



**USAID**  
FROM THE AMERICAN PEOPLE



## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

**Submitted to:** USAID West Bank/Gaza

**Date:** March 20, 2006

# Table of Contents

<b>I. Overview of Progress and Accomplishments .....</b>	<b>1</b>
A. Program Highlights.....	1
B. Major Quarterly Accomplishments by Month.....	3
<b>II. Constraints .....</b>	<b>8</b>
<b>III. Major Activities and Outputs .....</b>	<b>10</b>
A. Programmatic & Technical Activities .....	10
B. Support Functions .....	13
C. Monitoring and Evaluation.....	15
D. Finance .....	18
E. Administration .....	19
F. Major Deviations from Approved Workplan .....	23
<b>IV. Cumulative List of Tools, Methods, and Publications.....</b>	<b>24</b>
<b>V. Expected Activities of the Next Reporting Period .....</b>	<b>25</b>
A. April.....	25
B. May .....	26
C. June .....	26
<b>Annex I: Quarterly Financial Report.....</b>	<b>27</b>

## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

### **I. Overview of Progress and Accomplishments**

This section provides an Executive Summary of this report with further detail provided in the subsequent sections. In addition to this report, a number of longer technical documents are referenced in the text, most of which were either created by project staff, or were commissioned by the project. These are available upon request.

#### **A. Program Highlights**

Work carried out this quarter focused on the implementation of planned activities with the first cohort of Hanan designated clinics and communities, with an overall objective of intensifying project implementation on the ground.

Five formal trainings were conducted: two Integrated Management of Childhood Illnesses (IMCI) training for nurses in Gaza, two antenatal care trainings in Gaza, one antenatal training in the West Bank, and one infection prevention and control training in Jenin. A management menu and checklist for clinics has been finalized. Together these will be a reference tool for developing individualized quality improvement plans for each first cohort clinic. The checklist will also be used by clinic supervisors on an ongoing basis to monitor the quality of care. A number of other supervisory checklists have been finalized as well, including those for clinic management, infection prevention and control, integrated management of childhood illness, immunization and growth monitoring. These can now be rolled out within the clinics as a routine part of Satellite Office team visits.

Within the Hanan communications and marketing and community mobilization components, subcontracts with two advertising agencies selected to carry out Hanan's health communications and marketing strategies were submitted to USAID and approval is pending. A pre-qualification assessment of firms operating in the West Bank and Gaza that could potentially meet future project market research requirements was carried out. Discussions between Hanan and Novartis about promoting the project's key messages in the pharmaceutical company's over-the counter product portfolio were ongoing. A list of non-government radio and television stations, likely to be used in Hanan's communications and marketing campaign, was submitted to USAID for vetting.

Community capacity assessments for both the West Bank and Gaza were completed. A subcontract with Palestinian Medical Relief Society (PMRS) was signed. Initial preparations for work under this subcontract, including the purchasing of necessary furniture and equipment and an assessment of PMRS and partner community-based organization training needs, was completed.

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

Through an open recruitment process, candidates for community health workers and mobilizers were selected and their appointment to PMRS is now pending approval from USAID. Through an open tendering process, a potential Hanan NGO partner for taking forward community mobilization activities in Gaza has been identified.

The Project completed three major research reports during the third quarter. These included final reports and accompanying Technical Papers based on the Household Baseline Survey (HBS), Health Facility Assessment (HFA) and the Hanan focus group study (conducted in 2005). These reports will provide essential data which will be used to inform project decision making and interventions as well as facilitate the measurement of progress and impact from an established baseline. Additionally, a technical brief on Hanan's community mobilization approach, as well as two technical tools on topics related to standardizing and improving the quality, organization and delivery of maternal child health and nutrition (MCHN) clinical services, have been drafted and are currently under internal review prior to submission to USAID.

The Monitoring and Evaluation Team worked with Hanan technical staff and USAID to propose specific end-of-project targets. Reporting forms that allow for combined data collection of both USAID and Hanan-specific indicators were developed and relevant Hanan staff members were trained in their use. The database manager was trained on how to develop and upload onto handheld computers sub-databases, on which field-based staff can directly enter data. Data entry on project intervention activities continued and a format for feeding back results on a monthly basis was developed. The project plans to begin using this format as of next month.

An operational research activity focusing on complementary feeding was put to tender. Nine applications were received. A Tender Review Committee is currently scoring their technical and cost proposals and it is anticipated that a preferred candidate will be selected during the beginning of the second quarter.

Hanan's new Project Director joined in early January. The new Director for Public Health is expected to join full-time in early April, after making three short-term visits, one each in January, February and March, to give technical inputs and move forward the work of his team. In February Nisreen Abu Middain re-joined the Hanan project as Program Supervisor for Gaza.

A number of constraints were encountered during the first quarter. These were mostly related to the impact of the January Palestinian Legislative Council election results, which created uncertainty regarding future US government policy on foreign assistance to the West Bank and Gaza. In the interim, a number of planned Hanan activities were either put on hold for the time being or delayed. Most significantly, these include procurement of equipment and disposables for

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

Hanan-designated clinics, and of services for printing clinical protocols and job aids. Review and approval of advertising agency sub-contracts and of hiring PMRS' community mobilization teams have been delayed due to the new requirement to also submit these to USAID Washington for approval. From 15 March 2006 onwards, no new major activities are being planned, as per instruction from the USAID mission and in anticipation of new US government guidance. Along with other USAID cooperating agencies, Hanan has participated actively in USAID consultations to provide information to inform the US government West Bank and Gaza portfolio review.

Due to a recent deterioration of the security situation in Gaza, Hanan Palestinian staff travel to Gaza is now limited to essential travel, and expatriate staff members are not currently traveling to Gaza. Until recently, however, team working across Hanan offices has been more intensive during this quarter than ever before in the project.

### **B. Major Quarterly Accomplishments by Month**

#### ***January***

- Completed the dissemination of supervisory checklists and job aids to the Satellite Offices in the West Bank for testing.
- Conducted a major Satellite Office orientation meeting which shared a more complete overview of the Hanan Project with all satellite office staff and covered roles, responsibilities and lines of communication.
- Shared the IMCI job aids with the Ministry of Health, Near East Council of Churches, PMRS and UNRWA for comments and approval.
- Held meeting with the Ministry of Health Quality Assurance and Central Pharmacy departments to discuss rational drug use training.
- Visited Rafidia Hospital in Nablus (Ministry of Health) to review their current software programs used for commodity management.
- Conducted field visits to complete the management and the technical sections of quality improvement plans in the Jenin and Hebron districts.
- Finalized the selection of 2 advertising agencies; developed their individual scopes of work and budgets.
- Met with the National Coordinator of IMCI to discuss ways to empower supervision and follow up on IMCI implementation in the field and related job aids.
- Attended the Maternal and Child Health Thematic Group meeting held at the Ministry of Health premises. Issues presented and discussed included: UNFPA, UNICEF, and USAID activities pertaining to mother and child health, coordination among donors and coordination with the Ministry of Health.

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

- Project Director met with the Acting Health Minister and Deputy Health Minister to discuss Hanan strategic management issues.
- Deputy Project Director met with the Acting Health Minister and provided him with an overview of the Hanan Project.
- Signed subcontract with PMRS for the Hanan Community Program in the West Bank.
- Completed the Community Capacity Assessment in West Bank, and received the final report.
- Advertised tender for the Gaza Community Program, and received 7 proposals.
- Completed profiles of health workers and existing community committees in the 7 Gaza and N. Gaza clusters; a cluster level resources database was developed based upon the profiles.
- Started the Community Capacity Assessment in all Gaza communities.
- The Monitoring and Evaluation Team, along with Technical Team members of Hanan, held a targeting exercise to determine end of project targets with respect to the Performance Management Plan indicators. These targets were submitted to USAID.
- LQAS results for the 17 PMP indicators assessed in the household baseline survey were tabulated at the cluster level. These results were distributed among Hanan technical staff to assist them in targeting their interventions.
- Finalized the procurement list for essential equipment and supplies for the Hanan designated clinics. The list was reviewed and approved by USAID and the Ministry of Health. However, based on the new development on the political situation, the project has put this list on hold until further guidance.
- Completed all arrangement for new Project Director who arrived during the month.
- Recommendations from the financial review conducted in November were reviewed and recommended actions implemented.

### ***February***

- Conducted 2 IMCI for Nurses training courses in Gaza; 32 nurses participated in the 2 courses.
- Conducted 2 Antenatal Care training courses, one in Gaza and one in West Bank. Together 46 participants were included in the trainings.
- In Jenin, conducted an Infection Prevention and Control training course, which included 18 participants.
- Met with PMRS to follow up on the results of the Community Capacity Assessment and understand the training needs of the community-based organizations identified through the assessment.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

- Submitted a list of the necessary MCHN-related pharmaceuticals; these pharmaceuticals will be provided to the Hanan designated clinics in the West Bank and Gaza by EMAP III.
- Finalized and internally circulated important project related documents including: the Health Facility Assessment report, Graduation Strategy, Supervisory Checklist Strategy, and the Model Clinic.
- Developed the client satisfaction exit interview protocol.
- Finalized the RFA for an operations research study on complementary feeding practices.
- Finalized the “Management Menu”-a list of activities related to essential management systems in clinics (i.e. supervision, patient flow, etc.). The related management checklist that evaluates implementation of the menu components was also finalized and a new component related to clinic marketing and communications was added to the menu.
- Conducted a 2 day meetings to establish a common understanding within the Satellite Teams and standardize the approach of using checklists and scorecards within the project.
- The Project Director attended a two day workshop on the launching of the National Strategic Health Plan organized by the Ministry of Health in collaboration with the National Steering Committee for the Development and Reform of the Health Sector.
- Finalized subcontracts for the Communications and Marketing agencies (Al-Kasaba cinemateque and SAMA Productions) and submitted them to USAID for approval.
- C&M Team members visited all 9 Gaza and N. Gaza clinics with the Team Leaders to document status of current signage, organization of waiting area, availability of educational materials and display cases, and suggestions box in order to develop a plan for designing appropriate client-focused tools through the advertising agency.
- Completed assessment of firms operating in West Bank and Gaza as potential candidates for future market research requirements.
- Discussed potential for promoting Hanan’s key messages on selected brands in Novartis’ over-the-counter portfolio.
- Sent list of non-government radio and television stations, likely to be used in the C&M campaign, to USAID for vetting.
- Held Community Program orientation meeting for Hanan Team Leaders and PMRS District Managers at PMRS’ offices in Ramallah.
- With PMRS, completed recruitment interviews for 16 Community Health Workers and 9 Mobilizers for communities in Jenin and Hebron districts.
- Tender Review Committee formed to review proposals for Gaza Community Program; assessment criteria developed; proposals evaluated and short-listed; names and contact information of short-listed organizations sent to USAID for vetting.

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

- Completed Community Capacity Assessment in Gaza and received Arabic version of final report.
- Monitoring and Evaluation provided satellite office staff in Gaza and Hebron with an orientation to monitoring and evaluation at Hanan, including a discussion on data collection in the field. This same orientation was provided to satellite office staff in Jenin during March.
- The Database Manager at Hanan traveled to the USA to receive training on how to apply project databases to hand held PC units. Once all requirements for sub-databases have been determined by technical staff, these will be constructed on the hand held PC units allowing for efficient and more accurate data collection in the field.
- A secondary analysis, providing contextual information in relation to the HBLIS results, was carried out and incorporated into the HBLIS report submitted by Alpha International.
- Updated the permit list for all Hanan staff and followed up on obtaining the needed permits for Gaza and the West Bank.

### ***March***

- Tested the Management Checklist in Gaza and the West Bank.
- Finalized the last draft of the Health Facility Assessment narrative report and submitted report to USAID for review.
- Completed the Arabic translations of the IMCI, Infection Prevention and Control, Growth Monitoring and Immunization Checklists.
- Revised the Antenatal Care curriculum based on the feedback and experience of the training pilot.
- Drafted the Community-Based Organization Assessment tool.
- Finalized the quality improvement plan for one of the two NGO clinics in the West Bank.
- Drafted the Appointment System Checklist which focuses on improving patient flow. This is a new concept for primary care clinics in WBG.
- Conducted a 2<sup>nd</sup> Antenatal Care training in Gaza which included 26 participants.
- Reviewed and finalized the training curriculum on supervision and communication that will be used for future Hanan trainings.
- The C&M Team visited all 13 Hebron and Jenin clinics with the Team Leaders to document status of current signage, organization of waiting area, availability of educational materials and display cases, and suggestions box, in an exercise similar to that undertaken in Gaza districts.
- The Deputy Project Director made a presentation about Hanan's strategies, progress and achievements to the WHO Health Inforum Meeting conducted in Gaza; representatives of various health organizations and local and international donors participated.

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

- Placed advertisement inviting market research firms to pre-qualify for conducting advertising research on future communications and marketing campaigns.
- Developed an orientation plan and communications “brief” for kick-off meeting to be held with advertising agencies once subcontracts are signed.
- Jointly with PMRS team, finalized all tools to be used by health workers in the field, and supervisory checklists to ensure supervision at the various levels of the Community Program’s implementation.
- Jointly with PMRS, drafted curriculum and logistics for the orientation of health workers to be recruited for the Community Program; the training includes modules in community mobilization, key MCHN behaviors and interventions, and communications and marketing.
- Interviewed 3 short-listed firms for Gaza Community Program at their offices; debriefed with full Tender Review Committee; checked references and followed-up with potential finalist.
- Presentation of findings and implications of the West Bank Community Capacity Assessment made by contractor to all Hanan staff.
- Received English version of Gaza Community Capacity Assessment report.
- After finalizing reporting forms in relation to PMP indicators, monitoring and evaluation staff provided in-house instruction for Hanan technical and satellite office staff on how to fill out and submit forms for data entry and analysis.
- Finalized Project security plan.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

## II. Constraints

Several key factors account for most of the delays experienced by the Project during this quarter, these factors are summarized below.

### ***Impact of Palestinian Legislative Council Election Results***

Due to uncertainty regarding future US government policy on foreign assistance to West Bank and Gaza, and resulting changed procedures for obtaining USAID approvals for activities, as a result of the election results, the following planned activities have been put on hold or delayed for the time being:

- Procurement of equipment and disposables for Hanan-designated clinics is on hold.
- Procurement of services to print protocols and IMCI wall charts is on hold.
- Development of the C&M campaign is delayed, due to the fact that advertising agency subcontracts are pending approval from USAID Washington.
- Hiring PMRS' Community Health Workers and Community Mobilizers for planned community mobilization activities in the West Bank. The recruitment process is delayed pending USAID Washington approval to hire the selected candidates.
- From 15 March onwards, no more formal trainings are being planned, as per USAID West Bank and Gaza instruction.
- The planned Hanan Team retreat has been postponed until further notice.
- The planned replacement of the Writer/Editor consultant has been postponed until further notice.

### ***Closures, Permits and Security Concerns***

While in general, during this quarter there has been a high level of interaction amongst Hanan staff members from different offices in order to accomplish planned tasks and activities, certain constraints have inhibited travel and interaction. These include:

- Lack of a permit for the Deputy Project Director to travel from Gaza to the West Bank has limited his ability to play a more active senior management role in Hanan, and to participate in some high-level meetings, such as the Jericho meeting on health sector strategic planning.
- Lack of coordination at Erez has prohibited the Director of Finance from using his permit to enter Gaza. It is important that he is able to travel to Gaza to support the Office Manager on finance and accounting-related issues, and to monitor compliance and audit-readiness in this office.

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

- On several occasions Hanan staff members were turned back at the Jenin checkpoint, despite having valid permits and previous coordination efforts.
- Very recently Hanan expatriate staff members have been strongly encouraged not to travel to Gaza and to travel around the West Bank only as necessary. They have acted on this guidance and taken management steps to compensate for their resulting inability to spend time in person with team members.
- Due to events of March 14, 2006 related to the prison siege in Jericho, and following US government guidance, all Hanan offices closed early this day and stayed closed on March 15, 2006. Expatriate staff worked from home or the ANERA offices in Jerusalem until March 17, 2006.
- Due to the prevailing political situation and closures in Hebron district, the assessment of C&M interventions in clinics was delayed. Consequently, more than one trip was required to complete the 6 assessments related to signage and other client-oriented improvements in the clinics.

### ***General Delays***

The English version of the Gaza Community Capacity Assessment report was delayed due to personal difficulties experienced by the translator.

There has been some delay in receiving information from the trainers that Hanan contracted with to conduct the Hanan trainings and a delay in receiving the necessary information for the trainers' contracts and scopes of work.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### **III. Major Activities and Outputs**

#### **A. Programmatic & Technical Activities**

##### **1. Capacity Building**

During this quarter, the Capacity Building Team concentrated on the following tasks:

##### ***Antenatal Care Curriculum***

The Capacity Building Team finalized and piloted the Antenatal Care curriculum based on nationally adopted guidelines. This now positions Hanan to refine and finalize the working draft of the curriculum and to seek endorsement on the national level.

##### ***Training***

The Capacity Building Team Conducted:

- 2 IMCI for Nurses training in Gaza;
- 2 Antenatal Care trainings in Gaza and 1 central Antenatal Care training in the West Bank; and
- 1 Infection Prevention and Control training in Jenin.

##### ***Satellite Office Orientation***

The Capacity Building Team was heavily involved in the first quarter Satellite Office Orientation. The orientation provided an opportunity to share a more complete overview of the Hanan Project and to clarify roles, responsibilities and lines of communication with satellite office staff. The Capacity Building Team also conducted a workshop for satellite office staff regarding the checklist strategy in order to establish a common understanding of the checklists and standardize the approach for using checklists and scorecards in the field.

##### ***Quality Improvement***

The Capacity Building Team was able to draft, test and finalize the Management Menu and checklists for clinics. The Menu is a list of activities related to essential management systems in clinics (i.e. supervision, patient flow, etc.) and is essential in drafting the individualized quality improvement plan for each clinic and for guiding the development of future checklists. During the first quarter, the

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

Capacity Building Team also completed the narrative report based on the Health Facility Assessment findings and submitted it to USAID for review.

### **Supervisory Checklists**

Supervisory checklists were designed to be one of the central quality assurance tools of the Hanan Project. They will be regularly used in the Hanan designated clinics and communities in cooperation and coordination with partners at the clinic and district levels to ensure their adoption and sustained use during and after the Project. The objectives of the checklists are to standardize MCHN care by ensuring the provision of needed services in accordance with approved National MCHN protocols and guidelines. The checklists are intended to serve the following specific functions:

- Monitor the process of compliance with protocols and their related interventions.
- Prevent errors and mistakes, including forgetting essential components of the specific MCHN services.
- Standardize the processes and approaches of service delivery within and across the participating communities and facilities.
- Monitor progress and evaluate the impact and effectiveness of the project's interventions.
- Provide reliable assessment information needed for graduation, on the job training and other program activities.

During the first quarter, the Capacity Building Team finalized a number of supervisory checklists. The remaining checklists, with the exception of those on newborn resuscitation and examination will be finalized in the next quarter.

<b>Checklist Topic</b>	<b>Status</b>	<b>Notes</b>
Clinic Management	Finalized	Translated into Arabic Includes components on: <ul style="list-style-type: none"><li>• Commodity management</li><li>• Health information system</li><li>• Referral system</li><li>• Marketing and communication</li><li>• Supervision</li><li>• Infrastructure</li></ul>
Infection Prevention and Control	Finalized	Translated into Arabic
IMCI	Finalized	Translated into Arabic
Immunization	Finalized	Translated into Arabic
Growth Monitoring	Finalized	Translated into Arabic
Antenatal Care	In Progress	
Postnatal Care	In Progress	
Newborn Resuscitation	On Hold	Hospital-based
Newborn Examination	On Hold	Hospital-based
Workload (Management)	In Progress	

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

The utilization of multiple checklists can be a time-consuming process; therefore, Hanan will use a prioritized approach for implementing checklists; some will be implemented quarterly, others bimonthly and a few of the most essential on a monthly basis.

### **2. Community Mobilization & Marketing**

As stated in the previous (4<sup>th</sup> quarter, 2005) report, the Community Mobilization (CM) and Communications and Marketing (C&M) functions have been merged into a single unit in order to ensure essential horizontal integration. Therefore quarterly and annual reporting on CM and C&M will now be presented as one component.

#### ***Health Communications and Marketing***

Subcontracts for both advertising agencies selected to carry out Hanan's health communications and marketing strategies were submitted to USAID for approval.

#### ***Community Mobilization Outsourcing***

The PMRS subcontract was signed and initial preparations for the Community Program began. In addition, all necessary equipment and furniture was received by PMRS for their Jenin and Hebron district offices. Selection of PMRS' community health workers and mobilizers was also completed for Jenin and Hebron and the Project Identified a potential partner for conducting the Hanan Community Program in Gaza.

#### ***Community Capacity Assessments***

Community Capacity Assessments (CCA) for both the West Bank and Gaza were completed. Presentation on the findings and implications of the West Bank CCA was made by contractor.

#### ***Focus Group Findings***

The results and narrative report of the Hanan Focus Group Study conducted in 2005 were compiled into a completed Technical Paper for future dissemination. The findings have implications for developing C&M strategies and efforts, as well as in designing interventions in the areas of CM and Capacity Building at health facilities.

## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

### **3. Programmatic Subcontracts**

This section summarizes the current status of all Hanan sub-contracts, each of the sub-contracts is also explained in further detail under its relevant technical section above.

#### ***Community Program Sub-Contract***

Procurement and Subcontracting staff were engaged in finalizing the sub-contract with the Palestinian Medical Relief Society (PMRS) for the Hanan's West Bank Community Program. While the contract has been approved by USAID, further work under the contract is currently delayed pending USAID-Washington approval to hire health workers and mobilizers.

#### ***Communications and Marketing Sub-Contract***

The sub-contracts for the communication agencies have also been finalized after negotiations and discussions with the selected (Al-Kasaba cinemateque and SAMA Productions). However, the Project is still awaiting approval from USAID before the sub-contract can be awarded and implementation can commence.

## **B. Support Functions**

### **1. Policy and Advocacy**

There have been no policy or advocacy activities during this reporting period. Work in this area will be taken forward during the next project year, at which time it is anticipated that a number of specific and clear policy and advocacy issues have emerged from project implementation.

### **2. External Relations**

The status of public and external relations products worked on during this quarter is as follows:

- Completed Hanan Project Brochure with professional designer-and submitted to USAID for approval of content and design. Dissemination pending upon approval from USAID.
- Updated all Hanan staff on the new USAID branding requirements that were went into effect January of 2006. All new publications, printings, templates will now follow the new guidelines.
- Finalized and printed Hanan folders and desk calendars.
- Submitted abstracts about Hanan's approach for identifying the most vulnerable populations and about Hanan's outcome led monitoring and

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

- evaluation approach to the American Public Health Association's Annual Meeting which will be held in Boston in November 2006.
- Completed an annual Project Newsletter, postponed for release until further notice.
  - Continued updating of the Hanan website, including posting of four previously approved and completed Technical Papers:
    - ✓ Technical Paper No. 1. Maternal and Reproductive Health and Nutrition in the West Bank and Gaza. *September 2005*
    - ✓ Technical Paper No. 2. Child Health and Nutrition in the West Bank and Gaza. *September 2005*
    - ✓ Technical Paper No. 3. Identifying Most Vulnerable Populations: The Hanan Methodology and Experience in the West Bank and Gaza. *October 2005*
    - ✓ Technical Paper No. 4. Assessing Commodity Security in Hanan Clinics for Maternal and Child Health and Nutrition Services. *October 2005*
  - Completed final drafts of 3 additional Technical Papers, to be submitted to USAID for review and approval:
    - ✓ Technical Paper No. 5. Hanan Baseline Health Facility Assessment for Maternal and Child Health and Nutrition Services: First Cohort Clinics in the West Bank and Gaza. *December 2005*
    - ✓ Technical Paper No. 6. Women's Perspectives on Maternal and Child Health and Nutrition: Findings from Hanan Focus Groups. *January 2006*
    - ✓ Technical Paper No. 7. Hanan Household Baseline Survey: Maternal and Child Health and Nutrition Indicators at the Household Level in the West Bank and Gaza. *February 2006*
  - Completed final drafts of 1 Technical Brief and 2 Technical Tools currently under internal review:
    - ✓ Technical Brief No. 1. Empowering Communities, Sustaining Social Change: Community Mobilization in the West Bank and Gaza. *March 2006*
    - ✓ Technical Tool No. 1. Supervisory Checklists: Standardizing High Quality Maternal and Child Health and Nutrition Services in Primary Care Settings. *March 2006*
    - ✓ Technical Tool No. 2. The Hanan Model Clinic: Criteria for the Organization and Delivery of Essential Maternal and Child Health and Nutrition Services. *March 2006*

Dissemination plans for the newsletter and for technical papers and tools above will be developed and carried out in the next quarter, in accordance with USAID policy guidance at that time

## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

### **C. Monitoring and Evaluation**

During the first quarter of 2006, the Monitoring and Evaluation Team has made several advances to support Hanan Project activities. In brief, these are as follows:

- Defined, with technical staff, targets for the end of project.
- Provided additional monitoring and evaluation orientation and instruction for Hanan staff.
- Developed reporting forms that allow for combined data collection of both USAID and Hanan specific indicators.
- Carried out a contextual analysis related to results presented in the HBLS report and incorporated these into the report.
- Attained knowledge and skills on how to develop sub-databases on hand held PC units.
- Maintained data entry on project intervention activities and developed format for feeding back results.
- With assistance of the Research Working Group, the Project initiated a tender for an operational research study on complementary feeding.

#### ***Defining End of Project Targets***

After providing Hanan technical staff with a simplified format to examine LQAS results at the Hanan defined cluster level, the Technical Team carried out an exercise to define end of project targets. When required, additional consultations were carried out to ensure realistic target goals. Decisions made in selecting targets were considered in light of current MCHN status, required knowledge and behavior change, available and required resources, and similar experiences of others in the field. The LQAS results will also allow technical staff to examine which clusters, in particular, require greater effort in terms of specific technical interventions.

#### ***Monitoring and Evaluation Orientation with the Satellite Offices***

Following the all-staff orientation prepared for Satellite Office staff, during the first quarter of 2006, all Satellite Offices were visited to provide more one-on-one orientation outlining the approach of monitoring and evaluation at Hanan. To support this orientation, a booklet providing an overview of monitoring and evaluation was prepared. This booklet outlines a number of monitoring and evaluation items at Hanan, such as the outcome approach to monitoring and evaluation, the results framework, a glossary of monitoring and evaluation terms, the monitoring and evaluation system, the PMP and data collection, monitoring and evaluation services, the database system, data for decision making, monitoring and evaluation relations with the Satellite Offices, the Hanan research working group and an introduction to monitoring and evaluation staff. A

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

PowerPoint presentation was also prepared to outline to satellite office staff, the PMP indicators that require data collection in the field and how data decision making takes place.

### ***Developing Reporting Forms***

Since September of 2005, technical staff has been reporting on activities in the field to allow monitoring and evaluation staff to submit results to USAID's database. Now, with the Hanan database completed, monitoring and evaluation staff has developed reporting forms that will allow for easy data entry and which will fulfill the reporting needs of both USAID and Hanan together. During the first quarter, all technical staff in the Ramallah and Gaza offices, along with staff in the Satellite Offices, received instruction from monitoring and evaluation staff on how to fill out the reporting forms and submit them in a timely fashion.

During the first quarter, the Monitoring and Evaluation Team investigated the identification of required service statistics collected at Hanan designated clinics. Considering project PMP indicators, a list of required service statistics was drafted. Once Hanan has received instruction from USAID about potential clinics that the project will work with, these clinics will be visited to ascertain the compatibility of currently kept service statistics and those that Hanan requires. Early in the second quarter of 2006, Monitoring and Evaluation anticipates working with selected clinics to reach agreement on the collection of service statistics.

### ***Development of Sub-Databases***

The Monitoring and Evaluation Team has provided support to technical staff in developing reporting formats for project activities and associated checklists (supervisory checklists and the balanced score card). Once these are finalized, and have been used in the field allowing for required revisions, these forms will be developed as sub-databases, allowing for more in-depth analyses. To enhance the reporting system, the sub-databases will be transferred onto hand held PC units to allow for efficient data entry. As this reporting will eliminate the need for paper reporting or duplicate entry, the hand-held PC units will also serve to increase the accuracy of data collection. During the first quarter of 2006, the Database Manager at Hanan traveled to Washington to receive training on how to construct database systems onto hand-held PC units. It is anticipated that by the end of the second quarter in 2006, these PC units will be put to use in the field, with satellite office staff trained to carry out data collection using the hand-helds.

## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

### ***Data for Decision Making***

During the first quarter of 2006, the Monitoring and Evaluation Team developed a format designed to facilitate data for decision making. Now, as project implementation has increased, it is time to feedback results on activities carried out on a monthly basis. This feedback loop will allow Technical Team members and senior management to reflect on progress made and to determine where the project is making positive headway and where gaps or problem areas exist. It is anticipated that as implementation increases in all project intervention areas that this feedback reporting system will allow for critical reflection and an enhanced decision making process.

### ***Contextual Analysis of HBLS Results***

In December of 2005, Alpha International, the contractor hired to carry out the Hanan household baseline survey (HBLS) submitted a report that provided a descriptive analysis of the survey results. To enrich this analysis, a consultant was hired to examine secondary data to better contextualize the HBLS results. This secondary analysis was incorporated into the report submitted by Alpha and was prepared as one of Hanan's technical papers. During March, the report was submitted to USAID and the Monitoring and Evaluation Team prepared a presentation to share with Hanan staff, USAID and others, the results of the survey.

### ***Operational Research (OR)***

During the first quarter of 2006, an operational research activity focusing on complementary feeding was put to tender with the RFA made available to interested candidates. The deadline for applications was March 10, 2006. Applicant review was carried out by the research working group (RWG) and Finance Team using a blind screening process to ensure transparency and unbiased assessment of applications. Nine applications were received and assessed for both technical and costing components. It is anticipated that the winning applicant will be selected at the beginning of the second quarter.

Other operational research proposals are being submitted by Hanan staff to the RWG for consideration. Currently under consideration are two OR activities: one that examines compliancy to postnatal care and another that focuses on how cultural beliefs and practices affect maternal and child health behaviors at the household level.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### D. Finance

#### ***Budget vs. Expenditure: Summary and Analysis***

The year-to-date Project expenditures for all of its budget line items are well within the total original budgeted limitation for each line item. The total estimated project expenditures (actual expenditures as of February 28, 2006 are \$3,593,565 and estimated expenditures for March 2006 are \$370,857) so far are well within the currently obligated amount of \$10,825,800.

For further detail, please see Annex I: Quarterly Financial Report (January – March 2006). Please note that the expected expenditures for March 2006 are higher than usual/normal because of the expectation to receive a quarterly invoice from ANERA for approximately \$152,000.

To date, the project has spent an estimated total of \$3,964,422 representing 19% of the total budget for 36% time passed.

Due to unexpected delays in implementing program activities and due to a USAID imposed halt on activities and procurements because of the political situation and atmosphere in the Palestinian Territories, the level of expenditures is lower than expected and budgeted.

#### ***Cost Sharing***

The Project has concentrated and increased its efforts to meet its cost sharing obligations. Relevant Project staff have been active in collecting data and documents to gauge the Project's cost sharing contributions. Participant lists for all trainings and workshops conducted by Hanan in the West Bank and Gaza have been collected to facilitate the calculation of the value of their cost share contribution. However, the Project does not yet have the monthly salary level for each participant. An official letter has been sent to the Ministry of Health asking them to provide us with their salary scale, because this will represent the largest portion of our cost share contribution.

An initial cost share plan, which includes progress against both JSI's and ANERA's cost share commitment levels, will be ready by the end of next quarter.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### E. Administration

During the first quarter, the Hanan Administration Team worked to make all necessary arrangements and accommodations for the arrival of the new Hanan Project Director as well as for the new Public Health Director. Additional activities included the updating of the permit list for all Hanan staff and followed up on obtaining the needed permits for Gaza and the West Bank.

#### ***Facilities and Equipment***

Inventory lists for all the Project's properties were reviewed and updated based on new items procured for the Satellite Offices and the new apartments rented by expatriate staff. In addition, the Hanan server network was put online.

#### ***Visitors and Consultants***

The Project received assistance from the following consultants in the Ramallah and Gaza offices during the last quarter:

<b>Name</b>	<b>Period with Project</b>	<b>Scope of Work</b>
Kelly Scarmeas (JSI)	March 13 – March 31	<ul style="list-style-type: none"><li>• Assist with implementation of quarterly work planning and budget holder system for Hanan</li><li>• Provide new Project Director with a project finance orientation</li><li>• Work with the Director of Administration to prepare an updated security plan for Hanan.</li></ul>
Dr. Katherine Sinka	January-February (20 days)	<ul style="list-style-type: none"><li>• Conduct background literature review on comparable MCHN statistics, protocols and reports in WBG.</li><li>• Carry out cross-sectional analysis of demographic data gathered through the HBLs for PMP indicators.</li><li>• Conduct validity checks, data cleaning as needed for HBLs original data and review LQAS tabulation.</li><li>• Provide written revision and analysis of HBLs report with relevant recommendations</li></ul>
10 Trainers (various topics)	January-March	<ul style="list-style-type: none"><li>• Conduct planned trainings in the West Bank and Gaza.</li></ul>
Dr. Maha Fatho (Bethlehem University)	January (20 days)	<ul style="list-style-type: none"><li>• Develop/adapt a supervision model covering: roles of the clinical supervisors, communication, coaching and mentoring, etc. for Hanan clinics.</li></ul>

## **HANAN QUARTERLY NARRATIVE REPORT**

***Reporting Period: January 1, 2006 to March 31, 2006***

### ***Level of Effort***

The staffing update for the first quarter is as follows (a complete staffing chart with all information to date is provided below).

- Dr. Richard Moore left his position as Project Director on December 21, 2005 and Dr. Anne Scott took up her position as the new Project Director on January 9, 2006.
- Dr. Peter Eerens was appointed as the Director of Public Health.
- Dr. Nisreen Abu Middain was re-appointed in the position of Program Supervisor, Gaza in February.

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### *Current Staffing Overview*

Name	Position	Status	Employer	Office	Start Date on Project	Effort Level
Abdallah Abu Dayyah	Capacity Building Specialist	FT	EMG	Gaza	June 6, 2005	100%
Anne Scott	Project Director	FT	JSI	Ramallah	January 09, 2006	100%
Atta Al Jazzar	Team Leader (Khan Younis)	FT	ANERA	Khan Younis	December 12, 2005	100%
Bassam Abu Hamad	Deputy Chief of Party	PT FT	ANERA	Gaza	January 18, 2005 March 1, 2005	80% 100%
Daoud Abdeen	Associate Director for Capacity Building	FT	EMG	Ramallah	July 18, 2005	100%
Diane Abraham	Team Leader (Hebron)	FT	ANERA	Hebron	August 18, 2005	100%
Emad Khoury	Driver	FT	JSI	Ramallah	February 1, 2005	100%
Firas Khalaf	Communication & Marketing Specialist	FT	JSI	Ramallah	November 6, 2005	100%
Fuad El Essawa	Public Health Officer	Seconded	Ministry of Health	Gaza	November 13, 2005	60%
Fuad Hudali	Database Manager	FT	JSI	Ramallah	November 7, 2005	100%
George Shoufani	Director of Finance	FT	JSI	Ramallah	January 17, 2005	100%
Hanan Awartani	Receptionist/ Admin Asst.	FT	JSI	Jenin	November 1, 2005	100 %
Hani El Wehaidi	Public Health Officer	Seconded	Ministry of Health	Gaza	November 13, 2005	80%
Hassna Dajani	Director of Admin.	FT	ANERA	Ramallah	January 25, 2005	100%
Haya Musleh	Administrative Assistant	FT	JSI	Ramallah	April 13, 2005	100%
Hisham Al Haj	Driver	FT	JSI	Gaza	February 6, 2005	100%
Jasem Hmeid	Training Specialist	FT	JSI	Gaza	August 8, 2005	100%
Kumkum Amin	Director of Community Mobilization & Marketing	FT	JSI	Ramallah	July 15, 2005	100%
Maher Sagga	Office Manager / Accountant	FT	JSI	Gaza	March 26, 2005	100%
Mahmoud Abu Radaha	Capacity Building Specialist	FT	EMG	Ramallah	January 28, 2005	100%
Majed Al Bakri	IT Manager	FT	JSI	Ramallah	August 1, 2006	100%
Nadira Sansour	Training Specialist	FT	JSI	Ramallah	January 13, 2005	100%
Nadira Shibly	Procurement/Contracting	FT	ANERA	Ramallah	September 12, 2005	100%

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

Name	Position	Status	Employer	Office	Start Date on Project	Effort Level
	Manager					
Najah Hamarshi	Public Health Officer	FT	JSI	Jenin	November 1, 2005	100 %
Nancy O'Rourke	Director of Monitoring and Evaluation	FT	JSI	Ramallah	March 7, 2005	100%
Nihad Karajeh	Public Health Officer	FT	JSI	Hebron	October 15, 2005	100 %
Nisreen Abu Middain	Program Supervisor, Gaza	FT	JSI	Gaza	February 12, 2006	100%
Nuha Judeh	Cleaner	FT	JSI	Ramallah	April 11, 2005	100%
Peter Eerens	Director of Public Health	FT	JSI	Ramallah	April 12, 2006	100%
Rabah El Bura'i	Public Health Officer	Seconded	Ministry of Health	Gaza	November 13, 2005	80%
Raja' Zyoud	Team Leader (Jenin)	FT	ANERA	Jenin	October 1, 2005	100 %
Rand Salman	Director of Operations	FT	ANERA	Ramallah	January 18, 2005	100%
Randa Bani Odeh	Associate Director for Community Mobilization	FT	JSI	Ramallah	June 13, 2005	100%
Riham Al Faqih	Monitoring & Evaluation Specialist	FT	JSI	Ramallah	July 11, 2005	100%
Rola Tahboub	Senior Finance Advisor	FT	JSI	Ramallah	April 11, 2005	100%
Rula Abu Nimreh	Receptionist /Admin. Asst.	FT	JSI	Ramallah	September 15, 2005	100%
Saeda Abu Ramadan	Receptionist/Admin. Asst.	FT	JSI	Gaza	June 13, 2005	100%
Sahar Abu Samra	Team Leader (Gaza)	FT	ANERA	Gaza	September 1, 2005	100%
Sahar Mukhaimer	Community Mobilization & Marketing Coordinator	FT	ANERA	Gaza	August 1, 2005	100%
Samar Sharif	Admin Assistant	PT	ANERA	Hebron	August 1, 2005	50%
Sana Abu Mazyad	Administrative Assistant	FT	JSI	Gaza	March 23, 2005	100%
Thara'a Nasser	Bookkeeper	FT	JSI	Ramallah	September 6, 2005	100%
Wassef Al Wikheiri	Monitoring & Evaluation Specialist	FT	JSI	Gaza	May 2, 2005	100%
Ya'qoub Habash	Driver	FT	JSI	Ramallah	April 1, 2005	100%

**FT = Full Time Employee, PT = Part Time Employee**

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### **F. Major Deviations from Approved Workplan**

Three major deviations from the approved workplan for this quarter have occurred. These are in the areas of procurement; implementing the behavior change communications strategy; and implementing community IMCI. The deviations are directly related to the current uncertain policy and operating environment. All procurement of equipment and disposables for the Ministry of Health has been put on hold as per USAID instruction. It was anticipated that the behavior change communications strategy was to be initiated by SAMA productions and Al-Kasaba cinemateque. Their sub-contracts are currently awaiting review and approval by USAID, and it is expected that this process will take longer than usual because the sub-contracts now also have to go to Washington for approval. Similarly, the project is awaiting USAID approval to hire the PMRS community health workers and mobilizers, who will have a central role in implementing community IMCI.

Additionally, Hanan's level of involvement with key stakeholders over policy and advocacy issues has been reduced, in part due to the uncertain policy and operating environment, and in part due to a change in strategy, whereby the project will base its policy and advocacy efforts on specific, concrete and documented issues and lessons learned emerging from project implementation. The reasoning is that Hanan's policy and advocacy efforts are more likely to be credible and successful if they are focused upon selected issues that are directly related to project implementation. In subsequent quarters, when the project is further along in program implementation, and key issues have begun to emerge, its policy and advocacy work will be increased again.

Interventions related to improving obstetrics and gynecology and neonatal care provision, home-based life saving skills, and birth center service delivery have not been carried out this quarter as planned. It was felt that the priority should be to achieve full implementation of our basic package of support to first cohort clinics and communities, before taking on these additional interventions.

A significant proportion of the planned short-term technical assistance for capacity building activities was not utilized. There are a number of reasons for this. The Capacity-Building team realized that it could provide some of the technical assistance itself, as an integrated part of its larger activity program. Through meetings with key stakeholders, the team identified a few activity areas that were already being taken forward by others. For example, UNICEF had already prioritized human resources. Hanan thus gave the provision of technical assistance in such areas less priority, so as to avoid duplication of efforts. Finally, provision of technical assistance in one or two of the planned areas was delayed as a result of changes to the larger policy and operating environment.

**HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

**IV. Cumulative List of Tools, Methods, and Publications**

The Project has developed and completed a number of tools and publications/reports during the reporting period.

Tools	Methods	Publications/Reports
<p>Reporting forms for combined USAID and Hanan data collection of PMP indicators.</p> <p>Monitoring and Evaluation PowerPoint presentation for satellite office orientation on monitoring and evaluation and data collection in the field.</p> <p>Monitoring and Evaluation query forms.</p> <p>Operational research proposal forms.</p> <p>Community Program Training Manual for Health Workers</p> <p>Guidelines for forming Community Coalitions</p> <p>Management Menu</p> <p>Checklists for: IMCI, Management, Infection Prevention and Control, Immunization and Growth Monitoring</p>	<p>No updates</p>	<p><b>Technical Papers and Reports:</b></p> <p>Hanan Household Baseline Survey: Maternal and Child Health and Nutrition Indicators at the Household Level in the West Bank and Gaza <i>(final draft)</i></p> <p>Hanan Baseline Health Facility Assessment for Maternal and Child Health and Nutrition Services: First Cohort Clinics in the West Bank and Gaza. <i>(final draft submitted to USAID)</i></p> <p>Women’s Perspectives on Maternal and Child Health and Nutrition: Findings from Hanan Focus Groups <i>(final draft)</i></p> <p>Community Capacity Assessments: West Bank &amp; Gaza <i>(draft)</i></p> <p><b>Technical Tools:</b></p> <p>Supervisory Checklists: Standardizing High Quality Maternal and Child Health and Nutrition Services in Primary Care Settings <i>(final draft)</i></p> <p>The Hanan Model Clinic: Criteria for the Organization and Delivery of Essential Maternal and Child, Health and Nutrition Services <i>(final draft)</i></p> <p><b>Technical Briefs:</b></p> <p>Empowering Communities, Sustaining Social Change: Community Mobilization in the West Bank and Gaza. <i>(final draft)</i></p> <p><b>Other:</b></p> <p>Hanan Brochure <i>(final draft sent to USAID)</i></p> <p>Hanan Newsletter <i>(final draft)</i></p>

## HANAN QUARTERLY NARRATIVE REPORT

*Reporting Period: January 1, 2006 to March 31, 2006*

### V. Expected Activities of the Next Reporting Period

This section describes anticipated activities for the second quarter of 2006. Please note that due to the rapidly changing environment, all activities are subject to change per future guidance from USAID. Given this situation, contingency plans that outline alternative activities have been completed and shared with USAID for further discussion as future policy guidance becomes clearer. It may well be that some of the activities below are cancelled or postponed, or substituted with new and different activities as per a revised project description and cooperative agreement.

#### A. April

- Develop query capabilities for Hanan database.
- Prepare for implementation of HBS for 2<sup>nd</sup> cohort and select research institute to carry out survey.
- Commence operational research study on Complementary Feeding Practices.
- Complete selection of community based organizations in Gaza for community mobilization activities.
- Conduct orientation of West Bank health workers for CM&M activities.
- Form Community Coalitions for 1<sup>st</sup> cohort communities in the West Bank.
- Develop subcontract for Gaza community mobilization NGO partner.
- Receive and approve designs for clinic improvements and signage.
- Begin development of 3 plays for C&M activities.
- Select market research firm to conduct campaign pre-testing.
- Disseminate equipment procured for 1<sup>st</sup> cohort clinics in WBG through Hanan Satellite Offices.
- Test and modify remaining Job Aids (Antenatal Care, Postnatal Care, Infection Prevention and Control & Family Planning).
- Implement Immunization, Growth Monitoring, Infection Prevention and Control, IMCI and Management Supervisory Checklists for clinics.
- Commence On-the-Job training for clinics on: Immunization, Infection Prevention and Control, Antenatal Care, Postnatal Care and Growth Monitoring protocols.
- Introduce and provide training on a registration system for Hebron District Hanan clinics.
- Provide training on communications skills, documentation and reports for Jenin District Hanan clinics.
- Disseminate finalized Health Facility Assessment, Focus Group and Household Baseline Survey Reports.

## **HANAN QUARTERLY NARRATIVE REPORT**

*Reporting Period: January 1, 2006 to March 31, 2006*

### **B. May**

- Complete purchase of hand-held PC Units for district reporting.
- Conduct training for all Hanan staff on reporting form use.
- Finalize HBLS 2<sup>nd</sup> cohort questionnaire and LQAS Tables.
- Develop next operational research proposal.
- Conduct Community Capacity Assessments for 2<sup>nd</sup> cohort communities in the West Bank.
- Develop community action plans for 1<sup>st</sup> cohort communities.
- Finalize and pre-test ad campaign for 1<sup>st</sup> cohort communities.
- Install clinic signage and display cases.
- Identify potential businesses for cause-related marketing opportunities.
- Provide orientations on the remaining job aids to Hanan clinics.
- Conduct Balanced Scorecard review cycle with all clinics and analyze variations.

### **C. June**

- Commence 2<sup>nd</sup> cohort Household Baseline Survey.
- Complete development of sub-databases on Hanan main database and on hand-held PC units for USAID reporting and overall monitoring and evaluation.
- Form Community Coalitions for 2<sup>nd</sup> cohort communities in the West Bank.
- Develop curriculum for technical training of health workers, including Community IMCI.
- Finalize production of 3 plays for C&M.
- Approach targeted businesses for potential cause-related marketing opportunities.
- Implement computer training for Hebron District Hanan clinics staff.

-----  
**Anne Scott**  
**Hanan Project Director**  
**March 20, 2006**

**HANAN QUARTERLY NARRATIVE REPORT**  
*Reporting Period: January 1, 2006 to March 31, 2006*

**Annex I: Quarterly Financial Report**

QUARTERLY FINANCIAL REPORT								
JSI RESEARCH & TRAINING INSTITUTE, INC.								
THE HANAN PROJECT								
	USAID	1st	ACTUAL	Actual	Estimated	Total	Remaining	Percentage
	Contribution	Quarter	EXPENSES	EXPENSES	EXPENSES	Expenditures	Funds	Funds
LINE ITEM	Federal Funds	1/06 - 3/06	Jan '06	Feb '06	Mar '06	& Projections		Expended
SALARIES	2,918,022	257,487	86,537	83,447	87,503	1,063,637	1,854,385	36%
ALLOWANCES	1,161,521	75,959	7,158	53,976	14,825	464,564	696,957	40%
CONSULTANTS	122,400	0	0	0	0	13,558	108,843	11%
OTHER DIRECT COSTS / TRAVEL / EQUIPMENT	1,644,333	94,923	27,282	26,023	41,618	767,731	876,602	47%
INDIRECT COSTS / OVERHEAD	1,311,926	103,530	33,064	35,233	35,233	558,171	753,755	43%
PROGRAM COSTS	8,825,000	117,947	29,774	75,495	12,678	375,395	8,449,605	4%
SUB-RECIPIENTS	4,923,104	204,163	25,163	0	179,000	721,367	4,201,737	15%
<b>TOTAL</b>	<b>20,906,306</b>	<b>854,009</b>	<b>208,978</b>	<b>274,174</b>	<b>370,857</b>	<b>3,964,422</b>	<b>16,941,884</b>	<b>19%</b>