

Engaging the Private Sector to Advance and Strengthen the Family Planning Movement in Jordan

Jordan’s rapid population growth, compounded by the recent influx of an estimated 580,000 Syrian refugees, continues to be a significant constraint to the country’s development and its efforts to raise the standard of living among Jordanian families. Despite past attempts by the government of Jordan to address this problem, with substantial assistance from USAID, much work remains. Jordan’s total fertility rate is currently 3.5. With a growing “youth bulge” and the Syrian refugee community, demand for services and resources of all kinds is growing exponentially, while the tax base is growing at a much slower rate.

In the face of this inability to match resources to need, Jordan’s modern contraceptive prevalence rate—42 percent—has been virtually static the past 10 years, pointing to the need for a more aggressive approach to advance the practice of family planning.

Project Objectives

Working with Jordan’s Higher Population Council and the Ministry of Health, USAID is at the forefront among donors in helping Jordan address its need for increased use of modern family planning methods. USAID/Jordan is providing substantial assistance for family planning in both the public and private sectors. The Strengthening Family Planning project, *Ta’ziz Tanzim Al Usra*, focuses on partnerships with the private sector. It aims to:

1. Strengthen **management and governance** systems and the **financial sustainability** of the Jordan Association for Family Planning and Protection, the single largest private provider of family planning services within the Hashemite Kingdom, and others.
2. Increase **access** to family planning services by expanding private sector networks of trained for-profit and nonprofit providers.
3. Increase the **quality** of family planning services through clinic renovations and provision of new equipment, provider training, researching and disseminating evidence on contraceptive methods, monitoring, and measuring client satisfaction.
4. Increase **demand** for family planning products and services offered through private and public facilities, including clinics and pharmacies, using a total market approach.



Dr. Ihsan Al Neimat, a network doctor, with a patient at her clinic.

Strengthening Family Planning Project

Ta’ziz collaborates with four primary groups to reach these goals: NGOs, a network of private physician clinics, private pharmacies, and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

Among NGOs, Ta’ziz has focused primarily on JAFPP. Recently, it entered into partnerships with the Islamic Charity Center Society, Al Hussein Labour Clinics, and the Aman Jordanian Association. Ta’ziz assists the organizations to expand and improve the quality of their family planning services, and strengthen their management, governance, and revenue-generating systems to help secure their ability to contribute to Jordan’s family planning movement. In addition, the project works with the Circassian Charity Association and the General Union of Voluntary Societies to implement a national community outreach program that provides family planning counseling services to women and couples through home visits and in the workplace. Within the commercial sector, Ta’ziz works with private clinicians, hospitals, and pharmacies to increase and expand their capacity to provide quality family planning services and information to their clients. Ta’ziz also collaborates with UNRWA to strengthen its role in providing family planning services through its clinics that serve 1.2 million Palestinian refugees in Jordan.

Program Components and Activities

The project executes its activities under three program components:

Strengthening JAFPP's management and governance systems and increasing its financial sustainability

A major undertaking of the project is to rehabilitate the governance and management systems of JAFPP and other partner NGOs, to provide improved services to their target clientele, and to help JAFPP in particular achieve financial sustainability. The project conducted a rapid assessment of needs and launched a comprehensive program that included a systems redesign and implementation, followed by capacity building. New systems included delegation of authority charts, updated bylaws, board procedures, human resource policies and procedures, updated management practices, and a new health management information system infrastructure and software.

Capacity building efforts have focused on effective use of new systems, especially data for decisionmaking using organization-wide key performance indicators and dashboards. A program highlight is the adoption of a pay-for-performance system at the clinic level. With guidance from project finance specialists, JAFPP adopted a financial plan and is currently developing annual business plans to put the association on track to achieve financial sustainability.

Increasing access to and improving the quality of private sector family planning services

Ta'ziz increases access and improves quality by building the capacity of nonprofit clinic and private pharmacy staff, as well as a network of private physicians. Capacity building activities include training, coaching, detailing visits, and performance feedback. In addition, the project has assisted JAFPP with a complete revamp of its clinical supervision program, based on international standards. The project has been helping JAFPP improve access and quality by purchasing property and renovating facilities that will result in a national network of 24 newly equipped and furnished clinics to attract more clients.



Attendees at a community meeting organized by Ta'ziz enthusiastically raise their hands to respond to quiz questions on oral contraceptive pills.



A television ad positions the IUD as a safe, effective, and reversible family planning method. This ad was part of a Ta'ziz campaign.

Increasing demand for family planning products and services

The project is implementing national marketing campaigns for modern family planning methods, focusing on IUDs and oral contraceptive pills. The campaigns are comprehensive, integrating the use of television, radio, print and outdoor advertising, social media, point-of-service promotion, informational materials, and community outreach. Ta'ziz is building JAFPP's capacity to lead advocacy efforts for the national family planning movement in collaboration with other stakeholders. An important component of demand generation is direct outreach to Jordanian women in their homes. Collaborating with the Circassian Charity Association and the General Union of Voluntary Societies, the project provides training, IT infrastructure for data capture and reporting, and supervision for interpersonal outreach.

The Ta'ziz team works with JAFPP and others to roll out localized marketing strategies and campaigns for their clinics. In addition, the project provides limited marketing support for a private network of doctors and is upgrading information and educational materials and tools. It is seeking to expand contraceptive method choice by working with the Ministry of Health and other stakeholders to explore the feasibility of introducing new family planning methods in Jordan and making Implanon® available in the private sector. The project is using consumer financing strategies to build demand for family planning products and services that include service vouchers targeted for distribution to low-income women and discount coupons for contraceptives available in pharmacies. Ta'ziz is also exploring new ways to finance contraceptive services through private health insurance.

Expected Results

- Demonstrate private sector contribution to increased modern contraceptive use in Jordan, measured through couple-years protection and national surveys.
- Grow a network of trained private clinicians from 120 to 300 members and improve the quality of the family planning services they offer.
- Expand the JAFPP clinic network from 17 to 24 facilities nationwide, renovate and provide new equipment and furniture for all locations, and renovate three high-volume family planning units at UNRWA clinics.
- Develop a world-class quality assurance system for NGO partners, backed by a needs-based and comprehensive program of clinical training, resulting in more than 80 percent adherence to international standard clinical guidelines.
- Expand partnerships with NGOs that deliver family planning clinical services to more than 20 clinics, and increase the number of family planning visitors they receive through a performance-based grants program.
- Educate Jordanian women about family planning through more than 1.6 million home outreach visits.



An outreach worker counsels a client on family planning methods during a contraceptive campaign "road show."

Key Milestones

Impact

- Achieved 158,000 couple-years protection in the third year of the project, a 13 percent increase over the previous year

Governance

- JAFPP was awarded Mark of Best Practice by the King Abdullah II Center for Excellence, reflecting broad improvements and reforms in its governance systems and practices, as well as management

Increased access and improved service quality

- Purchased 17 JAFPP clinic properties and completed 12 clinic renovations
- JAFPP clinics achieved over 90 percent compliance with quality measures as verified through a performance scoring system
- More than 4,000 attendances in family planning and reproductive health training programs for private providers
- Private physician network nearly doubled to 230 doctors
- Introduced Implanon® to the private sector, with 50 trained doctors providing single-rod implant services

Increased demand for family planning products and services in the total market

- Executed a national campaign for oral contraceptive pills from 2012 and 2013 that contributed to pill sales

spiking to 33 percent between April and May during the first phase of the campaign. Pill sales between September and February showed a steady growth of 24 percent compared to the previous year. Among the target audience of married women of reproductive age:

- 84 percent agreed that oral contraceptive pills are safe to use
- 86 percent agreed that pills are more effective than traditional methods
- 22 percent of traditional method users said they intend to shift to pills
- 30 percent of “never users” of contraceptive methods said they intend to use pills
- Executed a national campaign for IUDs from 2013 to 2014 that contributed to double-digit increases for insertions, and generated high recall rates for messages that position the IUD as a long-term *reversible* contraceptive
- Conducted more than 1 million family planning counseling visits, which reached over 480,000 low-income women and generated nearly 60,000 acceptors of modern family planning methods
- Implemented a telephone follow-up protocol that has reflected positively on the redemption rates for family planning vouchers among outreach clients

For more information about the SHOPS activities in Jordan, contact:

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For more information about the SHOPS project, visit: www.shopsproject.org



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