



**Jordan Cost Recovery and Sustainability
for Family Planning**



Quarterly Performance Report

Grantee: JSI Research & Training Institute, Inc. **Report Period:** January 1- March 30, 2001

CA No.: 278-A-00-98-00023-00

Report No.: Q-13

Administration

1. Funds for services at JAFPP's nine USAID-supported clinics for January through March 2001 were wired into the JAFPP bank account.

Financial Data:

Total Estimated Amount:	\$1,245,241.00
Total Obligated Amount:	\$1,245,241.00
Expenditures this Quarter:	\$ 118,485.00
Expenditures to Date:	\$1,063,397.00
Remaining Under Current Obligation:	\$ 181,844.00
Estimated # of Months Remaining Under Current Obligation:	6.7 months
Cost-Sharing Amount to Be Generated:	\$ 132,371.00*
Income Generated this Quarter:	\$ 35,223.00*
Income Generated to Date:	\$ 418,484.00*
% of Cost-Sharing Obligation Met to Date:	316 %*

* The Cost-Sharing requirement was tied to the revenue generated by the original five clinics. Therefore, all data reported here relates only to those five clinics.

Program Activities

The description of Program Activities in all Quarterly and Annual Reports will follow the outline of the Implementation Plan so as to facilitate the annual evaluation of this results-oriented project.

Expected End-Result I: A 3-year plan for cost recovery and sustainability developed

A. Expand JAFPP's market assessment

This activity was completed in the first quarter of 1999.

B. Determine clinic costs and identify areas of inefficiencies through Patient Flow Analysis (PFA)

Activity this Quarter:

- With the assistance of the Senior Technical Advisor, coding of PFA service categories was revised to provide more meaningful data for the cost analysis.
- With the assistance of the Senior Technical Advisor, a key to the coding categories was developed to cover virtually every service situation.
- Staff from the four former EU clinics (Salt, Irbed 3, Jerash and Aqaba) were trained to carry out PFA studies
- Under the supervision of the Medical Director and/or Quality Assurance Officer and the Senior Technical Advisor, the first PFA study of the current series was carried out at each of the four former EU clinics.
- Under the supervision of the Medical Director and/or Quality Assurance Officer, 2 additional PFA studies were carried out at each of the four former EU clinics and study was carried out at each of the original five USAID-supported clinics.
- The data from each of the studies carried out during this period were entered into the computer within approximately one week of data collection.

Next Steps: This round of PFA studies—3 studies at each of the four former-EU clinics and 1 study at each of the original USAID-funded clinics--will be processed and reports generated during the next quarter.

C. Expand and Operationalize JAFPP's Strategic Plan

Activity this Quarter:

This activity was completed in the fourth quarter of 2000.

D. Improve revenue generation

Activity this Quarter:

- While cost recovery of the nine clinics has increased over the previous quarter—51.7% to 73.9% for the original five clinics and 59.1% to 67.8% for the former EU clinics—the cost-recovery level remains low, giving rise to concern particularly for the five original clinics. This lower-than-expected performance is due primarily to: 1) an increase of 3% on all salaries; 2) 13% VAT recently instituted in Jordan and applied to all purchases, and; 4) a number of holidays occurring in the period, particularly Eid Al Adha.

Next Step: Cost recovery levels will continue to be monitored to be sure that decline in cost-recovery is reversed.

E. Evolve an organizational model for JAFPP that promotes and supports sustainability

Activity this Quarter: None

Next Step: None

Expected End-Result II: Quality assurance system established for the entire JAFPP network

A. Complete staffing necessary for ensuring the quality of basic family planning services

Activity this Quarter:

This activity was completed in the fourth quarter of 2000.

B. Develop and finalize additional tools and procedures needed for the delivery of quality family planning services

Activity this Quarter: None.

Next Step: Further work on this task is deferred until the new five-year Activity as per the Q12 Report.

C. Institute a Continuous Quality Improvement (CQI) System

Activity this Quarter:

- 32 copies of the Quality Assurance Manual were printed and assembled in box folders.
- Routine Quality Assurance activities were carried out at all nine clinics. Regular clinic-level QA meetings were held and attended by all staff. The minutes of these meetings are on file.
- The staff of Wadi Al Seir participated in a 3-day in-service training in COPE.

Next Step:

- A QA training workshop, based on the Quality Assurance Manual, will be held in April.

D. Promulgate JAFPP's image of quality and its broader reproductive health objectives

This activity was thought to be completed in the first quarter of 1999 when plaques with JAFPP's Mission Statement were placed in every clinics. However, with the revision of the Mission Statement during the September-October Strategic Planning Workshop, new plaques will have to be made and installed.

Activity this Quarter:

- Plaques with JAFPP's new Mission Statement were made and placed in the 19 clinics as well as the Headquarters and Training Center.

Next Step: None

Expected End-Result III: Strengthen and expand reproductive health services at the 5 USAID-supported clinics

A. Assist in the implementation of reproductive health services

Activity this Quarter:

- During this quarter, Wadi Al Seir provided pre-nuptial counseling to several clients. In general, the lack of progress remains disappointing in spite of the fact that clinic social workers are promoting this service during their outreach visits. In spite of having received training in this area, clinic staff still report that they do not feel fully prepared to provide this service.
- Twelve (12) JAFPP physicians attended 9-day clinical training courses in Ultrasound and Doppler at the Regional Center for Training in Family Planning (RCT) in Cairo. These trainings received highly positive evaluation from the trainees who unanimously report that they are now much better prepared to provide quality antenatal services.
- A one-day workshop for nurses on Infection Prevention was held in February at the JAFPP training center. The nurses from all of the USAID-supported clinics attended.
- Two workshops on Counseling for Reproductive Tract Infection/Sexually Transmissible Diseases were held in March at the JAFPP training center. 17 staff (physicians, nurses and social workers) from the USAID-supported clinics participated.

Next Step: Utilization of pre-nuptial services will be monitored on an ongoing basis. Improving the visibility of this service and the preparedness of the staff to deliver it will be a focus of the new five-year project.

B. Identify additional reproductive health service priority areas

Activity this Quarter:

- During her January visit, the Senior Technical Advisor made further inquiry related to the feasibility of several of the services proposed at the September Strategic Planning Workshop. The feasibility/marketability/profitability of services for men and well-child/immunization services were found to be questionable.

Next Step:

- Feasibility studies will be undertaken early in the new project to determine which of these services will be pursued and on what schedule.

Expected End-Result IV: JAFPP management staff using MIS data for monitoring, budgeting, planning, and other management decisions.

A. Improve computerization of the MIS

Activity this Quarter:

- New bids were collected and Falcon Stream Services, which offers Internet access via satellite, was chosen as the ISP at significant savings over the previous bid process
- At the end of March, all headquarters computers were connected to the Internet on a “free-trial” basis, with some minor problems being experienced.
- A plan for clinics to transfer data electronically, via a dial-up connection, has been devised. To obtain access, the clinics will be grouped according to their region—north, central and southern Jordan.
- With assistance from the Senior Technical Advisor, a nested outline for the content of JAFPP’s Website was developed.

Next Steps:

- Bugs in the headquarters Internet connections will be worked out and the formal contract with Falcon is scheduled to begin in May.
- Operation of the regional Internet connections for the clinics will begin in June, but it will take some time to upgrade the computer hardware at all of the clinics to allow access.

B. Use CMIS to monitor programs and improve managerial decision-making

Activity this Quarter: None

Next Step: Further work on this task will be deferred until after a comprehensive review of the CMIS is done as part of the new five-year Activity.

C. Establish an MIS section at the JAFPP headquarters

Activity this Quarter: None

Next Step: This issue will be addressed in a comprehensive manner in the new five-year Activity

Expected End-Result V: *Private sector marketing approach implemented Association-wide*

A. Develop a Marketing Strategy

Activity this Quarter:

- All 9 USAID-supported clinics prepared their local marketing plans for 2001 as part of a two-day workshop held in January. The first day of this workshop was attended by the social workers; on the second day, the social workers were joined by 15 volunteers.
- JSI R&T's Resident Advisor has been closely monitoring the implementation of the marketing plans of five clinics. During the quarter, the following were the results of the marketing activities at the clinic level:

Site	No. of Meetings Held	No. of Potential Clients
Irbed 2	15	680
Irbed 3	13	343
Mafraq*	10	315
Qwaismeh	5	368
Wadi El Seer	3	144
Rusaifa**	4	285
Salt	11	570
Jerash***	3	138
Aqaba	8	176
Total	72	3,019

* Included in Mafraq's activities was a highly successful event in honor of International Woman's Day

** Rusaifa's social worker is still on sick leave from her car accident. A Relief Social worker has recently been employed but has not yet gotten very involved in outreach activities

*** During this quarter, the Jerash social worker was on maternity leave for 60 days

Next Step: Outreach activities and monitoring of these activities will be ongoing.

B. Develop Marketing and IEC Materials

Activity this Quarter:

- A waiver was requested and approved for full-color printing of the new prenuptial brochure and the updated JAFPP brochure, and for the reprinting of six old brochures.
- 20,000 copies of the new prenuptial brochure and the updated JAFPP brochure were printed.
- 30,000 copies of each of six old brochures were reprinted. They included:
 - Family Planning and Islam

- Early Detection of Breast Cancer
- Cervical Cancer
- STDs
- Safe Motherhood
- Family Planning Methods
- With the assistance of the Senior Technical Advisor, planning of the promotional video was begun. The old promotional video was viewed and critiqued. A pre-announcement description of the project was developed and circulated among video production companies to determine the level of interest and broad range of prices. Formal bids and, in some cases, technical samples were obtained from 8 companies.

Next Step: A firm will be selected to produce the promotional video.

C. Organize special promotions

Activity this Quarter: This activities has been dropped from the Project

D. Involve Special Populations

Activity this Quarter:

- Because no Youth Festival has ever been held in the southern region, a scaled-down version of the Youth Festival was held in Aqaba, using IPPF rather than USAID funds. The subagreement budget that had been set aside for this activity has been reprogrammed to cover the costs of printing new client record forms.

Next Step:

- No additional activity is anticipated as part of this Project

E. Expand and strengthen the role of members of the Friends of the Association in order to develop a cadre of “sales representatives”

Activity this Quarter:

- The Friends of the Association continue to play an active role in marketing JAFPP services at the local level. They make home visits and organize meetings of groups of women to promote JAFPP clinics, FP/RH services. They invite women to visit the clinics and sometimes accompany them on these visits. They also organize meetings for the clinic social workers to meet with local women’s associations.
- A 2-day workshop was held in Aqaba in February aimed at reactivating the local Friends of the Association and motivating them to participate in the implementation of the Aqaba clinic’s marketing plan. 14 local volunteers attended this meeting.
- Irbed 2, Irbed 3, Mafraq and Aqaba each held two meeting for their volunteers to discuss strategies for implementing their marketing plans. Each of the meetings were attended by about 6 volunteers.

Next Step:

- JAFPP will continue to consider strategies to more effectively involve the Friends, such as paying some transport expenses and honorariums as well as inviting the to attend workshops and ceremonies that JAFPP may conduct periodically

F. Develop institutional clients

Activity this Quarter:

- Under the contract with the UNHCR, which began in March, 27 new clients were seen at the Model Clinic (in March and April). 148 JD in revenue was generated during the quarter.

Next Step:

- JAFPP will continue to pursue the relationships with private health insurers.

Expected End-Result VI: The existing JAFPP training center for FP/RH equipped to provide state-of-the-art in-service training

A. Provide training equipment

Activity this Quarter:

This activity was complete at the end of the 3rd quarter of 1999

B. Develop a plan that will enable the Resource and Training Center to become an income generating “responsibility center”

Activity this Quarter:

- During this quarter, 930 JD was generated through the rental of JAFPP’s training facility.

Next Step:

- JAFPP will continue to rent out its space and to provide training to outside organizations as a means of cost recovery.

Clinic Services

In the fourth quarter of 2000, the four clinics formerly supported with EU funds were brought under the JSI R&T umbrella. In order to be able to track trends for the original five USAID-supported clinics, data will be presented separately for the original five and the four new clinics.

New Clients

<i>5 Original Clinics (Irbed 2, Al Rusaifa, Al Mafraq, Qwaismeh, and Wadi Al Seir)</i>	Total 1998	Total 1999	Total 2000	Q13	Total 2001 Year-to-Date
Receiving family planning services	3,463	3,026	2,597	650	650
Receiving other reproductive health services	3,036	4,319	5,741	1,136	1,136
Receiving BSE, counseling or consultation only	431	918	1,196	294	294
TOTAL NEW CLIENTS	6,930	8,263	9,534	2,080	2,080

<i>4 Former-EU Clinics (Irbed 3, Jerash, Salt, Aqaba)</i>	Total 2000	Q13	Total 2001 Year-to-Date
Receiving family planning services	1,365	369	369
Receiving other reproductive health services	3,001	701	701
Receiving BSE, counseling or consultation only	Data not available	141	141
TOTAL NEW CLIENTS	4,366	1,211	1,211

Client Visits

<i>5 Original Clinics (Irbed 2, Al Rusaifa, Al Mafraq, Qwaismeh, and Wadi Al Seir)</i>	Total 1998	Total 1999	Total 2000	Q13	Total 2001 Year-to-Date
Receiving family planning services	21,648	21,685	19,152	4,793	4,793
Receiving other reproductive health services	12,772	20,128	24,106	5,554	5,554
Receiving BSE, counseling or consultation only	Data not available	3,205	3,719	769	769
TOTAL CLIENT VISITS	34,420	45,018	46,977	11,116	11,116

<i>4 Former-EU Clinics (Irbed 3, Jerash, Salt, Aqaba)</i>	Total 2000	Q13	Total 2001 Year-to-Date
Receiving family planning services	11,928	3,122	3,122
Receiving other reproductive health services	14,290	3,505	3,505
Receiving BSE, counseling or consultation only	Data not available	333	333
TOTAL CLIENT VISITS	216,218	6,960	6,960

Methods Distributed

5 Original Clinics (Irbed 2, Al Rusaiifa, Al Mafrqa, Qwaismeh, and Wadi Al Seir)

Method	Quantity Distributed in the Q-10	Couple Years of Protection	
		Q13	Total 2001 Year-to-Date
Pills (15 cycles per CYP)	981cycles	65	65
IUDs (1 insertion per 3.5 CYP)	1,032 insertions	3,612	3,612
Condoms (120 units per CYP)	6,399 units	53	53
VFTs (6 tubes per CYP)	0 tubes of 20	0	0
Injectables (4 ampules per CYP)	119 ampules	30	30
Norplant (1 insertion per 3.5 CYP)	3 insertions	11	11
Tubal Ligations-Referred (1 procedure per 9 CYP)	procedures	1	9
TOTAL		3,780	3,780

4 Former-EU Clinics (Irbed 3, Jerash, Salt, Aqaba)

Method	Quantity Distributed in the Q-10	Couple Years of Protection	
		Q13	Total 2001 Year-to-Date
Pills (15 cycles per CYP)	847 cycles	56	56
IUDs (1 insertion per 3.5 CYP)	616 insertions	2,156	2,156
Condoms (120 units per CYP)	4,809 units	40	40
VFTs (6 tubes per CYP)	0 tubes of 20	0	0
Injectables (4 ampules per CYP)	103 ampules	26	26
Norplant (1 insertion per 3.5 CYP)	0 insertions	0	0
Tubal Ligations-Referred (1 procedure per 9 CYP)	0 procedures	0	0
TOTAL		2,278	2,278

Cost Recovery

5 Original Clinics (Irbed 2, Al Rusaifa, Al Mafrag, Qwaismeh, and Wadi Al Seir)

	Includes Social Workers (as per targets specified in revised Performance Monitoring Plan)				
	Total 1998	Total 1999	Total 2000	Q13	Total 2000 Year-to-Date
Operating Expenses (in JD)	113,550	115,298	128,746	33,743	33,743
Income Generated (in JD)	70,218	99,158	101,780	24,938	24,938
% Cost Recovery	61.8%	86.0%	79.1%	73.9%	73.9%

5 Original Clinics (Irbed 2, Al Rusaifa, Al Mafrag, Qwaismeh, and Wadi Al Seir)

	Does not include Social Workers (as per targets originally sent to AID/W)				
	Total 1998	Total 1999	Total 2000	Q13	Total 2001 Year-to-Date
Operating Expenses (in JD)	101,302	100,594	113,383	29,339	29,339
Income Generated (in JD)	70,219	99,158	101,780	24,938	24,938
% Cost Recovery	69.3%	98.6%	89.8%	85%	85%

4 Former-EU Clinics (Irbed 3, Jerash, Salt, Aqaba)

	Total 2000	Q13	Total 2001 Year-to-Date
Operating Expenses (in JD)	89,429	23,323	23,323
Income Generated (in JD)	60,703	15,804	15,804
% Cost Recovery	67.9%	67.8%	67.8%