractors were responsible for achieving based on the contracts and amendments signed with USAID/Jordan. (See Appendices III, IV, and V for details). To determine whether these outputs had been accomplished, we reviewed and analyzed USAID project, controller, and contracting offices' files. Interviews were held with USAID project managers, controller staff, contractor personnel, Government of Jordan Ministry of Health officials, and private sector business people affiliated with the advertising and marketing aspects of the project. We also conducted site visits to eight health clinics and hospitals located in various parts of Jordan. During these visits, we interviewed the staff, who had received clinical/counselling training under the project, to determine the quality of the training given. Additionally, we inventoried the equipment, models, and manuals distributed through the project and personally observed, where appropriate, birth-spacing counselling.

Audit Objective Three

The third audit objective was to determine what progress has been made in achieving project purpose as set forth in the project's logical framework and agreements. To accomplish this objective, we reviewed appropriate project documentation and the Mission Strategic Plan and interviewed USAID/Jordan project officials and the evaluation officer.

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United States Agency for International Development
American Embassy
Amman - Jordan

OFFICE OF THE DIRECTOR

29 JUN 1995

MEMORANDUM

To: Everette B. Orr, RIG/A/N
 From: *William T. Oliver*
 William T. Oliver, USAID/Jordan Mission Director

Subject: Mission's response to the draft Audit of USAID/ Jordan's Management of the Marketing of Birth Spacing Project (MBS)

USAID/Jordan has reviewed the subject draft audit report on the Management of the Marketing of Birth Spacing Project and concurs with the recommendations in the report. While USAID/Jordan agrees with the recommendations, we do not agree with the generalization contained in recommendation No. 1 concerning the review of all outstanding recipient cash advances to determine whether they exceed the 30 day immediate need requirements. The Mission believes that RIG has retroactively applied the Agency's more stringent current advance practice to judge our handling of advances made under different guidelines.

The Mission's comments to the specific recommendations follow:

Recommendation No. 1: We recommend USAID/Jordan review all outstanding recipient cash advances to determine whether they exceed the 30-day immediate need requirement, and take appropriate action where necessary.

Mission Response:

Recommendation 1 : The Mission does review its advances to ensure that they comply with the terms of the authorizing agreement. As current agreements are renewed, the terms authorizing the advances are revised to meet current Agency policy. Currently, the Agency policy is to limit cash advances to thirty days immediate cash needs. The Mission is somewhat dismayed that RIG has applied current criteria to a situation which terminated in June 1992. During the time the advance was active, 90 day advances were commonly authorized. To write a report that applies the current guidelines without stating that Agency policy routinely permitted 90 day advances appears to the Mission to be unbalanced.

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The Mission agrees with the draft report that monitoring recipient cash advances is a valid concern and routinely does so before authorizing new advances. The Mission Order governing advances is being reviewed and revised to ensure that it includes the latest Agency policy. Based upon these actions USAID/Jordan requests this recommendation be closed.

Recommendation No. 2: We recommend USAID/Jordan ensure that the Futures Group:

- 2.1 Hire a new local project advisor/manager as soon as possible; and
- 2.2 He/she performs as required by means of close and frequent job performance monitoring, supervision, and evaluation.

Mission Response:

Recommendation 2.1: The Futures Group advertised the position and identified a potential candidate. However, as the Futures Group's contract will expire on August 23, 1995, the prime candidate was reluctant to accept this contract. The Mission is preparing to extend the contract. Once the contract is extended by USAID/Jordan, the recruitment will take place immediately. Based upon the action taken USAID/Jordan requests this recommendation be closed.

Recommendation 2.2: The Mission has implemented a new arrangement with Futures Group in which all in-country activities will be directly supervised by the Futures/SOMARC project director. Job performance monitoring, supervision and evaluation will be enhanced by frequent visits and continuous follow up by the SOMARC director. By closely monitoring the Futures Group's activities, USAID/Jordan will ensure that frequent visits and continuous follow-up activities are carried out by the Futures Group. Based upon the action taken USAID/Jordan requests this recommendation be closed.

USAID/Jordan would like to thank RIG for a most useful and positive audit experience. The Audit team worked well with the Mission staff and host country counterparts to improve administrative matters.

Population Services International Project Planned Outputs and Accomplishments

PLANNED PSI OUTPUTS	PSI ACCOMPLISHMENTS
<p>BASIC RESEARCH: Research to establish a data base with respect to health behavior; focus groups will be used to determine consumer reaction to products and marketing techniques; focus groups will comprise 5-10 people recruited by marketing research firm according to approved criteria (eg. age, sex, socio-economic class).</p> <p>a. Baseline survey: Survey is critical. (A sample of 600 men and 600 women is statistically sufficient for this purpose). Survey will provide the following:</p> <ul style="list-style-type: none"> - Statistical base measurement of attitudes, awareness, and usage levels (that exist prior to project implementation) against which all future measurements of attitude awareness and usage will be compared. - A definition of project's Target Audience and how best to reach it (which media to buy). - Definition and an evaluation of the key consumer problems/benefits. <p>b. Research among private physicians (759 general practitioners and OB/GYNs) and pharmacists (624) to determine level of knowledge about birth spacing and birth spacing products.</p> <p>c. Research among public sector and NGO physicians and health care staff to determine their knowledge of birth spacing and products.</p> <p>d. Consumer qualitative research to determine attitudes toward birth-spacing, contraceptive products, and appropriate approaches for informational campaigns.</p>	<p>Yes, several basic research survey reports were done.</p> <p>A copy of a baseline report was found in the files and the consumer survey report (KAP) surveyed about 1,100 people.</p> <p>Yes, a report was done on this subject.</p> <p>Not adequately documented in Project Office file.</p> <p>Not adequately documented in Project Office file.</p> <p>Research was conducted among 201 general practitioners, 95 gynecologists, and 30 pediatricians. A report was done surveying 579 private pharmacists.</p> <p>Provider Survey Report P.8 10/89 provides this information, per Project Officer.</p> <p>Yes, research was done.</p>

Population Services International Project Planned Outputs and Accomplishments

PLANNED PSI OUTPUTS	PSI ACCOMPLISHMENTS
<p>TRAINING:</p> <p>a. Seminars for doctors (one 2-day seminar to kick off the project) followed by (4 or 5) 1-day seminars to talk about birth-spacing to the Jordanian medical profession.</p> <p>b. Seminars conducted for pharmacists to explain birth-spacing.</p> <p>c. Training for pharmacist staff (two-2 day sessions)</p> <p>d. Training for detailmen (distributors of birth-spacing products).</p> <p>e. Post-partum counselling for about 30 MOH and 10 NGO physicians and clinicians will be given training for 2-3 weeks.</p> <p>f. IUD-Insertion training</p> <p>g. Observation/Study - Series of study tours to build enthusiasm for birth-spacing.</p>	<p>Seminars were conducted for doctors.</p> <p>Seminars were conducted for pharmacists.</p> <p>Training for pharmacists was conducted.</p> <p>Training for detailmen was conducted per the project officer.</p> <p>This training was not done.</p> <p>This training was not done.</p> <p>This training was not done. Only one study tour took place to Indonesia and Morocco.</p>
<p>INFORMATION, EDUCATION AND COMMUNICATION MATERIALS:</p> <p>a. Project booklet for physicians, pharmacists, NGO to present birth-spacing concept, project goals and overall objectives.</p> <p>b. Consumer booklets will be published one every three or four months on health topics.</p> <p>c. Training manual for pharmacy staff, NGO's and MOH clinic staff. To be used primarily at training seminars for 1,200 pharmacists staff and 100 NGO's set for May 1989. Also to be distributed to all pertinent MOH clinic staff about 1000 people.</p> <p>d. High level press kits to be distributed to VIPs in the government, private sector, and media.</p> <p>e. Point of sale and display materials such as posters, product dispensers, etc. will be developed.</p>	<p>Booklets were produced.</p> <p>Only two consumer booklets were done.</p> <p>Manuals were produced per the project officer but very few of the 1,300 people received training. The exact figure could not be found in the project files.</p> <p>Press kits were not produced per the project officer.</p> <p>These materials were completed.</p>

APPENDIX III

Population Services International Project Planned Outputs and Accomplishments

PLANNED PSI OUTPUTS	PSI ACCOMPLISHMENTS
<p>MEDIA PLAN: The media plan will be dedicated to the education of the general public on the health benefits of birth-spacing.</p> <p>a. A logo will be developed for the Project which will communicate the Maternal Child/health focus of the project.</p> <p>b. TV spots 45 -second ads will be used during launch phase.</p> <p>c. Direct mailing will also be used.</p> <p>d. Approved media plan will be completed and advertising plan executed. This will include television spots that will carry a generic message.</p> <p>e. Advance public relations campaign will be done to ensure awareness of birth-spacing. Press releases and radio interviews will start 6 months prior to media campaign.</p>	<p>A logo was produced.</p> <p>These spots were produced but not aired because the Government questioned whether there were enough trained health care workers in Jordan to handle the new demand which would be created through the advertisements.</p> <p>Direct mailing was not done.</p> <p>Media plan was approved by the Government but not implemented due to the Gulf War and concerns raised about adequate training.</p> <p>No public relations campaign was done.</p>

Population Services International Project Planned Outputs and Accomplishments

PLANNED PSI OUTPUTS	PSI ACCOMPLISHMENTS
<p>PRODUCT MARKETING: Annual marketing plan will be done, which will include the following:</p> <p>Program Objective/Goals; Marketing Objectives and Strategies; Distribution Objectives and Strategies; Communication Objectives and Strategies; Media Objectives and Strategies; Sales Promotion and Strategies; Marketing Research Objectives and Strategies; Packaging Objectives and Strategies; Procurement Objectives and Strategies; Pricing Objectives and Strategies; Budget; and Sales Forecast.</p>	<p>Final marketing plan approval was obtained from the Government, but implementation was never carried out except for condom marketing.</p>
<p>ROLE OF RESIDENT ADVISOR:</p> <p>a. Prepare market research plans and design and evaluate market research activities.</p> <p>b. Select appropriate Birth Spacing products for inclusion under the Project.</p> <p>c. Develop and monitor advertising and product promotion strategies.</p> <p>d. Review and evaluate marketing plans.</p> <p>e. Evaluate and monitor effect of product-pricing on sales and type consumers reached.</p> <p>f. Develop a management information system.</p> <p>g. Monitor sales and distribution trends.</p> <p>h. Identify and design appropriate training opportunities.</p> <p>i. Identify necessary short term technical assistance in the execution of the above.</p>	<p>Done.</p> <p>Condoms was the only method marketed.</p> <p>Done.</p> <p>Done.</p> <p>Done through retail audits. Reports are on file.</p> <p>Done.</p> <p>Done through retail audits.</p> <p>Done.</p> <p>Done.</p>

Pathfinder International Project Planned Outputs and Accomplishments

PLANNED PATHFINDER OUTPUTS	PATHFINDER ACCOMPLISHMENTS
<p>GENERAL REQUIREMENTS: Detailed Work Plans - End of first quarter of each year a detailed implementation plan and schedule to be submitted to AID.</p> <p>Annual Progress Reports - Reports covering work accomplished during 12 months just completed shall be submitted within 30 calendar days after completion of each period.</p> <p>Short-term consultant reports - Upon completion of services, the specialist shall prepare a report summarizing activities, accomplishments, and recommendations for implementation/action.</p> <p>Final Report - A final report shall be submitted within 60 calendar days following the end of the Agreement. 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.</p> <p>The Coop Agreement shall be evaluated through periodic evaluations of the Project.</p> <p>Training Coordinator - Jordanian physician with family planning skills will be provided to work with the JAFPP and MOH to plan, schedule, and monitor all clinical and counselling training.</p>	<p>Done (in files).</p> <p>Done (in files).</p> <p>Done (in files).</p> <p>Proposal to extend training addresses accomplishments and shortfall.</p> <p>Not adequately documented in Project Office file.</p> <p>Iman Baara (Training Coordinator).</p>

Pathfinder International Project Planned Outputs and Accomplishments

PLANNED PATHFINDER OUTPUTS	PATHFINDER ACCOMPLISHMENTS
<p>CLINICAL TRAINING: Training of Trainers - Up to seven JAFPP physicians and eight MOH/Jordanian University physicians to be trained as trainers in clinical service delivery skills. Recipient will provide a qualified trainer. Training will be conducted in two separate sessions of about one to two weeks each. IUD Insertion training (Multiload 375 and Cut 380A) will be part of the program.</p> <p>Recipient will evaluate the two proposed TOT training sites and the five additional proposed training centers to ensure the sites can be fully functional training sites. The recipient will provide appropriate equipment, models, and training manuals and expert guidance to the Training coordinator concerning quality issues.</p> <p>Trainers will train up to 220 physicians per year over the 2- year period based on a curriculum encompassing clinical and counseling skills. The recipient shall provide IUD insertion kits and appropriate manuals and will make all payments to local institutions and individuals for training related fees.</p> <p>Evaluation Training - Recipient will provide a clinical specialist to train up to four of the trainers (one to two each JAFPP and MOH) to monitor and evaluate the on-going training in contraceptive service delivery.</p> <p>Certification - Recipient will provide its own TOT certification for the trainers based on acceptable international standards.</p> <p>Quality Assurance - Recipient will provide a clinical specialist who will assess the quality of services at each training site prior to the initiation of training activities and on a semi-annual basis thereafter.</p>	<p>Fifteen people trained (7 MOH, 2 University, 5 JAFPP, and 1 NGO).</p> <p>Seven training sites operational.</p> <p>Equipment, models, and manuals provided. 437 physicians trained.</p> <p>Nine trainers trained to monitor and evaluate (2 JAFPP; 1 Univ; and 6 MOH).</p> <p>Certifications have been awarded.</p> <p>An initial quality assurance and a follow-up inspection have been done.</p>

APPENDIX IV

Pathfinder International Project Planned Outputs and Accomplishments

PLANNED PATHFINDER OUTPUTS	PATHFINDER ACCOMPLISHMENTS
<p>COUNSELING TRAINING: Needs Assessment-Recipient will provide a person to conduct, over a two week period, an assessment of counseling needs. This assessment will include: determine counselling requirements of JAFPP, MOH clinics, and public and private hospitals.</p> <p>Training to Trainers - Project requires that up to seven paramedical personnel be trained as trainers in counselling skills. The recipient will provide a qualified trainer to conduct TOT training for these individuals over a two week period.</p> <p>Recipient will provide all necessary equipment, models and training manuals for the TOT counselling training.</p> <p>Counselling Training - All JAFPP nursing personnel and up to 40 nurse/midwives from hospitals and up to 340 clinics will be trained in counselling skills over two years (approx. 400 people to be trained).</p> <p>Evaluation Training- Recipient will provide the services of a qualified counselling specialist to train two of the TOT trainers to evaluate the quality of the counselling programs.</p> <p>Recipient will provide its own TOT certification of completion of training and qualification to conduct training programs for the counselling trainers.</p> <p>Recipient will procure all training equipment for the seven training centers. Recipient will make local currency payments to NGO clinics, on a per trainee basis, for use of their facilities for training and will provide per diem payments to MOH physicians and midwives who complete the training courses at MOH training centers.</p>	<p>Needs assessment was done, but it was delayed by MOH bureaucratic inertia.</p> <p>Eighteen persons trained (9 MOH; 2 Univ.; 7 JAFPP).</p> <p>Equipment was provided.</p> <p>330 people trained by March 7, 1995. 27 people are being trained per month until the 400 person figure is reached.</p> <p>Five trained (2 MOH; 2 JAFPP; and 1 Univ.).</p> <p>Certifications have been awarded.</p> <p>Equipment has been procured and local expenses paid. Pathfinder has two local bank accounts; one to pay for project expenses, and another to pay for operational expenses, per Training Coordinator.</p>

APPENDIX IV

Pathfinder International Project Planned Outputs and Accomplishments

PLANNED PATHFINDER OUTPUTS	PATHFINDER ACCOMPLISHMENTS*
PROPOSED ACTIVITIES FOR THE EXTENSION PERIOD	
<p>EXPAND TRAINING: Establish 4 additional training sites.</p> <p>Training clinical trainers in counselling skills.</p> <p>Training of Master Trainers in clinical and counselling skills.</p>	<p>Four sites have been established, but trainers are not yet available.</p> <p>Training scheduled for March 1995.</p> <p>Training scheduled for April 1995.</p>
<p>MONITORING AND EVALUATION: Travel Allowance for Clinical evaluation team. Five trainee assessments be performed each month. The assessments will take place at each of the eleven training sites on a rotational basis.</p> <p>Follow-up counselling evaluation will be conducted in conjunction with the training of three counselling trainers in project evaluation and monitoring.</p> <p>Monitoring of counselling training</p> <p>Travel allowance for counselling evaluation team during monitoring of 11 training sites. Three to six trainee assessments from training sites will be performed each month.</p> <p>Advanced training in evaluation and monitoring - three counselling evaluators will receive instruction in data analysis, interpretation, and reporting. It will be a three- day activity.</p> <p>Computer training in evaluation and monitoring.</p> <p>Training site assessment - Each training site will be assessed using standardized training site checklists every six months.</p> <p>Competency based evaluation of trainee's clinical IUD skills.</p> <p>Final performance evaluation of clinical competency and counselling skills</p> <p>Standardizing regional data collection instruments and protocol.</p> <p>Translation of evaluation and monitoring instruments into Arabic.</p> <p>Quality Assurance Study.</p>	<p>Nine evaluations are being done each month. So far, a total of 130 trainees have been evaluated.</p> <p>Of the 330 counselling trainees trained, 87 have been evaluated. Five evaluations are being done monthly.</p> <p>Information provided in monthly report.</p> <p>Five assessments are being done monthly.</p> <p>Done. Finished January 28, 1995.</p> <p>Done. Finished January 28, 1995.</p> <p>Training site assessments being done every six months.</p> <p>Report has been completed.</p> <p>To be done by June 1995.</p> <p>Done. Finished January 28, 1995.</p> <p>Work has been completed.</p> <p>Four evaluation reports have been completed to cover this area. *per Training Coordinator</p>

APPENDIX V

Futures Group International Project Planned Outputs and Accomplishments

PLANNED FUTURES GROUP OUTPUTS	FUTURES GROUP ACCOMPLISHMENTS
<p>Select and contract with Local Project/Marketing Manager to implement tasks set out in amended project paper.</p>	<p>A manager was hired May 2, 1994, and fired December 20, 1994, for non-performance. Futures is currently looking for a replacement, per Project Officer.</p>
<p>Futures will assist the Marketing Manager in the development of a long-term strategy for Project operations as well as in the development of annual marketing plans. This plan will include a timetable for project activities, a budget, and a schedule for anticipated short-term technical assistance, in addition to quantitative goals for Project performance.</p>	<p>This plan was finalized January 26, 1995.</p>
<p>Negotiation with local pharmaceutical distributors and/or international manufacturers for project participation. Letters of agreement describing responsibilities of the project to participating distributors and manufacturers (such as levels of advertising, sharing of research data etc.).</p>	<p>Three MOU's have been approved by USAID.</p>
<p>Selection of and contracting with local firms for advertising, research, and other marketing support services as needed.</p>	<p>Subcontracts have been approved by USAID for marketing research and advertising. As an aside, both these companies worked on this project previously under PSI's supervision.</p>
<p>Supervision of subcontracts with marketing support firms. Short-term consultants will be provided by Futures to assist the Marketing Manager to supervise and ensure the quality of the work provided.</p>	<p>Supervision and short-term consultancies are being provided on an as needed basis.</p>
<p>Futures Group will provide technical assistance in the design and implementation of family planning training for private sector pharmacists.</p>	<p>Fifteen master trainers have been trained, and they will train 900 pharmacists on customer service of contraceptive products. But Cubelsy subcontract has not been finalized. Additionally 15 master trainers have been trained to train 250 doctors on the use of Depo-Provera (contraceptive injectable).</p>
<p>Futures Group will subcontract with a local marketing and/or management firm for the provision of office space and administrative and clerical support within its established premises necessary to support project management activities.</p>	<p>Futures Group is in the process of renting new office space and hiring new people to manage the project, per Project Officer.</p>
<p>Futures will ensure that funds are provided within the budget approved by AID to finance approved activities of project implementation, such as advertising, research, public relations, pharmacist training, etc.</p>	<p>Too early to assess this output, per Project Officer.</p>

Futures Group International Project Planned Outputs and Accomplishments

<p align="center">PLANNED FUTURES GROUP OUTPUTS</p>	<p align="center">FUTURES GROUP ACCOMPLISHMENTS</p>
<p>Provide opportunities for study tours, if appropriate, to other contraceptive social marketing programs.</p> <p>Maintain financial responsibility for technical assistance and local costs.</p> <p>Trip reports will be completed by Futures Group after each visit to discuss activities undertaken and project progress. A draft report should be left with USAID/Jordan and a final report sent to USAID/Jordan within 30 days of completing the trip.</p> <p>Futures Group will ensure that the Marketing Manager submits a quarterly progress report. These quarterly reports will include the activities and accomplishments of the past three months. Problems or opportunities of particular importance should be noted. A quarterly budget review, project financial statement, and a sales statement should be attached.</p> <p>Futures Group will prepare a brief (5-10 pages) annual progress report that analyzes and compares accomplishments with established project goals. The report will also discuss problems that have occurred and assess the effectiveness of measures taken to resolve those problems.</p> <p>A final report will be prepared and submitted to USAID/Jordan and MOH within 45 days of project termination.</p>	<p>No tours have taken place yet, per Project Officer.</p> <p>Too early to assess, per Project officer.</p> <p>Trip reports are being done.</p> <p>Quarterly reports have not been submitted, per Project Officer.</p> <p>This information is included in the annual marketing report, per Project Officer.</p> <p>Project not yet ended.</p>

APPENDIX VI
Major Contributors to this Report

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for Audit, Nairobi, Kenya

Tim Elkins, Audit Manager
Sheldon Schwartz, Auditor-in-Charge
David Karite, Auditor
James Rorie, Referencer
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