

REPORT
OF
EVALUATION OF SUBPROJECTS

BY
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FAMILY HEALTH SERVICES PROJECT
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EXECUTIVE SUMMARY

In the FHS transition period (January 1993 to June 1994), FHS entered into contracts with the managements of a set of non-governmental organizations (subprojects) with the purpose of providing family planning services to Nigerian populace. A mid-term evaluation was to be carried out on these subprojects in January/February 1994 but did not hold. This final evaluation was then planned and executed between May 9 - 20, 1994. The intention is to assess the performances of the various projects in order to determine those that will continue to receive funding from FHS and to seek areas of improvement on the operations of the project. Findings from the evaluation will assist FHS in designing proposals for subsequent projects and in developing them.

The main objective of this evaluation is to assess the performances of the various projects relative to a set of indicators which cover the functioning systems and the outputs of the projects. It is essentially a process evaluation. The findings can be useful in deciding on how to provide family planning services through the networks in which the projects operate.

The methodology adopted involves review of quarterly reports and the project documents. The evaluation teams visited the sites of the projects where a set of tools were administered on the managements and outlets (CBDs, CSPs, VHWs and Nurse-vendors) of the projects.

The findings revealed that project management committees exist in 19(70%) of the 27 subprojects. In about fifty percent of the subprojects, supervisors have received training. All the 27 subprojects have no structured referral network. In 22 (81.5%) of the 27 subprojects, three accounts are operated (expense, revolving fund and profit). Twenty-four (88.9%) of the 27 subprojects maintained records on clients. All subprojects observe the 'first-expired first-out' rule in commodity management and acceptable storage facilities were found in (81.5%) of the subprojects. Training plans were found in 25 (90%) subproject headquarters 14 (51.9%) met target levels at the time of evaluation. Also 21 (77.8%) record 203, 165 New Acceptors and 135,962 revisits. Ninety percent (25) of the projects generated 94,344 CYP within the contract period up to the time of evaluation. Twenty-four of the subprojects conducted outreach activities, and 16(59.3%) conducted counseling and motivational sessions.

Appraisal of performances of the projects under the various indicators presents problems that vary from project to project.

Below are the recommendations that can be considered:

1. In order to prevent some subprojects from concentrating only on sales and distribution of commodities, subsequent proposals should set the objectives of the projects in line with the family planning objectives of FHS.
2. Mid-term evaluation should be undertaken before the final evaluation. This will enable the projects to benefit from the lessons learned from such evaluation.
3. Monitoring of the subprojects should be jointly done by M&E division and programs department. The exercise should be carried out at least once in a quarter.
4. Training division of FHS should be involved in training of CBDs and CSPs of the projects.
5. To ensure the effectiveness of the projects, FHS should be involved in selection of project coordinators.
6. There is need for orientation on management information system (MIS) and data utilization to the staff of the projects.
7. The integrated forms designed for the public sector can be introduced to the subprojects to enhance record keeping of family planning services provided.
8. Referral system should be established for each of the projects. This will enhance the ability of agents that provide non-clinical methods to make referrals.
9. The modalities for remunerating the staff at the outlets should be clearly defined in such a way that agents will be motivated.
10. Project management committees should be set-up in all subsequent projects and it is recommended that program department be involved in their meetings at least once a quarter.
11. Training division of FHS should organize supervisory skill training for all the supervisors/monitors of subprojects.
12. FHS IEC division in collaboration with programs department should work with subprojects to identify and prepare all IEC materials needed by subprojects. They should also identify IEC activities relevant to each subproject in each locality.

OBJECTIVES OF THE EVALUATION

The primary objective of the evaluation is to assess the performances of the various subprojects in areas of management and technical capability to provide family planning services. The evaluation compares the management services achieved with the set targets in the projects' documents.

The specific objectives are to assess:

- management performance,
- MIS and record keeping,
- commodity management capability,
- referral system,
- training component,
- service data generated and
- Information Education and Communication of the projects.

METHODOLOGY

i. Preparation:

The quarterly reports sent to FHS by subprojects were reviewed. The project documents of the subprojects were also reviewed to ascertain the objectives and the outputs targets set for the projects. Three evaluation tools were prepared based on the objectives set for the projects.

ii. Fieldwork:

The members of the evaluation consist of 14 participants, they were grouped into four teams (4,4,3,3). The 27 projects evaluated were also grouped into four (8,7,6,6) with each team handling a set of projects. The following evaluation tools were used on the field:

a. subproject evaluation tool

- b. clinic assessment tool and
- c. assessment of VHW/CBD tool

Each team visited the site of the headquarters of each project to interview and administer the subproject evaluation tool on the project coordinator and other key officers of the project.

The project coordinator then joins the team to visit at least ten percent randomly selected outlets (clinics or CBD agents) of the project to administer the clinic or VHW/CBD assessment tool depending on the type of project. The evaluation teams also compiled observational reports on the field. These reports helped to ascertain facts which the tools might not capture on the field.

iii. Analysis:

Data collected with the evaluation tools are analyzed under the following indicators: Project management, Financial management, MIS, Commodity management, Training, Referral system, Service data and IEC. The findings from the analyzes are corroborated with the observational reports for each project.

iv. Rating:

Each indicator element is assigned standard score with which the relative score obtained by a project is compared. The performances of the projects under each indicator are now categorized in three into three broad ratings: LOW, MEDIUM and HIGH. The interpretation and the range of scores of these ratings are:

- 0 - 40 = Low: Weak performance
- 40 - 70 = Medium: Average/above average performance
- 70 and above = High: Commendable performance

GENERAL FINDINGS

Project management:

Project management committees exist in 19(70%) of the 27 subprojects. Fifty percent of these committees meet monthly, while thirty percent meet quarterly. In about fifty percent of the, supervisors have received training, while supervisory visits were conducted monthly by 14(53.8%) of the subprojects and only 10(38.5%) had supervisory checklists.

Financial Management:

In 22(85%) of the 27 subprojects, three accounts are operated(expense, revolving fund and profit). Over sixty percent of the projects of the subprojects have the director the coordinator/manager/authorized official as cosignatories to the accounts, while 6(21%) have only one signatory. Verifiable equipment inventory lists are located in 15(55.5%) of the projects while 10(37.3%) report having no lists. Late disbursement of funds by FHS is one of the reasons given by subprojects for inability to accomplish their objectives.

Management Information System:

Twenty-four (88.9%) of the 27 subprojects maintained records on clinics. Various forms are used to record service data at the outlets, 16(57.1%) of the projects use project designed forms. Generally records on service data are not accurate. Most of the projects (25) do not utilize the generated reports for decision making . The reports are sent to funding agency. Generally, data utilization is very weak.

Commodity Management:

All the subprojects observed the 'first-expired first-out' rule in commodity inventory management. Acceptable storage facilities were found in 22(81.5%) of the projects. Only 7(25.9%) of the projects experienced stock-outs in the three months prior to the evaluation. Twenty-one (77.8%) of the projects maintained updated records of physical inventory. The lead time in getting commodities in over half (15) subprojects was one month or less. Four subprojects reported commodities available immediately, and four reported times over one month. Eighty percent of the subprojects maintained documentation on commodities distributed.

Training:

Training plans were found in 25(90%) of the subproject headquarters and 14 (51.9%) met targeted levels at the time of the evaluation.

Service Data:

The performance of the projects in terms of record keeping is weak. Records on the levels of contacts with the clients (new acceptors and revisits) are particularly not good at the outlets especially among the CBD agents. Records obtained from the headquarters of 21(77.8%) gave the number of new acceptors as 203,165 while the number of revisits is 135,962. Twenty-five projects who gave records of sales of commodities generated 93,344 CYP.

Referral System:

All the projects do not have sustained referral network. The projections made on the assumptions that CYP generated from multiple sources especially from the referred cases could not hold.

Information, Education and Communication (IEC):

Twenty-four (88.9%) of the subprojects conducted outreach activities, and 16(59.3%) conducted counseling and motivational sessions. Of IEC materials available at the subprojects, only one had all possible IEC materials, but 60% had at least the two most important items, posters and pamphlets/brochures. A total of 22(81.5%) of the subprojects had at least posters.

Overall performances of the projects:

On the basis of the ratings used in this analysis coupled with observational reports from the field, 23(85.2%) have average and above average performance (see table on specific performances of projects). Five projects have weak overall performances.

SPECIFIC FINDINGS ON EACH PROJECT:

PROFILE OF PERFORMANCES OF THE PROJECTS

SUBPROJECT		RATING		
		LOW	MEDIUM	HIGH
1.	NCWS ENUGU			*
2.	NANNM IMO			*
3.	BMC BORNO			*
4.	NPNMA OYO			*
5.	NCWS KADUNA		*	
6.	NCWS ABIA		*	
7.	NCWS ANAMBRA		*	
8.	NCWS PLATEAU		*	
9.	NCWS NIGER		*	
10.	NKST BENUE		*	
11.	NRC LAGOS		*	
12.	NANNM ENUGU		*	
13.	NANNM PLATEAU		*	
14.	NANNM EDO		*	
15.	NANNM ONDO		*	
16.	NANNM LAGOS		*	
17.	EYN ADAMAWA		*	
18.	SEFA KADUNA		*	
19.	EKU HOSPITAL DELTA		*	
20.	POPE PAUL HOSPITAL ABIA			
21.	NCWS OSUN		*	
22.	PNA OGUN		*	
23.	BWA BENUE	*		
24.	COWAN ONDO	*		
25.	NANNM RIVERS	*		
26.	PH NURSING HOME RIVERS	*		
27.	EXCEL CLINIC LAGOS	*		
28.	NCWS KANO	=	=	=

RATING:

- LOW** - WEAK PERFORMANCE
MEDIUM - AVERAGE/ABOVE AVERAGE PERFORMANCE
HIGH - COMMENDABLE PERFORMANCE

NCWS ENUGU

This is a CBD based project. The CBD agents are selected to cover Army and Police barracks as well as University campuses at Nsukka, Enugu and Abakaliki. This is a new and innovative project in terms of the focus groups the program is targeting.

The scores in the area of management are high reflecting a commendable performance. However, the coordinator do not have full time to do much supervision because of her involvement in community development. The frequency of supervision is not adequate, thus some of the CBD agents are becoming demoralized. The performance in the area of financial management is also commendable.

The project's performance in the area of MIS is modest. There is a family planning form for recording service data by the CBD agents but it was not used by those interviewed: Record keeping at the outlets (CBD agents) is weak. Being a new project, most of the CBD agents are not conversant with record keeping on service data. The project has generated 558 CYP representing 10% of the target CYP. However, if the objective set for CYP from multiple sources is considered the generated CYP will be 3% of the target, this calls for the urgent need to review the project objectives and strategies. The headquarters has no records on New Acceptors and revisits, this depicts the fact that record keeping at the outlets is weak, although the project has just taken off.

The project has referral forms but this has not been put into use, consequently, there is no referral network.

The IEC activities which the project carries out are limited to the production of posters. Also there are limited IEC materials at the outlets (CBD agents).

The overall performance of the project is commendation.

RECOMMENDATIONS:

- * There is need to appoint a coordinator that will devote full time to running the project, especially supervision of CBD agents. FHS should be involved in the appointment of such a coordinator.
- * In view of the peculiarity of this project, criteria should be set in selecting the right calibre of CBD agents based on the experience gained so far. It will be necessary to see if appointment of high ranking officers as it is now, leads to desired objectives.
- * A referral network should be set-up for the project such that each focus areas will have affiliated clinic to make clinical referrals.
- * The project should expand its IEC activities to include market and community talks. Also IEC materials at the outlets should include leaflets and stickers.
- * An orientation on record keeping and data utilization should be organized for the staff of the project.
- * The project should be monitored on regular basis.

NANNM IMO

This is a clinic based project and it operates through registered nurses that are attached to clinics. The project provides clinical family planning methods in the 23 clinics located in Imo state. Members of the project are trained CSPs, the more experienced ones are monitors who supervise other clinics.

The project is well managed and supervision adequately effected. The coordinator is a well trained CSP and she is quite familiar with the problems at the outlets. However, the project does not give the coordinator sufficient authority to implement some policies of the project. This manifests in the project's inability to accomplish its target in training. The documentation of financial records is excellent.

In the area of MIS, the only improvement needed relates to making better use of service data at the project level, especially to analyze the performances at the outlets and for follow-up of defaulting clients. The CSPs are well trained in collecting and collating data, however some of them are new and they needed time to develop good record keeping.

The project also records a high score relative to commodity management. It is however important to note that the project experienced a stock-out for IUCD within the past three months. The project's referral system is weak. Although a list of methods provided by the various outlets is available, the project is yet to hold an orientation workshop on referral system for family planning providers. Also, there are no records of referred cases.

In terms of service data, the project has generated 6,514 CYP, this is well above the target CYP of 4,026. A large proportion (67%) of the generated CYP results from IUCD. The low levels of New Acceptor (453) and Revisits (1,276) is probably due to lack of submission of service data from the outlets.

In the area of IEC, the project does not expand the scope of its activities to include market and community talks.

On the basis of the performance indicators above, the project is commendable in terms of achieving its objectives.

Recommendations

- There is need to develop a referral network for the project such that the few clinics providing long acting methods can serve their communities.
- The management team needs organizational development. The project manager needs authority to match her responsibilities.
- The project management committee should focus more on the project instead of NANNM authorities.
- The project needs IEC materials at the outlets. The scope of its IEC activities should be expanded to include market and community talks.

BORNO MEDICAL CENTRE, BORNO

This is a hospital based project with 5 outlets and 70 CBD agents operating in 5 LGAs. The CBD agents operate as traditional birth attendants (TBAs). The outlets are affiliate clinics own by private persons.

The project has excellent structure for provision of family planning both in urban and rural areas. The performance under management is high, there are some inadequacies. The project coordinator also doubles as a staff of the hospital, consequently, she has additional responsibilities besides her primary scope of work as a project staff. The supervisors have no checklist for effective supervision. In addition, the TBAs are given little incentive as a result, some of them are dropping out.

The commodity management is excellent. Obviously everything is handled by the hospital pharmacy. In terms of MIS, public sector forms are used in collecting forms. The main inadequacies are that there is no filing system and data utilization is weak. Record keeping at the outlet is still faulty.

In the area of service data, the CYP generated is low since the project provides long acting family planning methods. The project has generated 1,836 CYP, that is, 26.9% of the target CYP (6,817).

The only flaw in the IEC component is that counselling and motivational sessions do not include male and female.

The overall performance of the project is commendable.

Recommendations

- The coordinator should devote full time to the project as specified in the project document.
- The hospital should have a separate section for family planning. This will enhance quality of care.
- The TBAs should be orientated towards keeping records.
- Record keeping of the project should be enhanced. Obviously the low level of CYP generated is probably as a result of under reporting.
- FHS should supply necessary equipment and provide IEC materials.
- The regular supervision should be sustained in addition, supervisory checklist should be used.
- Records of IEC outreach activities should be well documented and counselling and motivational sessions should include male and female.

NPNMA OYO

The Nigerian Private Nurses and Midwives Association (NPNMA) Oyo state is a clinic-based project with about 138 outlets. The project started in 1989 with FHS but the current project commenced in March 1993. For easy monitoring and reporting, the project is divided into 5 zones, namely Osogbo, Ogbomoso, Ibadan North, Ibadan/Ibarapa and Iwo zones. Each zone is manned by a monitor.

The performance of the project in terms of project management is adequate. A project committee meeting is in existence and meets frequently on issues concerning the project. The project has 6 supervisors who are not yet trained on supervisory skills. The supervisors carry out supervisory visit to the outlets on monthly basis but without checklist. The financial management of the project is modest as the relevant accounts are operational and there is proper documentation of equipment received.

Under MIS, the score is quite encouraging. The record keeping both at the headquarters and at the outlets is perfect. Service data is kept at various level, though the data generated is not being utilized for decision making.

The project apparently performed very well in commodity management. Although no proper storage facility but there is a good documentation of commodity flow and commodities are supplied with a week without delay to avoid scarcity.

For training, 190 are to be trained and the project trained 195. The expected CYP to be generated is 12,836 but the project was able to achieve only 8,253 which is (64%) of the targeted CYP.

Contrarily, the project is just average (medium) in IEC. Activities carried out are production of posters and market talks. Four different IEC materials were also printed and distributed to the outlets.

To sum up, the project performance is commendable.

Recommendations

- A supervisory checklist should be developed and used by the supervisors during the monitoring visits.
- A structured referral system from downstream to upstream should be set up in order to address quality of care.
- Motivational workshop on "importance of FP" for men should be included in subsequent proposals.

- Record keeping by outlets needs to be improved upon such as documentation of commodities sold should be recorded in a separate book and number of clients attended to in another book.

- Client screening card (client record card) should be developed, printed and distributed to all outlets to ensure quality of care and uniformity of information received from these outlets.

- The project should train motivator for motivational campaigns and talks so as to increase awareness of family planning with their catchment areas.

NCWS KADUNA

The project is a community-based with 154 CBD agents and it operates in 14 LGAs at Kaduna state.

The project's score in management is commendable (80%). The project appears weak in financial management. Out of the three bank accounts that are mandatory, only one has so far been opened. Moreover, an inventory of project equipment is not being kept.

In the area of MIS, the performance is very weak. Although the project keeps individual clients' records, there is no filing system. Quarterly reports appear to be submitted late and they do not usually contain monthly service data. Data utilization at project level is also weak.

The project has exceeded target in terms of number of staff to be trained. Moreover, it has adequate training curriculum for CBD agents.

In the area of commodity management, there are many problems. The project has no storage facility for commodities. The leadtime in obtaining ordered is not definite, hence the CBD agents complain of shortage of commodities. There are also records of stock-out in the head office. Also inventory of commodities is not available. There is poor documentation of commodities distributed to CBD agents.

It is gratifying that the project has generated 3,146 CYP, that is, 37.4% of the target despite the fact that project provides non-clinical family planning methods.

The project has no referral system. The project has done a lot in the area of IEC. The outreach activities are mainly home visits and village talks.

Recommendations

- The project management committee should meet more frequently such that activities of the project could be reviewed at appropriate time.
- FHS should be involved in selecting a very active coordinator. The selected coordinator should be given authority commensurate to her responsibility.
- There is need for orientation on record keeping and data utilization.
- The project needs adequate storage facility and the coordinator should ensure that commodities are available to CBD agents on regular basis.
- The project should open relevant bank accounts and equipment should be documented.

NCWS ABIA

This is a CBD based project. The family planning project is very young, the contract was signed in January 1994 and the CBD agents were newly trained as at the time of evaluation. In view of the stage of development of the project emphasis of the evaluation is on the system in which the project operates.

One of the main deficiencies of this project in the area of supervision is the absence of a supervisory checklist. Also the supervision is not done regularly. The project management committee does not meet regularly. In the area of financial management the project does not keep an inventory of project equipment, of course it has very few equipment.

In terms of commodity management, the project has not secured storage facility for the commodities. It does not also keep physical inventory of the commodities. However the state of preparedness of the project is commendable.

In the area of MIS, record keeping by the CBD agents on clients seen is very poor. Consequently, data utilization is also very weak. This is probably because the project is just commencing operation.

The project has no IEC materials for the CBD agents. Also the project has understandably carried out few outreach activities. There is no referral system in existence.

On the whole the performance of the project is average in terms of capability to provide family services.

RECOMMENDATIONS:

As stated earlier this is a very young project the following points should be taken into consideration in order to develop the project.

- * The management committee should be organized to meet regularly.
- * An orientation on MIS and data utilization should be held for the staff of project. Also there is need for organization development work for the project at this initial stage.
- * The project needs technical assistance from the IEC division in terms of IEC materials and outreach activities.
- * There is need for structured referral system for the organization.

NCWS ANAMBRA

This is a new project which is CBD based . It is intended to introduce family planning in Anambra state through its market network. The project operates through 156 CBD agents most of whom are based at the two main markets in Onitsha. The project is expected to conduct awareness, motivation and marketing activities in order to sensitize people on health and family planning issues.

The lapses of this project in the area of management are that the supervisory checklist is not used, the quality of supervision is apparently poor as supervisors do not take some necessary expected in a good supervision. Also the supervision is not carried out regularly. The performance of the project in the area of financial management is adequate (64%), however it is deficient in the sense that there is no inventory of project equipment . Although the project is a new one and as such it has very few equipment.

The record keeping capability of the project is weak (38%). The major weakness in this area is that the record keeping at the outlets by CBD agents is very poor as most of the CBD agents do not keep records on new acceptors and revisits. Within the project, MIS data utilization is low. Moreover, quarterly reports do not always contain monthly service data and are usually submitted late.

The project is efficient in terms of training. There is an adequate training curriculum and the target relative to the number of staff members to be trained has already been achieved. The major deficiency in commodity management is lack of good storage facility. The commodities are stored in Onitsha where accommodation is very scarce . It has already experienced stock-out within three months to the period of evaluation.

The project commenced operation with the training of 150 CBD agents which is the target set for the project. Record keeping of the project is poor, consequently the records on service data are poor.

In the IEC component, few activities have been carried out while there are some IEC materials at the outlets. Although, the project has developed referral forms they are not used, and the project has no structured referral system.

The performance of this project is average.

RECOMMENDATIONS

- * The management committee of the project should be reactivated such that it meets regularly. Vital decisions on the project can be taken at appropriate time.
- * The coordinator should be more devoted to supervision of the project. The supervisors should be provided with supervisory checklist.

- * An orientation on MIS and data utilization should be organized for the staff of the project.
- * An adequate storage facility should be secured for the project.
- * It is recommended that an orientation be organized for the CBD agents.
- * There is need to provide more IEC materials for the CBD.

NCWS PLATEAU

This is a market based project with outlets in Jos town markets and the remaining located in 5 LGAs. The project is quite innovative. The CBD agents are selected among church elders, food-sellers, hairdressers and traders who are both males and females.

The performance of the project in terms of management is average. One of the shortcomings of the project is the absence project director to whom the coordinator can be responsible. However, there is a deputy project coordinator paid by the state MOH and a project advisor to assist the coordinator. Although there is management committee, their meetings are not documented. Moreover, the supervisors lack relevant training, although they make use of supervisory checklist which appears to be adequate.

The financial management is excellent. The performance under MIS is average. CBD agents use tally sheets but in the process of sending the forms to headquarters, data are not properly stored, consequently, there is distortion.

In the area of commodity management, the only inadequacy observed relates to unnecessary long leadtime in receiving supplies of commodities.

Referral system is fairly developed in the operations of the project.

At the outlets (clinic level), clinics are managed by CBDs who dispense only pills, condom and foaming tablets. They screen eligible clients for IUD, injectable, sterilization and refer to referral centers not part of the project but work in collaboration with the project. Also clients with complications are referred to referral centers such as PPFN, LGMC or JUTH.

The performance under IEC component is weak. There are no IEC materials at the outlets. The IEC activities include posters, market talks and village talks.

In terms of service data, the project has generated 2,332 CYP, that is, 9.9% of the target. The projected CYP probably took into consideration possible referral cases of long acting family planning which in most cases are not recorded.

The overall performance of the project is average.

Recommendations

- The management of the project should be structured in line with the project document. That is, a project director should be appointed.
- The existing referral system should be developed.
- There is need for orientation on MIS and data utilization.
- Objectives on output such as CYP should be based on the primary activities of the project.
- FHS should provide IEC materials to the project

NCWS NIGER

This is a CBD based. It was initially designed to cover eight LGAs in line with the FHS-RIS focal LGAs but was later extended to nine LGAs. The objectives were directed towards IEC outreach activities to the communities, provision of non-clinical family planning methods and referrals of long acting FP methods.

The performance of the project in the area of management is average. The deficiency in this component is lack of management committee. The supervisors carry out effective supervision with supervisory checklist, they have regular contact with CBDs providing guidance and support as well as solving problems promptly. Even though the performance in the area of MIS is average, there are some serious inadequacies. There is no filing system, data utilization is weak and quarterly reports are not promptly submitted. The CBD agents have problems in record keeping, consequently collation of data to headquarters is not adequate.

The project has trained 155 CBD agents, exceeding the target of the project by 15. In terms of service data, the project has generated 2,464 CYP, that is, 28.7% of the target. Records on level of New acceptors (41,205) are not accurate as a result of poor record keeping at the outlets.

In relation to commodity management, the only lapse is that the project has experienced a stock-out for pills within the past three months. The performance of the project under IEC is commendable, this is probably because the RIS component of Niger is headed by an IEC personnel (coordinator).

The performance of this project is average.

RECOMMENDATIONS

- * The project management committee should be set-up.
- * Field supervisors should intensify monitoring visits using the checklist.
- * IEC activities, especially Radio and TV talks undertaken by the project should continue.
- * There is need for orientation on MIS and data utilization.
- * A referral network should be organized for the project.

NKST BENUE

NKST is a missionary organization and the project is planned to operate through the clinics of this organization. The project is clinic based and it covers most of the mission hospitals and clinics in Benue, Taraba and Cross-River states. The project is planned to provide clinical family planning services at its 8 hospitals, 12 comprehensive health clinics and selected primary health clinics.

The project has all the structures necessary to ensure effective management. However, the organization is not seriously committed to family planning activities as specified in the project document. The authorized official and the project coordinator do not have thorough knowledge of the problems at the outlets. This is due to lack of regular supervision and management crisis. The supervisors have no training of supervision and there is no checklist. Being a well organized establishment all financial records are well kept.

The machinery for generating service data is in place but record keeping at the outlets is not adequate. The leadtime in collecting data from outlets is also long. Data utilization at the project level is weak.

With the structure of the organization referral system can be easily set-up. Although the project staff stated that there is a referral system, there is no evidence to that effect. The project is yet to conduct an orientation seminar on referral network for providers and there are no records of referred cases.

In terms of service data, the project has generated 7,283 CYP of its target of 21,008 CYP. Most of the CYP generated are attributable to bilateral tubal ligation (64.7%) or IUCD (23.8%). The project also has its record, 5,939 New Acceptors and 3,521 Revisits for the current contract. The data depict poor documentation as the number of revisits should exceed that of New Acceptors.

On the whole this is an average performing project.

Recommendations

- There is need to get an effective coordinator for the project. FHS should be involved in the selection of the coordinator.
- A few number of outlets should be selected out of the clinics of NKST for the FP program . 10 clinics will be adequate in view of the cost of supervision. The 10 clinics can be located in strategic locations of Benue state.
- The project management committee of the project should be reactivated.
- Supervisory checklist should be provided for the supervisors.
- The project needs orientation on data utilization.
- The IEC component of the project should be strengthened especially at the outlets.
- A referral network should be developed by using the hospitals to serve the selected clinics.
- In view of the large network of NKST, it is recommended that the project be provided with a vehicle to enable it do effective supervision.

NRC LAGOS

Nigeria Railway Corporation Lagos runs clinics and CBD based project. The project has about 62 CBDs and 5 clinics, and is one of the new project that was initiated in September 1993. Albeit, the project commenced in January 1994.

The project's performance in project management is commendable. The supervisors are trained, but no supervisory checklist. The project is yet to open the revolving and profit accounts. This is understandable judging from the period of start-up.

On MIS, the score is satisfactory. The staff keep impeccable records. Records on clients are separated from commodities sold. The minor lack is that the generated data is not being utilized for decision making and there are minor mistakes in filling of Form 3A.

In the area of commodity management, the performance is above average. The leadtime in getting commodities is too long (within 3-4 weeks). There is existence of training plan and the target number is 72 and the project trained 68 - 62 CBDs and 6 supervisors.

As a result of the delay in implementing the project, the project achieve only 15% (839) of the targeted CYP.

Though no structured referral system but the rail trackers (also CBDs) keep well documented referral system.

On IEC, the performance is average. Activities being carried out are few and the project has few materials.

To sum-up, the project performance is satisfactory.

RECOMMENDATIONS:

Satellite clinics should be provided with basic equipments that will assist the CSPs to provide clinical methods.

The subproject is very promising and should be encouraged by finding means of sustaining them and regular means of funds should be provided.

Technical assistance should be given to program supervisors on filling of forms and collating of data

There is a need of supply of megaphones, torches and rechargeable batteries to the rail trackers to ensure effectiveness of the job.

There should be a time limit for opening of accounts especially the revolving fund and profit accounts for purpose of accountability.

NANNM ENUGU

The project operates in clinics as well as in market places. It uses private practitioners (retired nurses) in private clinics located in different parts of the state and nurse-vendors in market places. The project uses 10 clinics and 15 nurse-vendors.

The design of the project is unique in the sense that emphasis is on distribution and sales of commodities. This manifests in all indicators examined in this evaluation.

The performance of the project in the area of management is weak (40%). The inadequacies in this area include lack of relevant training for the supervisors, irregular supervision and the fact that supervisors do not use checklist for effective supervision. All these inadequacies reflect in the relationship between the coordinator and the staff of the project which is not cordial. The financial management aspect of the project is commendable, although the revolving fund account is yet to be opened.

As for MIS related activities, the performance of the project is low (25%). Records are kept on individual clients but are poorly kept. The outlets (vendors) are not keeping good records of acceptors and IEC activities carried out. Service data from the outlets take too long to get to the project headquarters (more than a month). There is no official designated to review the completed MIS forms and little use is made of the data collected at the project level. Quarterly reports are submitted to the relevant agency promptly but the reports do not normally include monthly service data.

The performance of the project in commodity management is above average (63%). The project observes the rules concerning the stocking, storing and dispensing (first expired first out) of commodities. However, there are no registers for documenting how commodities are received and dispensed.

The fact that the coordinator concentrates on distribution and sales of commodities reflects on the high level of CYP generated (11,764). This is well above the level of CYP projected for the project (4,075). In terms of training, the project has already met the targeted number of nurse-vendors to be trained. Moreover, there is a training curriculum which appears adequate in most respects.

The project has no referral system at all. In the area of IEC, the activities carried out are not properly documented. Furthermore only few IEC materials are available at the outlets (clinics and market stalls).

On the whole the performance of the project is average.

Recommendations

- The management of the project should be oriented towards providing family planning services (IEC activities and ensuring quality of care at the outlets).
- FHS should be involved in selecting a very active coordinator.
- Remuneration to nurse-vendors and private practitioners in terms of amount of commodities to retain should be clearly stated in project document so that it can be sustained through monitoring.
- Supervision of outlets should be carried out on regular basis.
- FHS should maintain a regular monitoring of the project.
- There is need for orientation on MIS and data utilization.
- IEC materials should be provided at the outlets. Also all outreach activities carried out should be well documented.

NANNM PLATEAU

This is a clinic-based project. The performance in the area of project management is highly inadequate (20%). It has no management committee, the supervisors are not trained, some received on the job training. The supervisors do not use supervisory checklist for supervision. The project does not keep inventories of equipment received or bought under the project.

In terms of MIS component, the performance of the project is average. It has no filing system, the lead period in receiving service data from the outlets is long (more than one month). At the project level, it does not make use of MIS data in clients' follow-up or for ordering supplies and does not submit quarterly reports promptly.

In the area of commodity management, the project's inadequacies relate to the lack of a procedure for documenting the distribution for commodities. The performance in the output as reflected by the level of CYP generated (10,244) is commendable. The high level of CYP (72.4% of the target) is attributable to long acting family planning methods provided in the clinics. The levels of New Acceptors (27,742) and Revisits (21,084) are commendable, although the records are not accurate.

There is no referral network and there is no record of referrals. The project has carried out few IEC outreach activities. Furthermore, there are limited IEC materials at the clinics. Permanent method are not discussed during motivational and counseling sessions.

On the whole this project is average in performance.

Recommendations

- The project management Committee should be set-up and it should be encouraged to hold regular meetings.
- FHS should be involved in selecting a very active coordinator who will devote full time to work closely with the monitors.
- The supervisors should be given relevant training and there should be a checklist for supervision.
- The project should employ enough monitors for adequate coverage of the project staff.
- The number of clinics FHS will fund for family planning should be limited to the level the project's human and material resources can cope with.
- There is need for referral network.
- The project should always discuss long acting family planning methods during motivational and counseling sessions. Also, IEC materials should be provided at the outlets.

NANNM EDO

This is a clinic-based project operating through its 80 outlets.

The project performs moderately under management. An inadequacy in the management is that the management committee meets on quarterly basis. The committee should meet more frequently to see to the problems of the project. Supervision is adequately done and, on their visit to the outlets, supervisors do more than just supply commodities and collect returns. In terms of financial management, the project does not keep inventory of equipment received or bought.

The project keeps record on individual clients and has an adequate filing system. Moreover, service data from the outlets are promptly received at the project headquarters. In spite of this, the MIS related score is medium mainly because the project does not appear to make any use of the MIS data at their level. Reports, containing monthly service data, are however promptly sent down from the project to the appropriate agency.

The project demonstrates a high level of efficiency in terms of commodity management. The rules regarding stocking and dispensing of commodities are respected. However, the project has no adequate facility for storing commodities. The leadtime in obtaining ordered is a bit too long (about three weeks).

Referral system is not in place. The project does not have a list of methods provided at the various outlets. Also, there is no information on the number of clients referred within the project.

The project has a training plan and a standard training curriculum which emphasizes family planning information, inter-personal communication and counselling.

In terms of service data, the project has generated 5,438 CYP which is 56.7% of the target set for it. The project does not have sufficient IEC materials at the outlets and the outreach activities should be intensified.

The overall performance of the project is average.

Recommendations

- The management committee of the project should be reactivated and be more active.
- In subsequent contract, the objectives for the project should stress in quantitative terms the level of contacts with clients (that is, new acceptors and revisits).

- The coordinator should intensify monitoring the activities of supervisors and CSPs.
- There is need for orientation on record keeping and data utilization.
- Adequate storage facility should be provided for the project.
- FHS should organize a coordinated monitoring of the project at regular intervals.
- The project needs IEC materials such as flip charts, video, stickers and models.

NANNM ONDO

The National Association of Nigerian Nurses and Midwives, Ondo branch is involved in a clinic-based FP project. The project has a total of 86 outlets which are divided into 6 zones. Each zone is under the supervision of a monitor.

The project management structure is adequate. The supervisors are trained on supervisory skills, there is no supervisory checklist for ensuring objective and effective supervision. Also the reported frequency of the supervisory visit (weekly) is too frequent to be productive. In the area of financial management, the project's performance is impressive. All relevant bank accounts are operational and the equipment inventory is properly documented.

MIS is low, their filing system is poor, forms for reporting especially from the clinics to the subproject headquarters was lacking, most clinics document their services provided on the register. The project performed creditably well in the area of commodity management. Albeit, the leadtime for obtaining supplies is too long - more than a month.

50 CSPs were to be trained as stated in the project document and 49 are trained.

About 22,274 new acceptors and 12,225 revisits were recorded. 3,062 CYP was generated about 47% of the targeted CYP.

IEC generally is poor (24%). Only two different activities were carried out, no outreach activities recorded.

On the whole, the performance is moderately above average.

Recommendations

- Project coordinator/managers should be involved in supervision of the clinics in order to have better insight of the outlets activities.
- The project coordinator should keep a list of reporting/non-reporting CSPs that are providing services.
- A supervisory checklist should be developed and used by the supervisors during the monitoring supervisory visits.
- A structured referral system from downstream to upstream should be set up in order to address quality of care.

- Motivational workshop for men should be included in subsequent proposal.
- Subsequent proposals should emphasize on clients rather than sales of commodities as a way of generating CYP.
- Nurse/Midwives that are less than 55 years of age should be trained and used to provide family planning services in the outlets.
- Record keeping by outlets to be improved upon by recording all necessary information in a uniform and systematic way.
- The target will be easily attained if the project intensifies efforts aimed at promoting permanent and long acting methods.

NANNM LAGOS STATE

The National Association of Nigeria Nurses and Midwife Lagos State branch is involved with both clinic and market based family planning program. The project started in 1989 with John Snow International a sub contractor to FPIA while the current project commenced in March 1993. The project is subdivided into 5 zones with each zone supervised by a program monitor.

On the area of project management and supervision, the performance is adequate. There is a management committee that holds their meeting on quarterly basis. The project supervisors are not trained on supervisory skills and conducts monitoring visits to outlets without supervisory checklist. The various financial accounts required were opened but the project had no equipment inventory book on what was received from FHS or bought by the project.

On the area of MIS, the project keeps records on clients with no adequate filing system and has reporting forms for various levels. The project ensures prompt submission of their quarterly reports but some of the quarterly reports do not contain the monthly data. The performance with regards to MIS is average.

In terms of commodity management, the project performance is excellent. The conventions regarding stacking and storage of commodities are respected.

Part of the objectives of the current contract was to train 50 CSPs and most of the people to be trained have been trained.

A total CYP of 16,496 is to be generated through direct services to new acceptors and sales of commodities. About 4,610 CYP was generated by the project which is 29% of the target. This is quite low.

The Project performance relative to IEC is very low. IEC activities carried out in the current project are few and IEC materials provided to outlets are limited. No outreach activities and the counseling and motivational sessions does not include male and female sterilization.

On the whole the project performance is above average.

RECOMMENDATIONS:

Officials need proper orientation on project implementation and CYP calculation.

The subproject director and the program monitors should enlist the support of the clinic management team in ensuring smooth involvement of FP services.

The program monitors to be trained on supervisory skills and to be followed by in house training on record keeping for the CSPs and Nurse vendors.

The standard of Practice should be distributed to all subprojects.

The counseling and motivational session should involve the various contraceptive methods including the male and female sterilization.

EYN ADAMAWA

This project provides both clinic-based and community-based services. The purpose of the project is to provide family planning services and information through the project's Rural Health Program. EYN is a missionary organization. The project is basically a primary health care system with 3 components:

- i. a dispensary that deals mainly with curative services and has 16 other dispensaries under it. The dispensary is the main source of revenue besides, FHS funds.
- ii. health posts that work in collaboration with EYN but own by the projects EYN is responsible for supervision.
- iii. a training school that sees to the training of staff in EYN projects.

The score relative to project management is impressively high (70%). However, the activities of supervisors are not adequate. This might be as a result of the inadequacies of the checklist being used. It was observed that the church does not give full support to the FP project. The performance of the project under financial management is modest. The project has not received funds from FHS since December 1993.

In the area of MIS some of the inadequacies observed are that quarterly reports do not usually contain monthly data, and that they are not always submitted in time. Moreover, the project staff do not use service data for the follow-up of defaulting clients or for ordering supplies.

The project performs moderately in the area of commodity management (64%). However, the leadtime in obtaining ordered commodities is too long (more than one month).

Some referral cases are reported, but the referral network is not established. In the IEC component, counselling and motivational sessions do not include male and male. Furthermore, there are not enough IEC materials in the outlets.

In terms of service data, the project has generated 967 CYP which is 35.8% of the projected target for the project. The data on New Acceptors and Revisits are not accurate.

There has been no training of staff in the current contract, however 117 VHWs have been trained since commencement of the project.

The overall performance of the project is average.

Recommendations

- Orientation for the project should include FHS financial regulations. The project can always meet the requirement so that funds will be remitted in good time.
- FHS should encourage EYN to give support to the FP project.
- IEC materials should be provided at the outlets.
- The supervisory checklist should be reviewed to make adequate for effective supervision.
- The allowances of the CBD agents should be reviewed upwards. The high rate of turnover.

SEFA SPECIALIST HOSPITAL FP PROJECT, KADUNA

This project provides both clinic-based and community-based services through 8 clinics and 40 CBD agents. The purpose of the project is to provide family planning services and information through a group of private hospitals in the Kaduna metropolitan area, and through a network of community-based distributions in 6 LGAs of Kaduna state.

It is surprising that a project with such a good layout structure and outstanding performance in other indicators exhibit low management performance (40%). The project has no management committee, this will definitely affect the operations of the project. The supervisors have no relevant training and they do not use supervisory checklist.

In terms of financial management, the project has no project expense account and the director is the only signatory to the revolving and profit accounts. However, there is documentation of equipment received or bought.

The performance of the project under MIS is commendable (88%). Records are well maintained at both outlets and headquarters. The only inadequacy is in the area of data utilization. The high level of performance reflects in the quality of service data presented by the project. The project has generated 47.2% (6,628) of the target CYP. The objectives of the project are stated in terms of volume of commodities to be distributed or sold. However, records show that the project has 6,332 New Acceptors and 14,475 Revisits.

The performance under commodity management is commendable (75%). Accurate inventory of commodities is maintained and CBD agents are effectively monitored to minimize stock-out.

There is no referral network in place. The IEC component is adequate but there are not enough IEC materials at the outlets.

On the whole the performance of this project is above average.

Recommendations

- Project management committee should be set up solely for the FP project.
- The supervisors should be given relevant supervisory training and checklist should be used for effective supervision.
- There is need to set up a referral network for the project. The CBD agents can refer clients to the affiliated hospitals.
- IEC materials should be provided at the outlets.

EKU BAPTIST HOSPITAL, DELTA

Ekus Baptist Hospital is a missionary organization and the project operates through 3 clinics and 12 CBD agents. The outreach activities are geared towards men and women especially in social clubs such as Eku club, Ighele and Urienmuin club.

The performance of the project in management is average. The supervisors have no relevant training and there is no supervisory checklist. Transportation was identified as the major constraint towards effective supervision hence the irregular supervisory visits. The project also lacks documentation of equipment supplied by FHS or bought by the project.

The project's record keeping is not adequate. The clinics have filing systems but the outlets (clinics and CBD agents) have no forms for reporting to the headquarters, consequently the database at the headquarters of the project cannot be accurate. Furthermore data utilization is not adequate. The commodity management is adequate except that the project does not keep good records of commodities sent to the outlets. Also the leadtime in obtaining commodities is too long (2-3 months).

The project is slow in generating CYP, it has generated 1,754 CYP which represents 26% of the target CYP. The project has carried out extensive outreach activities but the documentation is not adequate. One of the constraints in outreach activities and provision of services is the disturbances experienced by the CBDs from members of the police force. There is no referral system in place, although the CBD agents claimed to have made some referrals.

In general the performance of the project is average.

RECOMMENDATIONS

- * There is need for training of supervisors to monitor the CBD agents.
- * Record keeping of the project should be reactivated. There is need to have simple forms for collecting and collating data from the outlets.
- * Although the performance of the project in terms of IEC is commendable there is still need for FHS to provide technical assistance in the area of both outreach activities and IEC materials.
- * A structured referral system should be developed for the project.
- * The police authority needs to be informed of the Family planning activities in the two states (Delta and Edo) and the CBD agents should be provided with identity cards.
- * Records of commodities distributed to the outlets should be properly documented.
- * In view of the difficulties encountered on transportation, it is recommended that the project should limit its operational areas.

POPE PAUL SPECIALIST HOSPITAL, ABIA

This is a hospital project which is meant to provide clinical family planning services at the two branches of the hospital, and non-clinical services in 18 communities throughout Abia state, with an emphasis on referrals and services for long-term family planning methods. Thus the project operates in clinics and through CBD agents.

There are problems with the management of the project. The project does not have management committee, consequently most decisions are taken by the director. There is no effective supervision and the supervisor have no supervisory training. There is no supervisory checklist for effective supervision.

In the area of financial management , the project needs to keep proper inventory of equipment received or bought, although only the kits have been supplied by FHS. The project scores above average in the area of collection and compilation of service data. However, project staff have not being making use of service statistics effectively. The project is relatively strong in commodity management , the commodities distributed are not properly documented. The project expressed difficulty in FHS releasing funds to carry out activities in good time.

In terms of service data, the project generated only 9%(649) of the projected CYP. The levels of New Acceptors and revisits (116 and 72) are very low . This definitely reveals record keeping of the project especially at the outlets. The project has no forms for reporting at the outlets and it uses the service only for sending quarterly reports.

There is no referral network, although the records revealed that 30 cases of IUCD have been referred. The project's performance in the area of IEC is very good, however the counselling and motivational sessions do not include male and female.

On the whole the performance of the project is average.

RECOMMENDATIONS

- * The management committee of the project should be reconstituted to focus on the activities of the project and not on only the activities of the hospital .
- * The project should be given training target that can go along with the training plan of the project.
- * An orientation on MIS and data utilization should be organized for the staff of the project.
- * There is need for referral system for the project.

NCWS OSUN

The National Council of Women's Society (NCWS) Osun is a CBD project with about 140 outlets. The project is a new project that started September 1993.

The project management is satisfactory except for the fact that there is no supervisory checklist to guide supervisors in their duties. The project committee meets on regular basis to discuss project related issues and monthly supervision of the outlets is encouraged to avoid laxity on the part of the CSPs.

The project is yet to open the revolving fund and the profit account. Inventory of equipment supplied by FHS and those bought by the project are properly documented.

The project is doing very well on MIS. Apart from keeping records on clients seen, having an adequate filing system, the project analyses its service data on monthly basis which are conspicuously displayed in the board/conference room.

On commodities management, the project manages its commodities well. All necessary requirements regarding storage and distribution of commodities are respected, though there was stock-out of one of the commodities at time of evaluation.

Part of the objectives was to train 140 CBD which was accomplished. About 1,079 CYP was generated. The target for new acceptors was 6,300 but the project recorded 9,209 and 3,236 revisits.

The project performance relative to IEC is encouraging. Activities carried out are few and the counselling and motivational sessions during the CBD training covered both female and male sterilization.

Though no structural referral system but the sub-project has made arrangement with some clinics as well as converting one of the rooms within the headquarters as a referral point for more effective methods.

In a nutshell, the project performance is satisfactory.

Recommendations

- The project is still at its preliminary stage, very promising and needs to be encouraged to do better.
- The project requires Technical Assistance in MIS (filling of forms) and record keeping at all levels.
- The conference room should be rented out as a means of generating funds to aid family planning activities.
- The revolving account and profit account should be opened in line with the project agreement.

Private Nurses Association Ogun State

Private Nurses Association is a clinic and market based project in Ogun state. The project has about 81 clinics and 11 nurse vendors distributed within the major markets. The project started as far back as 1989 with John Snow International a sub-contractor under FPIA while the current contract commenced in March 1993.

Since the beginning of the project about 200 CSPs and 20 Nurse vendors have been trained out of which 50 CSPs and 5 nurse vendors were trained under the current project.

The clinics and Nurse Vendors are divided into six zones and each zone is under the supervision of a Monitor who ensures regular supply of commodities to the clinics and the nurse vendors as well as providing technical assistance when needed.

Generally the project management is good. The supervisors (Monitor) are trained but uses no checklist for their monitoring visits. There is no structured meetings among the management team. The necessary bank accounts are operational.

The record keeping and use of data for decision making is quite poor. Records on number of clients seen by the operating clinics and the Nurse Vendors are not kept, no defined record filing system and forms for reporting were not available too, especially the reporting forms from the clinics and the Nurse vendors to the subproject headquarter.

Findings under commodities was very good. The project puts into consideration the required storage rules for preservation of commodities e.g use of first expire first out rule, ensuring a clean, cool and dry store. It takes the project a long period to receive their commodities request.

The project has trained the scheduled number to be trained in the current contract. The generated service data by the project can not be analysed because the target was not specified in the project document. Nevertheless in the absence of the expected target, the project was able to capture 10,338 new acceptors, 7,674 revisits compared with the set target of 399,040 which is less than 2%. 8,337 CYP was generated also with no set target.

The performance under IEC is fair, the project carried out few activities and also had few IEC materials within the sub- project headquarters and at the outlets.

Overall the performance is encouraging.

RECOMMENDATIONS:

These are some recommendation that will assist subsequent projects to perform better:-

A supervisory checklist should be developed for use by the monitors/supervisors to ensure adequate supervision of the clinics/Nurse vendors.

PSI should ensure prompt delivery of commodities to subprojects to avoid stock out and continuity of Family planning.

A structured referrral system needs to be in place to ensure quality of care.

The outlets should be encouraged to keep records of commodities sold and client registers defining New acceptors from revisits.

A work schedule should be developed for the Nurse vendors in order to ensure jobs are well done.

BENUE WOMEN ASSOCIATION

The Benue Women Association is a community based project providing non-clinical family planning methods in Makurdi metropolis and in rural areas. The emphasis of this project by design is commodity distribution and elaborate IEC activities. In view of this, the project is expected to make a high level of referrals of clinical family planning methods.

The management set up of the project is not adequate. The project has no coordinator and the deputy coordinator is active. The project director carries out major activities. The supervisors are not trained and they do not have supervisory checklist to serve as a guide during supervision. Interaction with the CBD agents revealed that regular and effective supervision were not done. The project performs well in terms of financial record keeping.

The MIS component is inadequate. The project does not keep records on individual clients and has no filing system. The CBD agents are not keeping records of clients seen. At the headquarters, there are records of home visits, village visits and market talks/visits. The service statistics collected are not used by the project staff for any purpose other than to send reports.

In the area of commodity management, the storage facility is poor. There is also poor documentation of commodity distributed to agents.

Even though, the emphasis of the project is on referral, the project has not structured referral network. There is lack of motivation to the CBD agents, consequently many of them are not active especially in the urban areas.

The project's performance in terms of IEC is weak. IEC related activities are limited to market talks. IEC materials are not provided by the project to its outlets.

The project has generated only 2,242 CYP which is 11% of its target CYP. The poor documentation of sales and distribution of commodities makes it difficult to properly assess the CYP generation of the project.

The overall performance of project is weak.

Recommendations

- A very active coordinator should be appointed to see to the daily running of the project. FHS should take part in the selection of the coordinator.
- The project should acquire a very good facility for the commodities.

- There is need for orientation to staff of the project on record keeping and data utilization.
- In order to ensure effective supervision, the project should limit its activities to few LGAs.
- The project needs IEC materials with the CBD agents. IEC activities such as village talks should be documented.
- The funding agency should organize regular and sustained monitoring of the project such that the project can follow the project document.

COWAN ONDO

Country Women's Association of Nigeria, Ondo is a CBD based project. It operates in six zones and there is at least 1 supervisor per zone. The project has the first contract with FHS in 1987, while the current contract commenced in June 1993.

The performance of the project in terms of management is weak. The project's management committee is not active as its meetings are not regular. The supervisors do not have relevant training and there is no checklist for use during supervision. The project director is the sole signatory to the accounts, this is prone to abuse. Furthermore, the project does not keep an inventory of equipment received from FHS or bought by itself.

The MIS component is not adequate. The CBD agents use Tally Sheets in recording New Acceptors and Revisits but these records are not accurate. Data utilization is also poor, no one reviews the completed MIS forms and the data serves no other purpose at the project level except for sending quarterly reports. It is probably not surprising that reports are submitted late to the monitoring agency (FHS). In the area of commodity management, the project does not keep good records of how commodities are distributed to the outlets. The lead-time for obtaining supplies of commodities is too long (more than one month).

The project has trained the expected 130 CBD agents in the current contract, in addition to the 240 CBD agents trained since commencement of the project. The performance in generating service data is weak. The project has generated 518 CYP representing only 2% of the target CYP. The quantity of commodities sold to date is not commensurate with the number of CBD agents operating under the project. Also the levels of New Acceptors (29%) and revisits (25%) are low. This suggests that most of these agents are not productive.

The project has no structured referral system. The performance of the project in the area of IEC is also very weak. It carried out very few outreach activities and it has few IEC materials at the outlets.

In overall, this is a very weak project.

Recommendations

The following recommendations should be considered if this project will continue to receive funding:

- The project management committee should be reactivated such that meetings are held on regular basis.
- The project director should delegate more authority to the coordinator so that the coordinator can be more effective.

- The funding agency (FHS) should be involved in selecting the coordinator. This will ensure that a competent coordinator is appointed.
- A supervisory skill training should be organized for the supervisors and checklist should be developed for them.
- There is need for orientation on record keeping and data utilization for both the management staff and CBD agents.
- The project needs to extend its IEC activities to include market talks and also include the discussion of permanent methods in its counselling and motivational sessions. The project should also widen the range of IEC materials provided to the CBD agents.
- There is need to develop referral system for the project.
- FHS should organize a regular and effective monitoring for the subproject.

NANNM RIVERS

This project is designed to focus on increasing the program's acceptor rates and sales volume. It is both clinic and CDB based, thus the project maintains clinic service providers and CBD agents.

The project is weak in terms of project management . There is no project management committee in place. The officials responsible for supervising the outlets have not had any supervisory training. There is no supervisory checklist for effective supervision and the frequency of supervision is irregular. The financial management of the project is modest as the relevant accounts are being operated but there is no proper documentation of equipment received or bought under the project.

The performance of the project in the of MIS is weak, consequently the record keeping both at the headquarters and at the outlets is very poor. The service data obtained at the headquarters show that the project recorded 1,508 New Acceptors and 1,215 revisits during the current contract period. The project generated 2,120 CYP out of the projected CYP of 32,067 this represents only 7% achievement.

The project's performance under commodity management shows that the project manages its commodities very well. However the volume of sales of commodities (N57,205) represents only 26% of the target sales of N224,000.

The project has trained 25 CSPs out of the 50 CSPs specified in the project document. Observations at the outlets of the project revealed there is no close relationship between the outlets and the headquarters. Furthermore, it was noted that the CSPs were not allowed to concentrate on Family Planning in their clinics.

The performance under IEC is weak. The project does not carry out many IEC activities and there are virtually no IEC materials at the outlets. The project has no referral system.

On the overall the performance of the project is weak.

RECOMMENDATIONS

The scores of this project under the different indicators indicate that the overall performance of this project is weak. The following points are recommended if the project is to be considered for further funding:

- * The project management committee must be set up.
- * The funding agency should be involved in selecting an effective coordinator who should be given enough authority to perform.

- * The supervisors should be given relevant supervisory skill training and a checklist developed for proper supervision.
- * A coordinated monitoring should be organized by the funding agency.
- * There is need for orientation to the staff of the project on record keeping and data utilization.
- * IEC division of FHS should provide technical assistance to the project in the area of outreach activities and relevant IEC materials.
- * There is need for a referral system to enable the CBD agents to make effective referral.

PORT-HARCOURT NURSING HOME AND MATERNITY

This is a composite project that has both clinics as well as CBD agents. The project has its outlets (clinics and CBDs) in Port-Harcourt and in riverine areas. The mode of operation is unique because of its involvement in rural and riverine areas.

This is generally a weak project and the poor performance manifests in all the indicators. The project management is particularly weak. The project does not have management committee and the supervisors are not trained neither do they have supervisory checklist. The supervision is not carried out in a regular manner. The quality of supervision is poor. The evaluation team observed that the project has no outlet and the identified outlets are not sustained. The communal crisis in Rivers state has compounded the problems of the project as it makes it difficult to reach certain parts of the state.

The project director is the sole signatory to project's accounts contrary to the provision of the financial regulation. Record keeping of the project is very poor. The state of MIS in terms generating and utilization of service data is very weak. The storage facilities are not up to required standard and the project has experienced a stock-out of commodities within the past three months to the period of evaluation. There is poor documentation on commodities sent to the agents. However the records at the headquarters of the project show a relatively high level of CYP (4,101) representing 47% of the projected CYP (8,735). It was obtained in its records that project has 2,517 New Acceptor and revisits of 2,132 during the present contract. These figures reflect poor quality of data as the number of revisits should be higher than that of New Acceptors.

The project has carried out only few IEC activities and there are very few IEC materials at the outlets resulting in a weak performance under IEC. There is no referral system organized for the project, consequently there is no record of referrals at the outlets.

Generally, the performance of this project is very weak.

RECOMMENDATIONS

- * In view of the poor performance under the present contract, the mode of operation in terms of areas to be covered should be thoroughly examined in subsequent contract.
- * A very active coordinator should be appointed to assist the the project director in running the project. FHS should take part in selecting such a coordinator.
- * There is need for a management committee to take vital decisions on the project.
- * Supervisory skill training should be organized for the supervisors and a supervisory checklist should be developed for the them.

- * The management team should be orientated in financial management such that necessary accounts are opened at appropriate time and other financial regulations are observed.
- * Effective record keeping should be established both at the headquarters and at the outlets. There is need to provide orientation to coordinator and other staff of the project on effective utilization of data.
- * Documentation of commodity sales especially to the outlets should properly organized sustained.
- * IEC division of FHS can help to develop the IEC aspect of the project in terms of provision of IEC materials and also giving orientation on IEC.
- * There is need for a structured referral system to enhance quality of care.

EXCEL CLINIC, LAGOS

The project operates in clinics as well as in market places. It is active in Oshodi, Iddo, Lawanson and Ajegunle markets. The project has trained 51 new CBDs (market based) since commencement of the project in June 1993 and 46 old CBDs from previous project have attended refresher course under present project. However, the evaluation team could not find most of the CBDs during the visit. Further, it was observed that out of the 97 CBDs only about half are actually active.

The project scores are low in terms of project management due to the following factors: there is no management committee, the supervisors have not received supervisory training and the supervisors do not have checklist to carry out efficient supervision. These factors will definitely adversely affect the effectiveness of the management support to the project.

Despite that this is an old project, it was in the process of opening a revolving accounts as at the time of evaluation. The performance of the project on management information system is very weak. There is no form for sending records from outlets to the head office. Record keeping at the clinic and CBD levels are poorly kept. CBD agents do not keep record regarding commodities received or sold as well as number of clients seen. Thus it is not clear how the records of new acceptors (703) and revisits (1,273) obtained at the head office were generated. The project has generated only 873 CYP of the projected 16,539 CYP giving the project weak performance in the service data.

The project performs creditably well in the area of commodity management. However, the storage facility falls short of standard.

The project's inadequacy in the area of IEC is related to its failure to carry out a variety of IEC activities, produce a wide range of IEC materials, and make such materials available to its outlets, especially the CBD agents. The project has no organized referral system and there no records of referrals made by at the outlets.

This is a rather weak project, on the whole. Scores are generally low for project management, MIS, IEC and referral system.

RECOMMENDATIONS

With performances of the project under the various indicators stated above, this is a very weak project. If the project is to be considered for funding the following points should be considered:

- * FHS should be involved in the appointment of the project coordinator to ensure that a competent officer is appointed.
- * A project management committee should be set up for the project.
- * The supervisors should be given supervisory training and an adequate supervisory checklist should provided to the supervisors.

- * There is need to improve on record keeping at all levels and the project team needs orientation on filling of MIS forms. The CBDs need training on record keeping.
- * Subsequent contracts should stipulate that all relevant accounts are opened within a specified period of time for purpose of accountability.
- * A structured referral system needs to be in place to ensure quality of care. The referral system should include bonus to the CBD agents that refer.
- * FHS should ensure proper monitoring of the project. Monitoring should go beyond the project to involve all outlets. FHS should also provide prompt feedback should be in written form.

NCWS KANO

The project could not be evaluated because it never commenced operations. Prior to the period of the field work of the evaluation there had been reports from the zones that the project had problems. The major contributing factors are:

1. There is lack of understanding and good interpersonal relationship between the appointed project coordinator and the NCWS state president in Kano state. This led to delay in opening the relevant project bank accounts.
2. The project management team did not brief the ministry of health (MOH) officials properly on the contents of the project document as early agreed upon between the two parties (project management team and MOH officials). Consequently, when the first activity (training of CBDs) was to take place the MOH officials heard about it from the mass media, hence the ministry officials ordered the training to be stopped. Thus the project could not commence.

RECOMMENDATIONS:

- * It is recommended that a different organization be engaged in the state to create awareness and provide family planning services to the people.
- * There is need to adopt the right strategy in introducing family planning in Kano state.

PROJECT PROFILE

NAME OF PROJECT – NCWS ENUGU
ADDRESS: 2, Agbani Road, Enugu.
TYPE: CBD
NUMBER OF OUTLETS: 149
DATE OF COMMENCEMENT: July 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	2			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	2			
Financial Management			6	67	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	1			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Informaton System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			9	82	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Avallability of inventory of commodities	1	1			
Lead time in getting commodities	4	3			
Documentation	2	1			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained (Achieved - 150, Target - 150)	4	4			
SERVICE DATA: ACHIEVED TARGET			1	13	HIGH
NEW ACCEPTORS: = 12000	4	=			
REVISITS: = =					
CYP: 558 5448	4	1			
Information Education and Communication (IEC)			8	47	MEDIUM
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	4			

NAME OF THE PROJECT: NANNM Imo State
 ADDRESS: Plot 44, Ikenegbu Layout, Owerri
 TYPE: Clinic based project
 NUMBER OF OUTLETS: 23
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	2			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			4	50	MIDIUM
Record keeping on clients	1	1			
Filing System	3	1			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			10	91	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	2			
Training			3	60	MEDIUM
Existence of training plan	1	1			
Number of staff trained: Achieved: 21 TARGET: 70	4	2			
SERVICE DATA: ACHIEVED TARGET			4	100	HIGH
NEW ACCEPTORS: 453 =					
REVISITS: 1,276 =					
CYP: 6,514 4,026	4	4			
Information Education and Communication (IEC):			9	53	MEDIUM
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	5			

NAME OF THE PROJECT: BMC Borno
 ADDRESS: 81, Sir Kashim Ibrahim Road,
 TYPE: Hospital/CBD(TBA) based project
 NUMBER OF OUTLETS: 70
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			11	100	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	2			
Fraining			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 118	4	4			
TARGET: 91					
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 7,697 =					
REVISITS: 5,203 =					
OYP: 1,836 6,817	4	2			
Information Education and Communication (IEC):			14	82	HIGH
EC activities carried out in the current project.	6	6			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
EC Materials	9	7			

NAME OF THE PROJECT: NPNMA OYO

ADDRESS: Oluranti Nursing Home, Tanimowo Layout, Ibadan

TYPE: Clinic based project

NUMBER OF OUTLETS: 138

DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			4	40	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	0			
Financial Management			8	89	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Information System			6	75	HIGH
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			9	82	HIGH
FIFO rule observed	1	1			
Availability of storage facility	1	0			
Condition of store (clean, cool and dry)	1	0			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 195	4	4			
TARGET: 190					
SERVICE DATA: ACHIEVED TARGET			3	75	HIGH
NEW ACCEPTORS: 6,711 =					
REVISITS: 14,023 =					
OYP: 8,253 12,836	4	3			
Information Education and Communication (IEC):			9	53	MEDIUM
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	4			

NAME OF THE PROJECT: NCWS KADUNA

ADDRESS: 6, Ohikere Road, Unguwan Rimi GRA, Kaduna

TYPE: CBD based project

NUMBER OF OUTLETS: 154

DATE OF COMMENCEMENT: October 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	4			
Financial Management			4	44	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	1			
Account Observed	3	1			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Information System			3	38	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			3	27	LOW
FEFO rule observed	1	1			
Availability of storage facility	1	0			
Condition of store (clean, cool and dry)	1	0			
Stock-out	1	1			
Availability of inventory of commodities	1	0			
Lead time in getting commodities	4	0			
Documentation	2	1			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 154	4	4			
TARGET: 140					
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: = =					
REVISITS: = =					
CYP: 3,146 8,410	4	2			
Information Education and Communication (IEC):			13	76	HIGH
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	8			

NAME OF PROJECT – NCWS ABIA
 ADDRESS: School Road, Umuahia, Abia state.
 TYPE: CBD project
 NUMBER OF OUTLETS: 150
 DATE OF COMMENCEMENT: January 1994

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			6	60	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	3			
Financial Management			7	88	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	1	0			
Management Informaton System			3	38	LOW
Record keeping on clients	1	0			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			8	73	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	0			
Condition of store (clean, cool and dry)	1	0			
Stock-out	1	1			
Availability of inventory of commodities	1	0			
Lead time in getting commodities	4	4			
Documentation	2	2			
Training			4	80	HIGH
Existence of training plan	1	0			
Number of staff trained: Achieved: 150 TARGET: 150	4	4			
SERVICE DATA: ACHIEVED TARGET			=	=	=
NEW ACCEPTORS: = =	4	=			
REVISITS: = =	4				
CYP: NO INFORMATION	4				
Information Education and Communication (IEC)			6	35	LOW
IEC activities carried out in the current project.	6	4			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	1			

ADDRESS: 172, Enugu Road, Akwa.

TYPE: CBD

NUMBER OF OUTLETS: 156

DATE OF COMMENCEMENT: October 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			6	60	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	3			
Financial Management			5	63	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	1			
Signatories to accounts	1	1			
Inventories of Equipment	2	0			
Management Informaton System			3	38	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			7	64	MEDIUM
FEFO rule observed	1	1			
Availability of storage facility	1	0			
Condition of store (clean, cool and dry)	1	0			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	1			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained (Achieved - 150, Target - 150) (100%)	4	4			
SERVICE DATA: ACHIEVED TARGET			0	0	=
NEW ACCEPTORS: = 9000	4	=			
REVISITS: = =					
CYP: NO INFORMATION 13266	4	=			
Information Education and Communication (IEC)			10	59	MEDIUM
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions Including male and female	1	1			
IEC Materials	9	5			

PROJECT PROFILE

NAME OF PROJECT - NCWS PLATEAU

ADDRESS: 11 Nassarawa Gwong Jos

TYPE: CBD Based project

NUMBER OF OUTLETS: 130 CBDs In 10 Markets

DATE OF COMMENCEMENT: June 93

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	0			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	2			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			5	63	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	3			
Commodity Management			9	82	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained (Achieved - 65, Target - 65) (100%)	4	4			
SERVICE DATA: ACHIEVED TARGET			8	67	MEDIUM
NEW ACCEPTORS: 17007 25000	4	3			
REVISITS: 16675 20000	4	4			
CYP: 2332 23524	4	1			
Information Education and Communication (IEC)			6	35	LOW
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	1			

PROJECT PROFILE

NAME OF PROJECT - NCWS NIGER
ADDRESS: School of Nursing, Minna
TYPE: CBD
NUMBER OF OUTLETS: 155
DATE OF COMMENCEMENT: October 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	2			
Financial Management			5	56	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	0			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Information System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			9	82	HIGH
EFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Lock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	1			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained (Achieved - 155, Target - 140) (100%)	4	4			
SERVICE DATA: ACHIEVED TARGET			6	75	HIGH
NEW ACCEPTORS: 41205 6300	4	4			
REVISITS: = =					
CLINICAL: 2464 8566	4	2			
Information Education and Communication (IEC)			15	88	HIGH
IEC activities carried out in the current project.	6	4			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	9			

PROJECT PROFILE

NAME OF THE PROJECT: NKST Gboko /Benue state
 ADDRESS: P. A. Mkar P.P Gboko
 TYPE: Clinic based project
 NUMBER OF OUTLETS: About 70
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			4	40	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	2			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	1			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Information System			6	75	HIGH
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			10	91	HIGH
EFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 70	4	4			
TARGET: 80					
SERVICE DATA: ACHIEVED TARGET			=	=	=
HEW ACCEPTORS: 5,939 =					
HEW VISITS: 3,521 =					
HEW CP: 7,283 =					
Information Education and Communication (IEC):			12	71	HIGH
IEC activities carried out in the current project.	6	4			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	6			

PROJECT PROFILE

NAME OF PROJECT - NRC LAGOS
 ADDRESS: FP Unit, Nigeria Railway Corp. Ebute-Metta
 TYPE: Clinic/CBD based project
 NUMBER OF OUTLETS: 61 (49 CBds, 12 Rail Trackers)
 DATE OF COMMENCEMENT: January 1994

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			4	50	MEDIUM
Operating Expense acc./Revolving acc./Profit acc. Account Observed	3	1			
Signatories to accounts	3	1			
Inventories of Equipment	1	1			
Management Informaton System			6	75	HIGH
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	1			
Jse of MIS data	3	1			
Commodity Management			7	64	MEDIUM
WFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	1			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained: Achieved: 68 TARGET: 72	4	4			
Service Data: ACHIEVED TARGET			3	38	LOW
NEW ACCEPTORS: 1,966 6,000	4	2			
VISITS: 16 =	=				
OP: 839 5,510	4	1			
Information Education and Communication (IEC)			9	53	MEDIUM
Activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
Materials	9	4			

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PROJECT PROFILE

NAME OF THE PROJECT: NANNM Enugu State
 ADDRESS: 10, Carter Street, Enugu
 TYPE: Clinic/Market based
 NUMBER OF OUTLETS: 25 (10 clinics and 15 nurse-vendors)
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			4	40	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			7	78	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	2			
Account Observed	3	2			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			2	25	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	0			
Use of MIS data	3	1			
Commodity Management			7	64	MEDIUM
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	0			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 20	4	4			
TARGET: 20					
SERVICE DATA: ACHIEVED TARGET			4	100	HIGH
NEW ACCEPTORS: = =					
REVISITS: = =					
CYP: 11,964 4,075	4	4			
Information Education and Communication (IEC):			10	59	MIDIUM
IEC activities carried out in the current project.	6	5			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	3			

PROJECT PROFILE

NAME OF THE PROJECT: NANNM PLATEAU
 ADDRESS: 14, Zaria Crescent, Jos
 TYPE: Clinic based project
 NUMBER OF OUTLETS: Not certain
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			2	20	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	1			
Financial Management			4	44	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	0			
Signatories to accounts	1	1			
Inventories of Equipment	2	0			
Management Information System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			8	73	HIGH
FIFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	0			
Lead time in getting commodities	4	4			
Documentation	2	0			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 61	4	4			
TARGET: 60					
SERVICE DATA: ACHIEVED TARGET			3	75	HIGH
NEW ACCEPTORS: 27,742 =					
REVISITS: 21,084 =					
OYP: 10,244 14,156	4	3			
Information Education and Communication (IEC):			7	41	MEDIUM
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	2			

PROJECT PROFILE

NAME OF THE PROJECT: NANNM EDO
 ADDRESS: 148, New Lagos Road, Benin City.
 TYPE: Clinic based project
 NUMBER OF OUTLETS: 80
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			6	60	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	3			
Financial Management			7	78	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	0			
Management Information System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	0			
Use of MIS data	3	0			
Commodity Management			9	82	HIGH
EFO rule observed	1	1			
Availability of storage facility	1	0			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	3			
Documentation	2	2			
Training			4	80	HIGH
Existence of training plan	1	1			
Number of staff trained: Achieved: 30 TARGET: 50	4	3			
SERVICE DATA: ACHIEVED TARGET			3	75	HIGH
HEW ACCEPTORS:					
HEW VISITS:					
HEW YP:	4	3			
Information Education and Communication (IEC):			11	65	MEDIUM
IEC activities carried out in the current project.	6	4			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	5			

PROJECT PROFILE

NAME OF THE PROJECT: NANNM ONDO
 ADDRESS: 5, Oshile Street, Akure.
 TYPE: Clinic-based
 NUMBER OF OUTLETS: 86
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			6	60	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	1			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Information System			3	38	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	0			
Use of MIS data	3	2			
Commodity Management			9	82	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained: Achieved: 49 TARGET: 50	4	4			
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 22274 =					
REVISITS: 12225 =					
CYP: 3062 6577	4	2			
Information Education and Communication (IEC):			4	24	LOW
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	0			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	2			

PROJECT PROFILE

NAME OF THE PROJECT: NANNM Lagos State
 ADDRESS: 236, Agege Motor Road, Atewolara, Mushin, Lagos
 TYPE: Clinic/Market based project
 NUMBER OF OUTLETS: 123 – (118 clinics and 5 nurse-vendors)
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	3			
Financial Management			7	78	HIGH
Operating Expense acc./Revolving acc./Profit acc. Account Observed	3	3			
Signatories to accounts	3	3			
Inventories of Equipment	1	1			
	2	0			
Management Informaton System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			11	100	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 50	4	4			
TARGET: 50					
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 668 =					
REVISITS: 881 =					
CYP: 4,610 16,496	4	2			
Information Education and Communication (IEC):			5	29	LOW
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	0			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	3			

PROJECT PROFILE.

NAME OF THE PROJECT: EYN ADAMAWA
 ADDRESS: P.M.B 22 Garkida
 TYPE: Clinic/CBD based project
 NUMBER OF OUTLETS: 175 (58 clinics, 118 CBD agents)
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	2			
Financial Management			4	44	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	1			
Account Observed	3	1			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Information System			5	63	MEDIUM
Record keeping on clients	1	1			
Filing System	3	1			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			7	64	MEDIUM
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	1			
Documentation	2	1			
Training			0	0	=
Existence of training plan	1	=			
Number of staff trained: Achieved:	4	=			
TARGET:					
SERVICE DATA: ACHIEVED TARGET			4	100	HIGH
NEW ACCEPTORS: 967 =					
REVISITS: 760 =					
CYP: 967 903	4	4			
Information Education and Communication (IEC):			10	59	MEDIUM
IEC activities carried out in the current project.	6	4			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	5			

PROJECT PROFILE

NAME OF THE PROJECT: SEFA Specialist Hosp Project
 ADDRESS: 5, College Road, Kaduna South, Kaduna
 TYPE: Clinic/CBD based project
 NUMBER OF OUTLETS: 40
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			4	40	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	3			
Financial Management			4	44	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	2			
Account Observed	3	0			
Signatories to accounts	1	0			
Inventories of Equipment	2	2			
Management Informaton System			7	88	HIGH
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			3	75	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	3			
Documentation	2	2			
Training			4	80	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 40	4	3			
TARGET: 56					
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 6,333 =					
REVISITS: 14,475 =					
CYP: 6,628 14,052	4	2			
Information Education and Communication (IEC):			12	71	HIGH
IEC activities carried out in the current project.	6	5			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	5			

PROJECT PROFILE

NAME OF THE PROJECT: EKU HOSPITAL, DELTA
 ADDRESS: P.M.B. 4040, Sapele
 TYPE: Clinic/CBD based project
 NUMBER OF OUTLETS: 15 (3 Clinics, 12 CBD agents)
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGREGATE SCORE	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	2			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			4	44	MEDIUM
Operating Expense acc./Revolving acc./Profit acc. Account Observed	3	3			
Signatories to accounts	3	0			
Inventories of Equipment	1	1			
Inventories of Equipment	2	0			
Management Information System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	0			
Use of MIS data	3	0			
Commodity Management			7	64	MEDIUM
FIFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	0			
Training			4	80	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 15	4	3			
TARGET: 22					
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 3,925 =					
REVISITS: 4,097 =					
CYP: 1,754 6,657	4	2			
Information Education and Communication (IEC):			13	76	HIGH
IEC activities carried out in the current project.	6	6			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	5			

PROJECT PROFILE

NAME OF THE PROJECT: PPSH ABIA
 ADDRESS: P.O. Box 7404, Aba
 TYPE: Clinic/CBD based project
 NUMBER OF OUTLETS: 15
 DATE OF COMMENCEMENT: May 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-SCORE	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	2			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			6	67	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	0			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			5	63	MEDIUM
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	0			
Use of MIS data	3	1			
Commodity Management			10	91	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	3			
Documentation	2	2			
Training			0	0	=
Existence of training plan					
Number of staff trained:					
Achieved: 18					
TARGET: NONE					
SERVICE DATA: ACHIEVED TARGET			1	25	LOW
NEW ACCEPTORS: 116 =					
REVISITS: 72 =					
CYP: 649 7,046	4	1			
Information Education and Communication (IEC):			12	71	HIGH
IEC activities carried out in the current project.	6	5			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	6			

PROJECT PROFILE

NAME OF PROJECT - NCWS OSUN

ADDRESS: 8, Fermson Road, Off Obafemi Road, Osogbo

TYPE: CBD project

NUMBER OF OUTLETS: 140

DATE OF COMMENCEMENT: Sept. 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-SCORE	PERCENT	RATING
Project Management			7	70	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			4	50	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	1			
Account Observed	3	1			
Signatories to accounts	1	1			
Inventories of Equipment	1	1			
Management Information System			7	88	HIGH
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	1			
Use of MIS data	3	2			
Commodity Management			8	73	MEDIUM
EFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	2			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained: Achieved: 140	4	4			
TARGET: 140					
SERVICE DATA: ACHIEVED TARGET			5	63	MEDIUM
NEW ACCEPTORS: 9,209 6,300	4	4			
REVISITS: 3,236 =	=				
CLYP: 1,079 8,610	4	1			
Information Education and Communication (IEC)			9	53	MEDIUM
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	4			

PROJECT PROFILE

NAME OF THE PROJECT: Private Nurses Asso., Ogun
ADDRESS: Plot 10, First Ave., Ajebo Road, Abeokuta
TYPE: Clinic/Market based
NUMBER OF OUTLETS: 95 - (81 clinics and 11 nurse-vendors)
DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			5	50	MEDIUM
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	1			
Supervisor Checklist Available	1	1			
Frequency of Supervision	4	3			
Financial Management			8	89	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Informaton System			2	25	LOW
Record keeping on clients	1	0			
Filing System	3	0			
Forms Reporting	1	0			
Use of MIS data	3	2			
Commodity Management			7	64	MEDIUM
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	1			
Documentation	2	2			
Training			5	100	LOW
Existence of training plan	1	1			
Number of staff trained: Achieved: 67 TARGET: 67	4	4			
SERVICE DATA: ACHIEVED TARGET			=	=	=
NEW ACCEPTORS: 10338 =					
REVISITS: 7674 =					
CYP: 8337 =	=				
Information Education and Communication (IEC):			8	47	MEDIUM
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	4			

PROJECT PROFILE

NAME OF THE PROJECT: BENUE WOMEN ASSOCIATION
 ADDRESS: 42, New Oturkpo Rd., Makurdi.
 TYPE: CBD project
 NUMBER OF OUTLETS: 67
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			8	80	HIGH
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	3			
Supervisor trained	1	1			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	3			
Financial Management			9	100	HIGH
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	1			
Inventories of Equipment	2	2			
Management Informaton System			1	13	LOW
Record keeping on clients	1	0			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	0			
Commodity Management			8	73	HIGH
FIFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	0			
Lead time in getting commodities	4	4			
Documentation	2	0			
Training			=	=	=
Existence of training plan	1	=			
Number of staff trained: Achieved:	4	=			
TARGET:					
SERVICE DATA: ACHIEVED TARGET			1	25	LOW
NEW ACCEPTORS:					
REVISITS:					
CYP:	4	1			
Information Education and Communication (IEC):			3	18	LOW
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	0			

PROJECT PROFILE

NAME OF THE PROJECT: COWAN ONDO
 ADDRESS: 2, Afunbiowo Street, Akure
 TYPE: CBD project
 NUMBER OF OUTLETS: 370
 DATE OF COMMENCEMENT: June 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-SCORE	PERCENT	RATING
Project Management			4	40	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	1			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	2			
Financial Management			6	67	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	0			
Inventories of Equipment	2	0			
Management Informaton System			3	38	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	1			
Use of MIS data	3	1			
Commodity Management			6	55	MEDIUM
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	0			
Availability of inventory of commodities	1	0			
Lead time in getting commodities	4	1			
Documentation	2	2			
Training			5	100	HIGH
Existence of training plan	1	1			
Number of staff trained: Achieved: 370 TARGET: 370	4	4			
SERVICE DATA: ACHIEVED TARGET			5	42	MEDIUM
NEW ACCEPTORS: 5,763 20,000	4	2			
REVISITS: 8,686 35,000	4	2			
CYP: 518 25,682	4	1			
Information Education and Communication (IEC):			2	12	LOW
IEC activities carried out in the current project.	6	1			
Conducted outreach activities	1	0			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	1			

PROJECT PROFILE

NAME OF THE PROJECT: NANNM Rivers State
 ADDRESS: 19, Ndashi Street, D-Line, Port Harcourt
 TYPE: Clinic/Market based project
 NUMBER OF OUTLETS: 103 (67 clinics, 36 nurse-vendors)
 DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-Score	PERCENT	RATING
Project Management			1	10	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	0			
Financial Management			5	56	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	0			
Signatories to accounts	1	1			
Inventories of Equipment	2	1			
Management Information System			3	38	LOW
Record keeping on clients	1	1			
Filing System	3	0			
Forms Reporting	1	0			
Use of MIS data	3	2			
Commodity Management			9	82	HIGH
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	1			
Stock-out	1	1			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	4			
Documentation	2	0			
Training			4	80	HIGH
Existence of training plan	1	1			
Number of staff trained:					
Achieved: 25	4	3			
TARGET: 50					
SERVICE DATA: ACHIEVED TARGET			1	25	LOW
COMMODITY SALES: N57,205 N224,000					
NEW ACCEPTORS: 1,508 =					
REVISITS: 1,215 =					
CYP: 2,120 32,067	4	1			
Information Education and Communication (IEC):			5	29	LOW
IEC activities carried out in the current project.	6	3			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	0			
IEC Materials	9	1			

PROJECT PROFILE

NAME OF PROJECT: PHNH RIVERS

ADDRESS: 3, Chief Amadi Odum street, Trans amadi layout, P/Harcout

TYPE: Clinic/CBD based project

NUMBER OF OUTLETS: Not certain

DATE OF COMMENCEMENT: March 1993

INDICATOR ELEMENT	SCORE WEIGHT	SCORE OBTAINED	AGGRE-SCORE	PERCENT	RATING
Project Management			2	20	LOW
Project Dir./Coordinator/Prog. Manager	1	1			
Frequency of meeting	3	0			
Supervisor trained	1	0			
Supervisor Checklist Available	1	0			
Frequency of Supervision	4	1			
Financial Management			6	67	MEDIUM
Operating Expense acc./Revolving acc./Profit acc.	3	3			
Account Observed	3	3			
Signatories to accounts	1	0			
Inventories of Equipment	2	0			
Management Informaton System			4	50	MEDIUM
Record keeping on clients	1	1			
Filing System	3	3			
Forms Reporting	1	0			
Use of MIS data	3	0			
Commodity Management			4	36	LOW
FEFO rule observed	1	1			
Availability of storage facility	1	1			
Condition of store (clean, cool and dry)	1	0			
Stock-out	1	0			
Availability of inventory of commodities	1	1			
Lead time in getting commodities	4	1			
Documentation	2	0			
Training			0	0	=
Existence of training plan	1	0			
Number of staff trained: Achieved: 23 TARGET: NONE	4	=			
SERVICE DATA: ACHIEVED TARGET			2	50	MEDIUM
NEW ACCEPTORS: 2,517 =					
REVISITS: 2,132 =					
CYP: 4,101 8,735	4	2			
Information Education and Communication (IEC):			6	35	LOW
IEC activities carried out in the current project.	6	2			
Conducted outreach activities	1	1			
Counseling and Motivational sessions including male and female	1	1			
IEC Materials	9	2			

ABBREVIATIONS

CBD	=	Community Based Distribution/Distributors
VHW	=	Village Health Worker
IEC	=	Information Education and Communication
FHS	=	Family Health Services
MIS	=	Management Information System
PPSH	=	Pope Paul Specialist Hospital
PHNH	=	Port Harcourt Nursing Home
CSP	=	Clinic Service Provider
CYP	=	Couple Year of Protection
FEFO	=	First Expired First Out
IUCD	=	Intra Utrine Conceptive Device
NANNM	=	National Association of Nigerian Nurses and Midwives
NCWS	=	National Council of Women's Societies
NPNMA	=	Nigeria Private Nurses and Midwives Association
TBA	=	Traditional Birth Attendants
PPFN	=	Planned Parenthood Federation of Nigeria
JUTH	=	Jos University Teaching Hospital
MOH	=	Ministry of Health
LGA	=	Local Government Authority
LGMC	=	Local Government Medical Centre
BWA	=	Benue Women Association
COWAN	=	Country Women Association of Nigeria
NRC	=	Nigeria Railway Corporation

TYPES OF SUBPROJECT OUTLETS/ACTIVITIES

	SUBPROJECT	OUTLETS/ACTIVITY BASED
1	NCWS ENUGU	CBD based project
2	NANNM IMO	Clinic based project
3	BMC BORNO	Hospital/CBD project
4	NPNMA OYO	Clinic based project
5	NCWS KADUNA	CBD project
6	NCWS ABIA	CBD project
7	NCWS ANAMBRA	CBD project
8	NCWS PLATEAU	CBD project
9	NCWS NIGER	CBD project
10	NKST BENUE	Clinic based project
11	NRC LAGOS	Clinic/CBD based Project
12	NANNM ENUGU	Clinic/Market based Project
13	NANNM PLATEAU	Clinic based project
14	NANNM EDO	Clinic based project
15	NANNM ONDO	Clinic based project
16	NANNM LAGOS	Clinic/Market based Project
17	EYN ADAMAWA	Clinic/CBD based Project
18	SEFA KADUNA	Clinic/CBD based Project
19	EKU HOSPITAL DELTA	Clinic/CBD based Project
20	POPE PAUL HOSPITAL ABIA	Clinic/CBD based Project
21	NCWS OSUN	CBD project
22	PNA OGUN	Clinic/CBD based Project
23	BWA BENUE	CBD project
24	COWAN ONDO	CBD project
25	NANNM RIVERS	Clinic/Market based Project
26	PH NURSING HOME RIVERS	Clinic/CBD based Project
27	EXCEL CLINIC LAGOS	Clinic/CBD based Project
28	NCWS KANO	CBD project