

# LINKAGES LAM Project, Jordan 1998–2004

## Final Report

April 2004



*Ministry of Health, Jordan*

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## Overview

The LAM Project began in Jordan in 1998 through cooperative agreement No. HRN-A-0097-00007-00 between the LINKAGES Project of the Academy for Educational Development with USAID. The project was developed in response to a request from USAID Jordan's Population and Family Health Office to help meet the needs of the Jordanian Ministry of Health (MOH) to integrate the lactational amenorrhea method (LAM) of family planning into the national health care delivery system.

Although the 1997 Demographic and Health Survey (DHS) showed that 95% of children born during the 5 years preceding the survey had been breastfed at some time, the figure for exclusive breastfeeding at 4–5 months was only 4.1%, and the median duration of any breastfeeding was about 12 months. Moreover, early supplementation of breastfeeding begins early in Jordan. The 1997 DHS found that 14.5% of infants 2–3 months old had received plain water, and 69.4% had received complementary foods.

Studies have shown that many women in Jordan express a desire to use a natural family planning method. Many rely on prolonged breastfeeding to control their fertility, with an unacceptable failure rate. The 1997 DHS found that almost 45% of married women believed that breastfeeding decreased the risk of pregnancy. Although almost 15% of these women had relied at some time on breastfeeding to avoid pregnancy, less than 3% were using breastfeeding as a contraceptive method at the time of the study, and less than 2% met the LAM criteria.<sup>1</sup>

These indicators showed the need for adequate information about breastfeeding and LAM, which required improved skills of primary health care providers in these areas. From 2000 to 2004 the LINKAGES Project focused on building the capacity of the Maternal and Child Health (MCH) Directorate of the Ministry of Health (MOH) to promote exclusive breastfeeding (EBF) and offer counseling on the lactational amenorrhea method (LAM) of family planning. The goal of the project was to increase acceptance of EBF and LAM and improve the capacity of MOH/MCH clinics to provide quality LAM and EBF service and training.

LINKAGES adopted four strategies under the LAM Project: 1) advocacy to increase awareness of LAM's impact on breastfeeding practices, infant health, and child spacing, 2) capacity building of primary health care providers in counseling on breastfeeding and LAM and lactation management, 3) development of educational materials and media messages, and 4) follow up, monitoring and support of trained health staff and of management information systems to capture new LAM users. In 2002 a fifth strategy was added to ensure sustainability of project activities: the establishment of a National Breastfeeding Center within the MCH Directorate to lead the national effort to promote and support breastfeeding as optimal infant feeding and LAM as a family planning option.

The LAM Project trained 861 health providers at MCH clinics, monitored and evaluated developed and distributed breastfeeding and LAM materials for counselors to use with clients, produced promotional media spots, introduced a community outreach component by providing training in mother-to-mother support group methodology, and breastfeeding

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<sup>1</sup> DHS 1997, pp. 43 and 44.

and LAM practices. As a result of these efforts, the MCH Directorate has made great strides in improving its capacity to assume and sustain breastfeeding and LAM training. The 2002 DHS showed that the exclusive breastfeeding rate nationwide increased from 11.9% in 1997 to 26.7% in 2002, and MCH Logistics system data showed that LAM use recorded in the MCH clinics increased from 0.1 % in 1999 to 13.3 % in 2003.

## **Evolution of the LAM Project**

In 1995 the Institute for Reproductive Health of Georgetown University helped design a project to improve breastfeeding and family planning prevalence in Jordan. Two years later USAID/Jordan asked LINKAGES to provide technical assistance in Jordan to develop a strategy to integrate LAM into Jordan's reproductive health care services. LINKAGES/Jordan initiated the LAM Project in February 1998 with USAID funds. The project was extended twice to meet its goals. From 2000 through 2003 the project trained health professionals at MCH centers in the 12 governorates in breastfeeding and LAM and produced health education messages and materials.

LINKAGES requested a no-cost extension from USAID/Jordan through March 2004 to allow a transition of project activities to the National Breastfeeding Center. In FY04 LINKAGES provided technical assistance to fully establish the center's operational and technical capacity to assume responsibility for breastfeeding and LAM advocacy and training after the close of the LAM Project.

## **Partners**

Jordanian women seek antenatal, post-partum, and family planning services from a variety of providers. LINKAGES worked primarily with MOH providers throughout the implementation of the LAM Project, in cooperation with the MCH Directorate.

Jordan is divided into three regions (North, Central, and South), which are further subdivided into 12 governorates. The MOH delivers family planning services through its network of MCH centers rather than facilities dedicated solely to family planning. Through this network of centers, 22 % of Jordanian women receive antenatal care. The antenatal period is an opportune time to begin counseling women about breastfeeding, LAM, and other family methods. Another opportunity presents itself during post-partum and well-baby (immunization) visits. Approximately 28% of women who attend antenatal care at MCH centers returned for post-partum services in 2001 (Jordan Annual MCH Report). In the same year, 22.8% of all contraceptive users obtained their family planning method at government health facilities (Jordan Annual Fertility Survey). LINKAGES and the MOH introduced LAM in all 12 governorates through the 351 MOH MCH centers. The MOH offered LINKAGES offices in the MCH Directorate premises and assigned three counterparts to the project, one in 1998, one in March 2002, and one in September 2002. Collaboration with and work in close proximity to the MCH Directorate resulted in strong coordination and teamwork, as well as a sense of ownership of the project by the MOH.

The involvement of Directors of Health was crucial to the success of the project because of their supervision and support of primary health care providers in their governorates. The Directors of Health spoke at the opening and closing of LAM Project training courses,

encouraging the trainees to incorporate what they learned in their service provision. The project also obtained the support of the Directorate of Women's Religious Affairs for workshops with women religious leaders to encourage their involvement in promoting breastfeeding and LAM. This collaboration was based on the Quranic endorsement of breastfeeding.

The project also cooperated with UNICEF and other USAID-funded projects working in reproductive health to provide training and develop educational materials and mass media spots, as well as to prepare activities for World Breastfeeding Week.

## **LAM project description**

LINKAGES supports both child spacing and optimal infant feeding. LAM is based on the natural infertility resulting from certain patterns of breastfeeding. The LINKAGES/Jordan LAM Project (1998–2004) expanded family planning options and improved breastfeeding practices. Details of the project strategies are found below.

### **Policy and advocacy**

Advocacy with directors of health. With the commitment of the MCH Directorate to introduce LAM in its family planning delivery system, LINKAGES met with the Directors of Health of each of the 12 governorates to advocate for the importance of promoting breastfeeding and offering LAM as a family planning option and lobby for their support.

World Breastfeeding Week. Annual World Breastfeeding Week celebrations in August were excellent platforms to promote exclusive breastfeeding and LAM. To prepare for these events, the LINKAGES LAM Project worked with a committee of representatives from the MCH Directorate, Health Education and Nutrition departments, and UNICEF Early Childhood Development Unit. Advocacy activities included half-day seminars (with WHO participation) for MOH policymakers, other health stakeholders, and women religious leaders on issues related to breastfeeding, messages on radio and television talk shows, breastfeeding messages in local newspapers, and distribution of brochures on breastfeeding produced by the project. Education sessions for mothers and community leaders were also held in the various governorates.

Advocacy with women religious leaders. In 2003 the LAM Project enlisted the support of women religious leaders in promoting breastfeeding and LAM among their congregations. Workshops were held in each of the three regions for all 100 women religious leaders in Jordan. The head of the Directorate of Women's Religious Affairs participated in the workshops and was very supportive of the objective. Participants were enthusiastic about including promotion of breastfeeding in their religious lessons and sessions for women in the mosques, Islamic centers, schools, and women's gatherings. They also suggested making home visits, talking with NGOs and women's vocational training centers to advocate for the importance of breastfeeding, and visiting hospital maternity wards to encourage mothers to breastfeed. Women religious leaders will submit reports to the Women's Affairs Directorate at Ministry of Religious Affairs on breastfeeding promotion activities in their areas.

Baby-Friendly Hospital Initiative (BFHI). To support the Baby-Friendly MCH center initiative, the LAM Project and the MCH Directorate targeted the Jarash, Mafraq, and Sahab hospitals and selected one MCH center in each governorate to work toward Baby-Friendly status. This certification provided by UNICEF requires fulfillment of the Ten Steps to Successful Breastfeeding. Although UNICEF no longer provides Baby-Friendly assessments and certification in Jordan, LINKAGES hoped to prepare these centers for a possible renewal of the UNICEF BFHI activity.

Inclusion of breastfeeding and LAM in the DHS. As a result of the project's advocacy with the MOH, questions related to breastfeeding and LAM were included in the 2002 DHS questionnaire.

### **Capacity building**

Training needs assessment. In 1999 the LAM Project and MOH contracted the Family Health Group to conduct a training needs assessment that recommended "a continuous education system to upgrade the service providers' knowledge and skills on the latest developments in family planning technology...[with]...special emphasis...[on] LAM and breastfeeding management." Almost all the 41 health providers interviewed identified the need for training in lactation management. Only 30% knew all 3 LAM criteria. Many were confused about the definition of EBF. About 85% expressed a need for training in counseling techniques and interpersonal communication skills.

Course design and curriculum development. The assessment results were used to design an 11-day competency-based syllabus in Arabic for trainers. The first 6 days of the course covered lactation management and LAM, using different teaching methodologies, with an emphasis on case studies and role plays. The second half was a practicum at MCH centers and a hospital. The breastfeeding training module was adapted from the Well Start International course used in Egypt, and the LAM module from the LINKAGES' LAM module.

Training of trainers. The syllabus was then used to train trainers, who would then train MCH health providers. In 2000 two training of trainer (TOT) courses were held for 25 primary health care providers (physicians, midwives, nurses, and nutritionists), mainly from the MOH. In 2001, after USAID/Jordan changed its policy regarding cash stipends for training, half of these trained trainers dropped out. LINKAGES trained another 15 trainers in 2002 to compensate for the attrition.

The initial plan was to involve trainers of the Royal Medical Services (RMS), Jordanian Association for Family Planning (JAFFP), and nongovernmental organizations (NGOs) in order to cover the entire public sector offering family planning. However, the project eventually limited its activities to the country's MOH primary health care services, inviting providers from the other organizations to attend the training. One trainer from the RMS and one from the JAFFP attended.

Refresher training of trainers. To consolidate the knowledge of trained trainers, LINKAGES held a 5-day refresher training in 2001 for 25 trainers and in 2002 for 11 trainers. Another, 2-day, refresher course was held in 2002 to train the MCH trainers in the use of the LAM Project flipchart and monitoring of trained providers' counseling.

Training of health providers. In 2000 the trained trainers began training MCH health providers in 5-day courses using the breastfeeding manual and LAM curriculum developed by LINKAGES/Jordan. By the end of FY03, the project had conducted 54 courses and trained 861 primary health care providers (at least 2 for each of the 351 MCH centers). The training included role-play, trainee presentations, and a practical, hands-on component of breastfeeding and LAM counseling.

Training of potential master trainers. When the concept of establishing a National Breastfeeding Center arose in 2002, the LAM Project asked the MCH Directorate to nominate four trainers to be trained as master trainers to ensure sustainability of national breastfeeding and LAM training. Two health providers (LAM trainers) from the MCH Directorate and one from the Salt Governorate MCH Services<sup>2</sup> were appointed as potential master trainers in 2002, and another was added in 2003. The project then embarked on building the capacity of these potential master trainers. One trainer had attended the 4-week Institute of Child Health Breastfeeding: Policy and Practice course in London in 2000. Two attended the course in 2002, and one in 2003. This course upgraded their technical knowledge of breastfeeding and breastfeeding promotion.

These potential master trainers, along with other MCH trainers, were subsequently trained in strategic planning, BCC, and M&E. The project's MCH training counterpart was supported to obtain certification from the International Board of Lactation Consultant Examiners (IBLCE) in Cairo in 2003.

In 2003 the MCH Director requested technical assistance from LINKAGES to ensure that trainers also emphasized transitioning from LAM to other family planning methods during their training of health providers. A 3-day course on transitioning, which included training methodology, was held in Amman in 2003 for the 4 potential master trainers and 6 MCH trainers in collaboration with the Primary Health Care Initiative (PHCI) Project.

Community Outreach. During the fourth year of the project, LINKAGES decided to introduce the idea of mother-to-mother support groups in Jordan, based on positive results in breastfeeding behaviors in other LINKAGES country programs. The mother-to-mother support group (MTMSG) concept, new as it was to Jordanian culture, turned out to be a very positive experience for the participants. In 2002 a core of 24 trainers from MCH centers in various governorates were trained in a 2-week course by the LINKAGES headquarters Training Coordinator. These trainers were then expected to train community facilitators of the mother support groups, a plan that did not materialize because mothers were unable to commit themselves to these meetings on a regular basis. Therefore, the trainers continued to facilitate the MTMSGs themselves. By the end of the project, at least 12 MTMSGs were active, particularly in the governorates of Ajloun, Ma'an, Salt, and Tafleeh.

Pre-service training. While conducting in-service training for MCH Services health providers, LINKAGES also felt it was important to review and strengthen the breastfeeding and LAM content in pre-service curricula of Jordanian schools of nursing. The project collaborated with two public (University of Jordan School of Nursing and Jordan University

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<sup>2</sup> The MCH Directorate at central level provides technical support for maternal and child health to all directorates. MCH Services are at governorate level.

of Science and Technology) and one private (University of Applied Sciences) university schools of nursing to modify the breastfeeding and LAM content of their curricula.

Supervisory training. In FY01 the project trained 27 MCH supervisors from all 12 governorates in breastfeeding, LAM, and supervisory skills. Another supervisory training was held in 2002 for 28 supervisors. The trained supervisors were expected to follow up on breastfeeding and LAM offering provided by trained primary health care providers in MCH centers in their respective governorates.

Study tours. To learn from the experience of another regional national breastfeeding program, the project supported a study tour in 2002 by the LINKAGES Resident Advisor, MCH Director, and MCH Deputy Director to meet the staff of the former National Breastfeeding Training Center in Cairo, Egypt. The same year, the Resident Advisor, the MCH training counterpart, and an MCH trainer from the Amman Directorate attended a regional meeting of the International Baby Food Action Network (IBFAN) in Cairo, where the participants discussed the situation of breastfeeding in the Middle East and conceived the idea of a regional IBFAN.

### **Behavior change communication**

The LAM Project promoted exclusive breastfeeding and LAM through counseling materials and use of mass media to create awareness and demand.

KAP study. To gather information on knowledge, attitudes, and practices (KAP) in Jordan, LINKAGES contracted the Community Development Group, a local research agency, in 1999 to conduct focus group discussions and in-depth interviews with former and current LAM users (mothers, grandmothers, and mothers-in-law) in both rural and urban areas. The objective of the interviews was to obtain information on barriers and obstacles to optimal breastfeeding and LAM behaviors in order to develop effective project messages and tools.

#### **Findings from 1999 qualitative research**

1. Most women gave babies glucose water at birth, fed herbal water and juice by bottle, and introduced "mushy" foods at 3–6 months.
2. Grandmothers advised exclusive breastfeeding without introducing water or other liquids, but did not consider herbal water and teas to interfere with exclusive breastfeeding.
3. Married men and women lacked in-depth knowledge about most family planning methods.
4. Breastfeeding was a popular birth spacing method but used unsuccessfully.
5. LAM was acceptable because it was natural, inexpensive, and readily available.
6. Most LAM users could correctly identify the 3 LAM criteria but relied on LAM for more than 6 months.

Media campaign. The results of the KAP study were used to develop a mass media campaign on breastfeeding and LAM. The campaign focused on radio and television spots to maximize public coverage. Two television spots (on exclusive breastfeeding and the benefits of breastfeeding) and two radio spots (on exclusive breastfeeding and LAM) were broadcast in mid-1999 in coordination with the MOH Health Education Department. The Ministry of Information

provided free air time for these spots. With UNICEF in 2002, the project then designed four separate breastfeeding messages that were displayed on approximately 240 billboards throughout Amman to increase public awareness of the benefits of breastfeeding.

Print materials. LINKAGES developed a flipchart, brochures for distribution in MCH centers, and posters on breastfeeding and LAM themes. The project produced its first LAM brochure in Arabic in 1999 and a second one in 2003, as well as a breastfeeding brochure in 2003. Four hundred thousand copies each of the second LAM brochure and the breastfeeding brochure were distributed to all MCH centers in 2003. The 11-page flipchart with illustrations by a local artist (illustration 1) was produced in 2002 and reprinted in 2003, with 638 copies distributed to guide MCH health providers in breastfeeding and LAM counseling. Finally, the LAM Project produced and distributed 2,000 posters on breastfeeding and 2,000 on LAM for display in the MCH clinics. The posters contained the following messages: “Every mother can breastfeed her baby,” “Family support to the mother contributes to the success of breastfeeding,” “If you are breastfeeding your new baby, LAM is one of the family planning options you can use. Ask about it,” and “Consult the clinic immediately if any of the LAM criteria is no longer met to switch to another suitable family planning method.”



Illustration 1 The three LAM criteria: 1) cessation of menses, 2) baby under 6 months old, and 3) breastfeeding day and night

Source: LAM Project flipchart

## Monitoring and evaluation

LINKAGES’ M&E strategy in Jordan involved the following:

- Capacity building with MOH/MCH Directorate staff to collect and interpret BF and LAM data
- Regular review of FP service statistics data
- Follow up, monitoring, and support and supervision of providers trained through the project
- Inclusion of LAM in the national Logistics information system
- Inclusion of LAM as a modern method of family planning in the 2002 DHS

LAM inclusion in Logistics system registry. At project inception, to ensure that LAM use was accurately captured, LINKAGES approached the MCH Directorate's management information system (MIS), the Logistics system, which provides family planning commodities and captures family planning adopters in the public sector, to request that LAM be added to its registry on family planning options. In 1999 the Logistics system approved this addition.

Data collection (sentinel sites and Logistics system). To capture data on breastfeeding and LAM, the project decided to choose sentinel surveillance sites. The first site chosen was Wadi Srouf MCH training center in Amman. LINKAGES found weak registration of LAM users and underestimated LAM use at this site because LAM was recorded only in the family planning registry, and women from the well-baby clinics, where many women were counseled on and adopted LAM, were not referred to the family planning clinic for registration.

In 2002 LINKAGES identified two other sentinel sites, one in Ajloun in the north and one in Karak in the south, to continue the trial of sentinel site data collection. There, too, data collection was found inadequate. The plan to use sentinel sites was consequently dropped and replaced with the use of the Logistics system data on LAM. The Logistics system committed to providing the project with monthly, quarterly, and annual family planning data for each MCH center. Because exclusive breastfeeding was not included in the management information system (MIS) of the MCH clinics, LINKAGES' only option to capture data on breastfeeding was to use DHS data.

M&E counterpart. The MCH Directorate assigned a second counterpart to the LAM Project in 2002 to follow up breastfeeding and LAM offering in MCH clinics and ensure accurate data entry. The assignment of this counterpart strengthened the M&E component of the project. The M&E counterpart conducted telephone surveys with breastfeeding and LAM course trainees and held 18 1-day workshops for midwives in 12 governorates on strengthening breastfeeding and LAM messages, use of the flipchart, and maintenance of LAM registers.

Cost-effectiveness study. In early 2004 LINKAGES undertook a study to provide comprehensive estimates of the costs of integrating the LAM method of family planning into the MOH/MCH family planning service delivery system in Jordan from December 2001 to December 2002. The study compared costs and outcomes across the three regions of the country, identified the determinants of costs and cost effectiveness, calculated the costs of replicating these activities, and recommended ways for LINKAGES and the MCH Directorate to improve its cost effectiveness. The findings of the study are listed below:

- There appears to be no relationship between costs and LAM behavior change outcomes. Cost per beneficiary was the lowest and LAM behavior change outcome the highest in the North Region, while the South Region showed the highest cost per beneficiary and the lowest LAM behavior change outcome (table 1).
- The cost of training and IEC were the key cost drivers. The key factors affecting cost effectiveness include baseline and outcome behavior change rates and the

size of targeted population. Total activity costs influenced but did not have a major impact on cost effectiveness.

- The cost of replicating LINKAGES activities to promote LAM was \$68,403. The total cost per beneficiary to replicate this set of activities was \$1.56. The total cost per new LAM acceptor was \$29.83.

**Table 1: Total cost of LINKAGES activities to promote breastfeeding and LAM in study regions**

|                                             | North         | Center         | South         | Total          | As % of total cost |
|---------------------------------------------|---------------|----------------|---------------|----------------|--------------------|
| <b>Total Cost</b>                           | <b>75,540</b> | <b>111,483</b> | <b>60,261</b> | <b>247,284</b> |                    |
| Costs allocated to breastfeeding activities | 47,293        | 74,405         | 42,959        | 164,657        | 67 %               |
| Costs allocated to LAM activities           | 28,247        | 37,078         | 17,302        | 82,627         | 33 %               |

Source: AED/LINKAGES, "Cost and Effectiveness Analysis of LINKAGES LAM Program in Jordan," March 2004

Total costs incurred by the MOH/MCH Directorate are shown in table 2.

**Table 2: MOH/MCH costs allocated by indicator**

|                         | North             |                             | Center            |                             | South             |                             |
|-------------------------|-------------------|-----------------------------|-------------------|-----------------------------|-------------------|-----------------------------|
| Number of beneficiaries | 17,693            |                             | 20,065            |                             | 6,042             |                             |
| Indicator               | <b>Total cost</b> | <b>Cost per beneficiary</b> | <b>Total cost</b> | <b>Cost per beneficiary</b> | <b>Total cost</b> | <b>Cost per beneficiary</b> |
| LAM user rate           | \$5,508           | \$0.31                      | \$6,831           | \$0.34                      | \$2,021           | \$0.33                      |
| CYP for LAM             | \$5,508           | \$0.31                      | \$6,831           | \$0.34                      | \$2,021           | \$0.33                      |

Source: AED/LINKAGES, "Cost and Effectiveness Analysis of LINKAGES LAM Program in Jordan," March 2004

Based on this analysis, cost effectiveness may be improved by 1) mainstreaming LAM interventions into the comprehensive MCH reproductive health program (spreading costs of a single intervention by implementing an integrated package of MCH activities), 2) targeting activities in areas with low LAM baseline rates, and 3) determining an optimal population level at which economies of scale are realized and a different package of activities is needed.

As the MOH seeks to support and strengthen breastfeeding and LAM promotion and integrate LAM into all reproductive health programs, the data can help the Ministry estimate financing requirements and start-up costs for new intervention areas. The study should serve as a valuable tool for MOH planners and potential donors and provides a methodology to inform discussions with government officials, partners and potential donors of the cost of improving family planning.

## **Support for the National Breastfeeding Center**

In 2002 LINKAGES proposed the establishment of a national institution to protect exclusive breastfeeding and LAM and ensure the sustainability of training, supervision, MCH clinic services, and community outreach conducted under the LAM Project. LINKAGES offered to provide initial technical assistance to establish a National Breastfeeding Center, with the goal of turning over the Center completely to the MCH Directorate in 2003. It was planned that after a transition period, the Center would be able to sustain its efforts without the technical assistance of international donors.

The MOH recognized the need for an MCH infrastructure with the capacity to provide technically sound and sustainable resources for education, training, research, policy, and community support for breastfeeding and LAM. In 2002 the ministry approved a National Breastfeeding and LAM Training Unit. Two years later the Prime Minister's Office approved the 5-year Reproductive Health Action Plan, which included the recommendation to establish a Breastfeeding Center. In 2002 premises were allocated in the MCH directorate, and in 2003 LINKAGES provided funding for furnishings and a resource library of materials on breastfeeding and LAM. Three physicians and one nurse from the MCH Directorate were appointed by the MCH Directorate as potential master trainers for the Center. One of the physicians was the LAM Project counterpart.

Planning and development of the Center emphasized ensuring the adequate integration of breastfeeding and LAM activities and programs in the MOH/MCH system at all levels, including community-level primary health care. LINKAGES supported two strategic planning workshops, in 2002 and 2004, in collaboration with the MCH Directorate. Participants included the project counterparts, director and deputy director of the MCH Directorate, and heads of other related directorates in the MCH. The MCH Directorate agreed to appoint a Center director to be responsible for operations, education and training programs, and liaison with MCH training centers in the 12 Health Directorates. Suggested next steps for the National Breastfeeding Center are listed below.

1. Complete the timeline for Year 1.
2. Complete the environmental map of institutions with which the Center will work, overlap, or collaborate) to avoid jurisdictional disputes and set the stage for guiding strategic alliances.
3. Engage a project management professional to continue to build the strategic plan with the team.
4. Appoint Center staff, including a Technical or Administrative Assistant and additional trainers as needed.
5. Select a Board (or Council) of Directors to advise the Center.
6. Integrate complementary feeding of children > 6 months old into the Center's activities.

## Major LAM Project accomplishments

The LINKAGES LAM Project was successful in reaching its breastfeeding and LAM training, advocacy, and information dissemination targets. Achievements of the project included the following:

- LAM offered as a family planning option at all MCH centers nationwide
- Breastfeeding and LAM curriculum in Arabic
- Training of 40 trainers in breastfeeding and LAM
- Training of 861 MCH providers in 54 breastfeeding and LAM courses
- Training of 24 trainers in mother-to-mother support group methodology
- Capacity building of MCH counterparts and trainers in strategic planning, BCC, and M&E
- Development of BCC materials on breastfeeding and LAM (2 television spots, 2 radio spots, 4 brochures, 4 posters, and a flipchart for counselors)
- Inclusion of breastfeeding and LAM in pre-service curricula of two public and one private university schools of nursing
- Inclusion of LAM reporting in the Ministry of Health's Logistics system registry form
- Establishment of a National Breastfeeding Center
- Support of women religious leaders for breastfeeding and LAM
- Increase in national exclusive breastfeeding rate from 11.9% in 1997 to 26.7% in 2002 (DHS results)
- Increase in LAM user rate in MCH clinics from 0.1% in 1999 to 13.3% in 2003 (Logistics system data)

## Results

DHS results in Jordan show a drastic decline in the rate of exclusive breastfeeding of infants 0- < 6 months old from 26% in 1990 to 11.9% in 1997. By 2002 the rate had recovered and risen to 26.7% (table 2). Ministry of Health MCH Logistics system data record an increase in the LAM user rate from 0.1% in 1999 to 13.3% in 2003 (table 1), and monthly data attest to the incorporation of LAM in national data collection systems. Through advocacy events in the 12 governorates, the project has obtained pledges of support for LAM and exclusive breastfeeding from almost all MOH officers involved in family planning offering. Data on LAM and contraceptive use collected through the Logistics system have been reviewed with stakeholders to monitor change in LAM use.

Table 1 LAM user rate, Jordan, 1999-December 2003

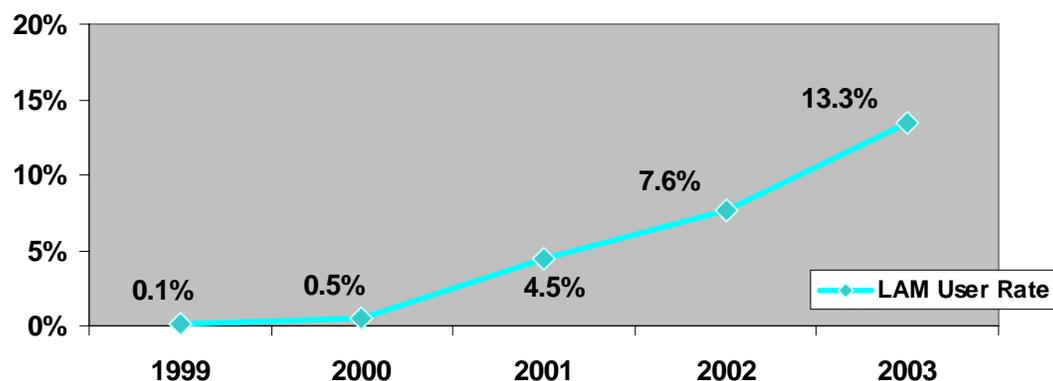
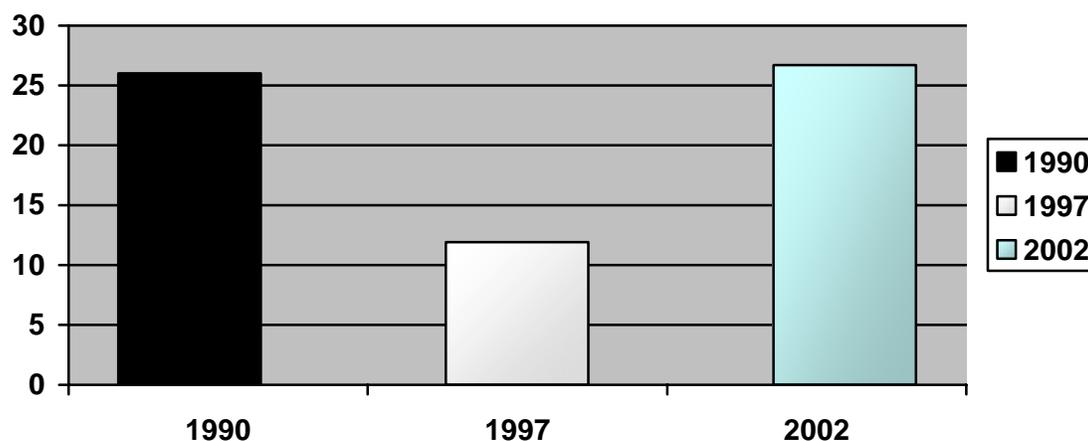


Table 2 Exclusive breastfeeding rates in Jordan, DHS 1990–2002



## Lessons Learned

LINKAGES' experience with the LAM Project demonstrated that a small and focused project with a limited budget can produce significant results. Other lessons learned from the project are listed below.

1. Location within the Ministry of Health premises allows close cooperation with counterparts, which resulted in a sense of ownership and teamwork.
2. Fostering MCH leadership of the project contributes to a project's acceptance and support.
3. Because numerous stakeholders have to approve new concepts and interventions, projects should allow for delays in official approvals.
4. BCC strategies should be introduced early in a project.
5. Decentralizing training to the governorates results in stronger outreach and acceptance.
6. Participatory and hands-on training ensures skills transfer and practice of content taught.

7. Advocacy has to be combined with training to improve the acceptance of LAM.
8. Assumptions about the cultural acceptability of interventions (e.g., mother-to-mother support groups) should be tested.
9. M&E and quality control are constrained by the lack of an M&E technical person on project staff.

## Recommendations for the Future

The LINKAGES LAM Project closed at the end of March 2004. LINKAGES recommends the following actions to sustain and build on the achievements of the project through the planned National Breastfeeding Center.

### 1. Consolidate the staffing and planning of the National Center by:

- Appointing a director, 3 technical staff, and 1 administrative staff
- Finalizing job descriptions for Center staff
- Finalizing and securing approval of 1<sup>st</sup>-year implementation plan (including cost-analysis and monitoring and evaluation plan)
- Forming a strategic advisory board, including private sector representation

### 2. Build the training capacity of the Center by:

- Upgrading the technical skills of Center trainers
- Upgrading the training skills of Center trainers
- Certifying all Center trainers (e.g., IBLCE)
- Training Center staff in proposal writing
- Training Center staff in budgeting
- Training one Center staff member to maintain the library and assist clients with access to print materials and electronic databases
- Developing training materials to accompany breastfeeding and LAM curriculum
- Emphasizing transition from LAM to other contraceptive methods in future training of MCH health providers

### 3. Establish a national and regional advocacy role for the Center by:

- Finalizing the environmental map of institutions in Jordan that affect and are affected by the Center
- Establishing relations with media using press kit and other materials
- Engaging the support of religious leaders for Center activities
- Building the capacity of the Center's Resource Library to access and disseminate electronic and print resources
- Disseminating information about the Center's technical assistance to ministries of health, donors, and international organizations in the Middle East region

### 4. Strengthen the capacity of the Center to promote breastfeeding and LAM behavior change by:

- Cooperating with Johns Hopkins University Health Communication Partnership (HCP) and other relevant agencies on implementation of the Center's BCC strategy

**5. Sustain monitoring of progress in LAM and exclusive breastfeeding adoption by:**

- Institutionalizing performance monitoring of trained MCH providers
- Monitoring LAM user rate and exclusive breastfeeding rate
- Institutionalizing analysis of data collected for program development and improvement

## Jordan Final Report Matrix

| PLAN OBJECTIVE                                                                                                                                                                                                                                 | IMPACT TARGETS                                                                                                                                                                                  | IMPACT RESULTS                                                                                                                                                                                                                          |
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| Increase acceptance of the lactational amenorrhea method (LAM) and exclusive breastfeeding (EBF) and the capacity of the Ministry of Health (MOH) maternal and child health (MCH) clinics to provide quality LAM and EBF services and training | LAM counseling in MOH/MCH clinics resulting in LAM adoption<br><br>National exclusive breastfeeding rate (EBR) of infants 0- < 6 months increased from a baseline of 11.9% (1997) to 15% (2002) | LAM user rate (MOH data)<br>Jan-Dec 1999: .1 %<br>Jan-Dec 2000: .5 %<br>Jan-Dec 2001: 4.5 %<br>Jan-Dec 2002: 7.6 %<br>Jan-Dec 2003: 13.4 %<br><br>National EBR of infants 0- < 6 months increased from 11.9% (1997) to 26.7% (DHS 2002) |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                                               | OUTPUTS                                                                                                       | TARGETS                                                                                    | STATUS                                                                                                                                                                                                                                 |
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| <b><u>Approach 1: Program Design</u></b><br><br><u>Stages</u>                                                                                                                                    |                                                                                                               |                                                                                            |                                                                                                                                                                                                                                        |
| 1. Conduct knowledge, attitudes, and practices (KAP) survey on breastfeeding and LAM among mothers, grandmothers, and mothers-in-law (including focus group discussions and in-depth interviews) | Data for development of breastfeeding and LAM flipcharts, brochures, counseling cards, and training curricula | Report of qualitative research on breastfeeding and LAM                                    | Development of breastfeeding and LAM flipcharts, brochures, counseling cards, and training curricula informed by results of qualitative research; report of qualitative research on breastfeeding and LAM in 1999                      |
| Assess training needs of health providers, including counseling observation, in-depth interview of health care provider, and exit interviews of client)                                          | Data for development of training curricula                                                                    | Report of needs assessment study                                                           | Report of needs assessment study; Training of trainers (TOT) curriculum informed by results of needs assessment; 3 counterparts (for training in 1999, M&E in 2002, and nutrition in 2003) allocated to LAM Project by MCH Directorate |
| 2. Provide technical assistance to build capacity of MOH MCH Directorate health providers                                                                                                        | (See <u>Approach 3: Capacity Building</u> )                                                                   |                                                                                            |                                                                                                                                                                                                                                        |
| 3. Work with MOH to establish a National Breastfeeding Center at the MCH Directorate to sustain national breastfeeding and LAM policy and training                                               | Implementation plan and schedule of activities for National Breastfeeding Center                              | MOH approval of establishment of National Breastfeeding Center attached to MCH Directorate | Planning workshop in 2002 with 22 participants; draft National Breastfeeding Center implementation plan and activity schedule                                                                                                          |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                    | OUTPUTS                                                                                                                               | TARGETS                                                                                                                                                        | STATUS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Support a strategic planning workshop with the MCH Directorate to plan the National Breastfeeding Center                              | <p>Functioning National Breastfeeding Center</p> <p>Strategic plan for development and promotion of National Breastfeeding Center</p> | <p>Functioning National Breastfeeding Center</p> <p>Opening of National Breastfeeding Center</p> <p>10 participants from MCH Directorate in 2-day workshop</p> | <p>MOH approval in 2003 of establishment of National Breastfeeding Center attached to MCH Directorate; MCH Director visit to LINKAGES HQ to discuss role and funding of the Center</p> <p>Handing over ceremony from LINKAGES to MCH Directorate at end of strategic planning workshop January 2004; official opening scheduled for World Breastfeeding Week 2004</p> <p>4-day strategic planning workshop in January 2004; decision to change name of Center to National Breastfeeding Center, with LAM assumed as one of the key benefits of breastfeeding; plan to provide training and resources to other countries in Middle East, beginning with technical assistance to UNICEF for an MCH workshop with Iraqi health providers and possibly for an Iraqi Infant and Young Child Feeding Strategy</p> |
| Appoint master trainers for the National Breastfeeding Center                                                                         | <p>Master trainers appointed to the National Breastfeeding Center</p> <p>Scope of work for master trainers developed</p>              | 4 master trainers nominated                                                                                                                                    | 3 potential master trainers nominated in 2002 and another 1 in 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Help equip National Breastfeeding Center                                                                                              | List of needed furniture and equipment LINKAGES will provide                                                                          | Functioning National Breastfeeding Center                                                                                                                      | 2 offices prepared in MCH premises; desktop computer, printer, data show, and overhead projector purchased by LINKAGES; Center premises functional                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Work with master trainers to establish library of relevant breastfeeding and LAM reference materials in National Breastfeeding Center | Increased availability of up-to-date information on breastfeeding, LAM, and maternal and child health for MOH staff and public        | Reference books and periodicals for National Breastfeeding Center                                                                                              | Core library established at National Breastfeeding Center                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                                | OUTPUTS                                                                                                                           | TARGETS                                                                                | STATUS                                                                                                                                                                                                                                                                                                                            |
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| Provide technical assistance to National Breastfeeding Center to design a BCC strategy                                                                                            | Improved breastfeeding and LAM practices in Jordan; BCC knowledge and skills of MCH Directorate counterparts and MOH stakeholders | National Breastfeeding Center BCC strategy adopted                                     | BCC strategy for National Breastfeeding Center developed by participants in February 2004 BCC workshop in collaboration with JHU/HCP and approved by MCH Directorate                                                                                                                                                              |
| <p><b><u>Approach 2: Policy and Advocacy</u></b></p> <p><b><u>a) National</u></b></p> <p>Organize breastfeeding and LAM advocacy events for MOH and other health stakeholders</p> | Increased support for breastfeeding and LAM activities on the part of key national stakeholders                                   | National breastfeeding and LAM advocacy events for health stakeholders                 | Annual World Breastfeeding Week events 1999–2003; annual national seminars in collaboration with UNICEF and WHO; private hospital representatives participated                                                                                                                                                                    |
| <p><b><u>b) Regional/Local</u></b></p> <p>Organize advocacy meetings on breastfeeding and LAM with governorate Directorates of Health</p>                                         | Increased support for breastfeeding and LAM activities on the part of key governorate stakeholders                                | 1 activity in each governorate yearly FY01 – FY03                                      | 45 advocacy meetings on breastfeeding and LAM with governorate Directorates of Health FY01 –FY03                                                                                                                                                                                                                                  |
| Collaborate with National Breastfeeding Center to organize breastfeeding and LAM advocacy events for religious leaders in 12 governorates                                         | Increased support for breastfeeding and LAM activities by religious leaders at governorate level                                  | 12 breastfeeding and LAM advocacy events for religious leaders (1 in each governorate) | 3 breastfeeding and LAM advocacy events for women religious leaders (1 in each region); because of the small number of women religious leaders, sessions were reduced to 3 (1 per region), which reached all women religious leaders                                                                                              |
| Advocate for Baby-Friendly MCH Centers                                                                                                                                            | Increased number of MCH centers achieving Baby-Friendly status                                                                    | 12 designated Baby-Friendly MCH centers (1 in each governorate)                        | 12 MCH centers (1 in each governorate chosen to work toward Baby-Friendly status; 1 training course and ongoing work with 3 hospitals (in Ajloun, Amman, and Jerash governorates) to help them achieve Baby-Friendly status; because UNICEF has ceased working with BFHI in Jordan, assessment and certification not yet possible |
| <p><b><u>Approach 3: Capacity Building</u></b></p>                                                                                                                                |                                                                                                                                   |                                                                                        |                                                                                                                                                                                                                                                                                                                                   |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                                                                                     | OUTPUTS                                                                                           | TARGETS                                                                                | STATUS                                                                                                                                                                                                                                                                                                  |
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| <b>a) Community</b><br><br>Train MCH providers in MTMSG methodology                                                                                                                                                                    | Increased community involvement in and support for breastfeeding and LAM                          | 24 MCH providers trained in MTMSG methodology                                          | 24 MCH providers trained in MTMSG methodology in 2002 with technical assistance from LINKAGES HQ Training Coordinator                                                                                                                                                                                   |
| Provide technical assistance to 24 trained trainers of mother-to-mother support groups (MTMSGs) to establish a system to follow up, support, and report on activities of community facilitators in communities around their workplaces | System for follow up and support of MTMSGs in communities surrounding sentinel surveillance sites | 36 meetings with community facilitators (3 per governorate)                            | Contacts established with MOH Department of Health Education to organize MTMSGs in 12 governorates with help of local women's groups; efforts to nominate community facilitators unsuccessful because of cultural constraints; LINKAGES-trained trainers in MTMSG continued holding meetings themselves |
| Collaborate with National Breastfeeding Center to strengthen MTMSGs in communities surrounding 3 MCH sentinel surveillance clinics                                                                                                     | Active MTMSGs in communities surrounding 3 MCH sentinel surveillance clinics                      | At least 12 active MTMSGs in communities surrounding MCH sentinel surveillance clinics | Enthusiasm among mothers and health providers for MTMSGs, a new concept in Jordan; 8 MTMSGs active in communities surrounding MCH sentinel surveillance clinics; 9 additional MTMSGs held outside sentinel sites in various governorates                                                                |
| <b>b) Health Facility</b><br><br>Design curriculum for training of trainers in breastfeeding and LAM offering                                                                                                                          | TOT curriculum                                                                                    | TOT curriculum                                                                         | TOT curriculum finalized 2000<br><br>1 training manual on breastfeeding (based on Well Start course) and 1 on LAM (based on LINKAGES LAM module) distributed to trainers                                                                                                                                |
| Train trainers in LAM counseling and training techniques                                                                                                                                                                               | Trainers from MOH, RMS, and NGOs trained as trainers in breastfeeding and LAM                     | 25 trainers trained as breastfeeding and LAM trainers                                  | 40 MCH staff trained as breastfeeding and LAM trainers in 3 TOT courses (25 in 2000, but only 10 committed to regularly training role with project; 15 new trainers trained in new TOT in 2003); technical assistance for training provided by LINKAGES HQ Training                                     |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                     | OUTPUTS                                                                                    | TARGETS                                                                                                                                                 | STATUS                                                                                                                                                                                                                                                                      |
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|                                                                                                                                                                        |                                                                                            |                                                                                                                                                         | Coordinator and master trainer from National Breastfeeding Training Center of Egypt; USAID/Jordan decision to cancel cash payments to MOH staff for training resulted in attrition of half the 25 LAM Project trained trainers, requiring a 3 <sup>rd</sup> training course |
| Develop breastfeeding and LAM training course outline for training MCH health providers                                                                                | Increased capacity of MCH service providers to provide counseling in breastfeeding and LAM | Breastfeeding and LAM training course outline for training MCH health providers                                                                         | 5-day breastfeeding and LAM course outline in Arabic derived from TOT curriculum for training MCH health providers developed in 2000                                                                                                                                        |
| Collaborate with National Breastfeeding Center to strengthen LINKAGES/Jordan breastfeeding and LAM curriculum by incorporating breastfeeding technical updates and M&E | National access to breastfeeding and LAM training resources                                | 500 copies of updated breastfeeding and LAM curriculum printed                                                                                          | 500 copies of updated breastfeeding and LAM curriculum printed in 2004 and copies distributed to trainers; technical assistance for M&E component from LINKAGES HQ M&E team                                                                                                 |
| Train MCH health providers in breastfeeding and LAM                                                                                                                    | Breastfeeding and LAM services provided at MCH centers throughout the country              | 702 MCH health providers (2 from each of 351 MCH centers) trained in breastfeeding and LAM                                                              | 861 MCH health providers trained in 54 5-day courses from September 2000–September 2003                                                                                                                                                                                     |
| Train nongovernmental organization (NGO) and Royal Medical Services staff in breastfeeding and LAM                                                                     | Staff from NGO and RMS staff in breastfeeding and LAM counseling                           | Staff from 1 NGO and RMS trained in breastfeeding and LAM counseling                                                                                    | Staff from 3 NGOs trained in breastfeeding and LAM counseling; 1 RMS trainer trained                                                                                                                                                                                        |
| Conduct refresher sessions for current MCH trainers on breastfeeding and LAM and use of revised curriculum                                                             | Improved MCH training capacity in breastfeeding and LAM                                    | 25 MCH trainers attending refresher training sessions<br><br>90% of MCH trainers attending refresher training conducting 2 courses for health providers | 25 MCH trainers attending refresher training in 2001; 11 of these 25 attending refresher training in 2002<br><br>90% of MCH trainers attending refresher training conducting 2 courses for health providers                                                                 |
| Train MCH supervisors in breastfeeding and LAM counseling and follow up of data collection                                                                             | Improved MCH supervisory capacity for breastfeeding and LAM offering and data collection   | 25 MCH supervisors trained in breastfeeding and LAM counseling and follow up of data collection                                                         | 27 MCH supervisors trained in breastfeeding and LAM counseling and follow up of data collection in 2001 and 28 in 2002; follow-up meetings with supervisors; supervisory checklist produced for breastfeeding and LAM                                                       |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                                                                    | OUTPUTS                                                                                                                              | TARGETS                                                                                                        | STATUS                                                                                                                                                                                                                                                                                            |
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| <p><b>c) Pre-service</b></p> <p>Improve breastfeeding and LAM content of pre-service curricula of schools of nursing</p>                                                                                              | <p>Revised breastfeeding and LAM curricula and expanded practica in schools of nursing</p>                                           | <p>1 private and 2 university schools of nursing with revised breastfeeding and LAM curricular content</p>     | <p>2 public (University of Jordan School of Nursing and Jordan University of Science and Technology) and 1 private (University of Applied Sciences) university schools of nursing with revised breastfeeding and LAM curricular content</p>                                                       |
| <p>Train nursing faculty of 1 MOH school of nursing in breastfeeding and LAM</p>                                                                                                                                      | <p>Increased training capacity of school of nursing faculty in breastfeeding and LAM</p>                                             | <p>80% of MCH nursing faculty of 1 school of nursing trained in breastfeeding and LAM</p>                      | <p>100% of nursing faculty of MOH's Rufaida al Mzineih School of Nursing trained in breastfeeding and LAM</p>                                                                                                                                                                                     |
| <p><b>d) National Breastfeeding Center</b></p> <p>Build capacity of selected National Breastfeeding Center master trainer through lactation management training at the Institute for Child Health (ICH) in London</p> | <p>Application of lessons learned from ICH Breastfeeding: Policy and Practice course in developing National Breastfeeding Center</p> | <p>4 breastfeeding and LAM trainers trained in Breastfeeding: Practice and Policy course at ICH</p>            | <p>4 breastfeeding and LAM trainers and LINKAGES Resident Advisor trained in Breastfeeding: Practice and Policy course at ICH</p>                                                                                                                                                                 |
| <p>Build capacity of National Breastfeeding Center master trainers through International Board of Lactation Consultant Educators (IBLCE) course</p>                                                                   | <p>Application of lessons learned from IBLCE course in developing National Breastfeeding Center</p>                                  | <p>1 master trainer certified by IBLCE</p>                                                                     | <p>Project counterpart for training certified in IBLCE examination in Cairo in July 2003; IBLCE certification is considered necessary for all National Breastfeeding Center "master" trainers</p>                                                                                                 |
| <p>Collaborate with National Breastfeeding Center train master trainers and selected trained trainers (TOTs) in transition from LAM to other family planning methods</p>                                              | <p>Increased national capacity to train health providers in MCH centers on transition from LAM to other family planning methods</p>  | <p>10 MCH health providers trained in 3-day course on transition from LAM to other family planning methods</p> | <p>10 MOH health providers trained in 3-day course on transition from LAM to other family planning methods with technical assistance for training from Primary Health Care Initiative (PHCI) Project</p>                                                                                          |
| <p>Mentor and build capacity of trainers in training behavior change communication (BCC)</p>                                                                                                                          | <p>Increased knowledge and skills of trainers in BCC</p>                                                                             | <p>4 trainers trained in BCC</p>                                                                               | <p>11 MOH trainers trained in 5-day course in BCC in 2003 with technical assistance from AED Deputy Director, Center for Social Marketing and Behavior Change; 12 MOH trainers trained in 5-day BCC follow-up with technical assistance from JHU/HCP, during which participants drafted a BCC</p> |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                 | OUTPUTS                                                                                             | TARGETS                                                                                                                                                                                                                                                       | STATUS                                                                                                                                                                                                                                                       |
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|                                                                                                                                    |                                                                                                     |                                                                                                                                                                                                                                                               | strategy for the National Breastfeeding Center                                                                                                                                                                                                               |
| Mentor and build capacity of MCH Directorate trainers in monitoring and evaluation (M&E)                                           | Increased knowledge and skills of MCH Directorate trainers in M&E                                   | 4 MCH Directorate trainers trained in M&E                                                                                                                                                                                                                     | 4 MCH Directorate trainers trained in M&E and performance monitoring                                                                                                                                                                                         |
| Train MOH trainers in strategic planning                                                                                           | Increased knowledge of strategic planning among MOH staff                                           | 10 trainers trained in strategic planning in January 2004 strategic planning workshop                                                                                                                                                                         | 10 trainers trained in strategic planning in January 2004 strategic planning workshop                                                                                                                                                                        |
| <b>e) Study Tours</b>                                                                                                              |                                                                                                     |                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
| Build breastfeeding and LAM capacity of MCH Directorate by visiting the National Breastfeeding Training Center in Cairo            | Application of lessons learned from Cairo study tour to activities of National Breastfeeding Center | 3 participants (including LINKAGES Resident Advisor) visiting National Breastfeeding Training Center in Cairo                                                                                                                                                 | 3 participants (LINKAGES Resident Advisor, MCH Director, and MCH Deputy Director) visiting National Breastfeeding Training Center of Egypt in 2002                                                                                                           |
| Build breastfeeding and LAM capacity of MCH Directorate by attending the International Baby Food Action Network (IBFAN) conference | Application of lessons learned from IBFAN workshop to activities of National Breastfeeding Center   | 3 participants attending IBFAN conference in Cairo                                                                                                                                                                                                            | 3 participants (LINKAGES Resident Advisor, MCH counterpart, and 1 trainer) in 2002 IBFAN conference; participants discussed initiation of IBFAN Group in Middle East                                                                                         |
| <b>Approach 4: IEC</b>                                                                                                             |                                                                                                     |                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
| <b>a) Materials</b>                                                                                                                |                                                                                                     |                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                              |
| Produce and distribute LAM brochure                                                                                                | LAM brochure printed and distributed                                                                | First LAM brochure produced and distributed to MCH centers                                                                                                                                                                                                    | First LAM brochure produced and distributed to MCH centers in 2000                                                                                                                                                                                           |
|                                                                                                                                    |                                                                                                     | 200,000 copies of second LAM brochure in Arabic produced and distributed in 2003 in cooperation with National Breastfeeding Center                                                                                                                            | 400,000 copies of second LAM brochure in Arabic produced and distributed in 2003 in cooperation with National Breastfeeding Center                                                                                                                           |
| Produce and distribute breastfeeding brochure                                                                                      | Breastfeeding brochure printed and distributed                                                      | 200,000 copies of breastfeeding brochure in Arabic produced in 2003 and distributed in 2004 in cooperation with National Breastfeeding Center<br><br>80 % of MCH centers receiving breastfeeding brochures<br><br>80 % of MCH centers receiving LAM brochures | 400,000 copies of breastfeeding brochure in Arabic produced and distributed in 2003–2004 in cooperation with National Breastfeeding Center<br><br>100 % of MCH centers receiving breastfeeding brochures<br><br>100 % of MCH centers receiving LAM brochures |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                       | OUTPUTS                                                                                                                                      | TARGETS                                                                              | STATUS                                                                                                                                                                                       |
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| Produce breastfeeding and LAM flipchart                                                                                  | Information on breastfeeding and LAM in MCH centers throughout Jordan                                                                        | Flipchart for breastfeeding and LAM counseling for use of MCH health providers       | Flipchart for breastfeeding and LAM counseling for use of MCH health providers produced in 2002; 638 copies distributed to MCH centers 2002–2004                                             |
| Collaborate with National Breastfeeding Center to produce and distribute posters on breastfeeding and LAM                | Breastfeeding and LAM posters                                                                                                                | 4,000 posters printed and distributed                                                | 2,000 posters on breastfeeding themes and 2,000 on LAM themes produced                                                                                                                       |
| Collaborate with National Breastfeeding Center to produce brochures on the Center for national and regional distribution | Information about training capacity and resources available from the National Breastfeeding Center distributed in Jordan and the Middle East | 1 brochure on the National Breastfeeding Center                                      | Press kit of information about breastfeeding and LAM in Jordan and technical assistance offered by the National Breastfeeding Center produced 2004                                           |
| <b><u>b) Media</u></b>                                                                                                   |                                                                                                                                              |                                                                                      |                                                                                                                                                                                              |
| Develop and produce a mass media campaign on breastfeeding and LAM, with an emphasis on radio and television spots       | Broad coverage of public with technically correct breastfeeding and LAM messages                                                             | 2 television spots and 2 radio spots on breastfeeding and LAM produced and broadcast | 2 television spots (on exclusive breastfeeding and the benefits of breastfeeding) and 2 radio spots (on exclusive breastfeeding and LAM) broadcast gratis by Ministry of Information in 1999 |
| Design billboards on breastfeeding for Jordanian public                                                                  | Increased public awareness of breastfeeding                                                                                                  | Billboards displaying 4 messages on breastfeeding in Amman                           | 240 billboards displaying 4 messages on breastfeeding in Amman in collaboration with UNICEF                                                                                                  |
| <b><u>Approach 5: Monitoring &amp; Evaluation</u></b>                                                                    |                                                                                                                                              |                                                                                      |                                                                                                                                                                                              |
| <b><u>a) Monitoring</u></b>                                                                                              |                                                                                                                                              |                                                                                      |                                                                                                                                                                                              |
| Advocate for reporting information on LAM in MOH MIS                                                                     | Information on LAM acceptors generated by MOH MIS                                                                                            | Approved changes to MOH MIS to include LAM                                           | LAM included in national MOH Logistics system on family planning in 1999                                                                                                                     |
| Advocate for inclusion of LAM module in Demographic Health Survey (DHS) instrument                                       | LAM data reported in DHS                                                                                                                     | DHS instrument modified to include LAM                                               | LAM included in DHS in 2002 as a modern family planning method                                                                                                                               |
| Provide technical assistance to sustain LAM data collection                                                              | MCH clinic data on LAM used by supervisors to improve LAM offering                                                                           | See impact targets                                                                   | Because Logistics system captured all LAM users in country and sentinel sites chosen in Amman, Ajloun, and Karak did not record data on exclusive                                            |

| APPROACHES AND ACTIVITIES (INPUTS)                                                                                                                                          | OUTPUTS                                                              | TARGETS                                                                                        | STATUS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                                                                                                                                             |                                                                      |                                                                                                | breastfeeding, Logistics system used for data collection; adequate supervision by MCH Directorate not possible before appointment of M&E counterpart, which greatly strengthened the M&E component; regular follow-up visits to MCH centers in 12 governorates by M&E counterpart and telephone follow up of breastfeeding and LAM course trainees; 18 1-day workshops in 2002/2003 by M&E counterpart for midwives in 12 governorates on breastfeeding and LAM messages, maintaining LAM registers, and following up LAM users; regular visits of counterparts to sentinel sites in Ajloun, Amman, and Karak (a tentative sentinel site) to follow up on data collection in 2003 |
| Continue monitoring LAM user rate using monthly Logistics data                                                                                                              | Graph of LAM user rate prevalence showing continued increase         | Monthly and quarterly Logistics reports requested and received by LINKAGES                     | Monthly and quarterly Logistics reports requested and received by LINKAGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b><u>b) Evaluation Studies</u></b><br><br>Conduct a post-LAM Project evaluation survey to measure program impact on breastfeeding and LAM practices compared with DHS data | Report documenting program impact on LAM and breastfeeding practices | EBR in sentinel sites documented and compared to 2002 DHS results for advocacy by MOH          | Tentatively scheduled for September 2004; original plan was a quantitative pre- and post-evaluation survey around 1 sentinel site; project decided on post-intervention survey only because of high cost of survey and capture of data by 1997 and 2002 DHS that could service as trend data                                                                                                                                                                                                                                                                                                                                                                                      |
| Conduct cost-effectiveness study of Jordan MOH integration of LAM through MCH services                                                                                      | Final LAM cost-effectiveness study report                            | Total program costs measured and costs of achieving outcome measure (LAM user rate) calculated | Draft LAM cost-effectiveness study report submitted for final review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |