

## VISIT REPORT

### LOGISTICS TECHNICAL ASSISTANCE - NMCP, State of Eritrea

**Duration of Visit:** July 25 to August 7, 2010 (travel time included)  
**Prepared By:** Doug Mole  
**Report Dated:** August 10, 2010

**Subject:** Support to Logistics Activities for LLIN Universal Coverage Campaign

**References:**

1. ToRs - Support Mass LLIN Distribution, Eritrea, May 24, 2010
2. Health Facility Survey 2008 State of Eritrea
3. Malaria Five Year Strategic Plan 2010-2014 (Eritrea NMCP)

#### Revised Objectives Upon Arrival

Once initial contact was made with NMCP on July 27, 2010, it was confirmed that the T.A. support needed for this mission was to develop a distribution plan for the campaign, which focused on the specific statement contained in the Grant Agreement Rd 9 – Condition (s) Precedent to Disbursement e-mailed dated: June 4, 2010. It stated:

- Not later than 3 months from the Phase 1 Starting Date, the Principal Recipient shall submit to the Global Fund a storage and distribution plan for LLINs, in form and substance acceptable to the Global Fund, detailing the arrangements for:
  - § Inventory management of LLINs,
  - § Receipt and storage of LLINs,
  - § Stock-management records,
  - § Delivery schedules,
  - § Distribution and transportation.

This observation is noted in the report since it varies somewhat from the original ToRs as circulated prior to commencement of this mission.

#### Visit Contacts

During this Logistics T.A. mission the following key contacts / representatives were met:

- Dr. Goitom Mebrahtu - Director of Disease Prevention and Control (DPC)
- Dr. Tewolde Ghebremeskel - National Malaria Control Program Manager
- Dr. Eyob Tekle - Director of Project Management Unit (MoH)
- Mr. Habte Desbele - PMU Head of Finance & Administration
- Mr. Selam Mihreteab - Entomologist / M&E Focal Person NMCP

#### General Overview

The State of Eritrea is divided into six administrative zones and further subdivided into fifty-eight sub-zones and sub-zones are divided into localities, comprising of about 2,580 villages. Seventy per cent (2.9 million) of the estimated population reside in malaria endemic areas (41 out of 58 Sub-zones).

The Ministry of Health and NMCP has planned a universal coverage (UC) LLIN campaign in Eritrea to provide a nation-wide LLIN mass distribution campaign tentatively scheduled for December 2010. The goal is to distribute 1,306,501 nets based on Universal Coverage (UC) of 1

net per 2 persons. Distribution area consists of the 6 Zones with 58 sub zones and peripheral areas consisting of health stations and kebab<sup>1</sup>.

NMCP has indicated the following contributions for the provision of campaign LLIN (these figures are current as of August 5, 2010):

• GF from Rd 6 (year 3) supplying LLIN	190,000 LLIN
• GF from Rd 9 (year 1) supplying LLIN	1,116,501 LLIN
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Total:	1,306,501 LLIN

Eritrea MoH utilizes a National Health Management Information System (NHMIS), which provides detailed health data, including data related to malaria. This was a very useful logistics planning resource.

### **NMCP Logistics Overview**

The planning for the storage and distribution plan needed to start. NMCP staff was focused on working and developing this planning, and provided personnel resources to accomplish the task.

Strategies for NMCP will involve:

- Target population with a ratio of 1 net per 2 persons;
- Request Rd 9 shipment to be broken down into two (2) shipments with 30 days between each shipment. First shipment to be 60% of total and second 40%;
- Assign specific zones for LLIN delivery;
- MoH/NMCP acquire suitable, secure warehousing in Asmara for interim storage;
- Zones acquire suitable, secure warehousing; and
- Presently, delivery of all LLIN may (could) be delayed due to manufacturing availability.

If delayed, initiate a rollout campaign to zones as nets arrive.

NMCP has highlighted that the overall goal will be to have an efficient and timely response by employing a teamwork approach to all logistics activities. The outcome that NMCP is aiming for is effective LLIN security controls, and successful distribution methods to the targeted communities.

### **Custom Clearances & Delivery**

The responsibility for procurement, custom clearances and delivery for the LLINs to NMCP warehousing located in Asmara will fall under the responsibility of MoH - Program Management Unit (PMU). This visit did not address this area.

### **Logistics Development**

A draft logistics plan of action has been developed during this T.A. mission as well as planning tools. Once manufacturing details are confirmed, some spreadsheets will need to be updated to reflect correct details. Included in this T.A. report are the following documents (please note some are drafts):

1. Logistics Plan of Action (PoA) - Draft

A draft PoA was developed during this visit, and approved in principal by NMCP and detail actions that provide direction during the campaign.

2. Timeline Chart (Chronograph) – being developed

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<sup>1</sup> Kebab – local term used as the “central village” that may have administrative responsibility for a group of villages in a certain area.

An eight-month timeline from August to March was developed. Not all of the routine daily activities are listed, but it does provide a tool to insert important timeline activities. This guide will be updated and developed further by NMCP once activities are confirmed.

3. LLIN Master Positioning Plan - Draft

A detailed spreadsheet was developed for positioning LLINs in all areas, zones and sub zone levels based on the ratio of 1 net for every 2 persons. The macro quantification was provided by NMCP, using their National Health Management Information System (NHMIS).

4. LLIN Storage Plan (Warehousing) - Draft

LLIN A detailed spreadsheet was developed providing space requirements for storage of bales at each and every zone and sub zone. Important caveat, all calculations are based on a standard specification of a LLIN bale. Standard size bale is 0.76 x 0.68 x 0.36m and was used in all calculations.

5. LLIN Preliminary Transport Plan - Draft

A draft spreadsheet was developed to assist in transport planning from Asmara to zones and sub zones. Each movement location has a selection of vehicle sizes available and provides loading capacities and quantities per truck size. Once micro planning details are gathered, a detail transport plan will be finalized based on available vehicles.

6. Monitoring / Tracking Tools

A series of monitoring tracking tools were developed to limit leakages, losses and provide accountability. These tools include: Waybill (Delivery Note), Warehouse Stock Card, Goods Receive Note (GRN) and Tally Sheet. All these tools have a "How To" sheet attached, explaining the details for completion.

**Debrief with MoH Staff**

A debrief was held on August 4, 2010 at PMU offices, with the following individuals in attendance:

- Dr. Tewelde Ghebremeskel - National Malaria Control Program Manager
- Dr. Eyob Tekle - Director of Project Management Unit (MoH)
- Mr. Habte Desbele - PMU Head of Finance & Administration
- Mr. Selam Mihreteab - Entomologist / M&E Focal Person NMCP
- Mr. Douglas Mole - AMP (RBM) Logistics Consultant

The general discussions were focused on distribution planning, anticipated net arrival dates and the involvement of all zones and sub-zones. NMCP staff is aware of the importance of the zone participation for a successful campaign. Procurement procedures were in progress to complete the net purchase/contracts for Phases II and III. Overall, activities were moving forward and all departments within MoH were achieving positive results.

**Field Trip**

A field trip was conducted on August 5, 2010 to Debu Zone, specifically Mendefera Region to acquire on-site knowledge of existing warehouse facilities and available storage space. It is intended that all 6 zones will collect LLIN allotments from the central warehouse in Asmara and store in respective zone storage areas prior to transporting LLINs to sub zones. This process once clarified will be based on a timeline (chronogram) that will be developed by NMCP in the near future.

**Summary**

1. This TA visit was successful and produced positive logistics planning. The revised logistics

objectives for the visit were achieved (see paragraph: Revised Objective Upon Arrival).

2. The NMCP logistics concept in Eritrea is based on three key approaches:
  - partnerships with zone resources and stakeholders;
  - partnership responsibilities based on NMCP coordination and direction; and
  - total quantities of LLIN incorporated into one logistics plan.
3. Some of the detailed information for this campaign is not yet available. In some cases a “best guess” assumption was used to enable planning to continue with some degree of accuracy. As the micro planning development moves forward, a clearer idea will be available. The information in this document is meant to serve as a framework and adjustments can be made as planning becomes consolidated.
4. A final short debrief was conducted with Dr. Tewolde Ghebremeskel, NMCP Program Manager, and Mr. Selam Mihreteab, NMCP HQ, to discuss this Logistics TA visit including: work outstanding, general concerns and the next steps going forward. It was emphasized during the debrief the importance of LLIN security both during movement and at all storage locations. It was highlighted that if any additional technical assistance (i.e. programming, finance or logistics) was required, the first step for NMCP is to officially make a formal request to Roll Back Malaria (RBM).
5. Having regular logistics meetings will be important for the success of the upcoming campaign. It is imperative that the planning team (NMCP, Zones & Sub Zones) continues working frequently together; isolated planning will eventually cause items and/or activities to be missed or plans based on incorrect information. All partners have a role in the logistics planning stages.

#### **Immediate Action Required by Logistics Sub Committee**

1. Complete the procurement process for Rd 9 LLINs thru PMU.
2. Obtain accurate delivery arrival dates of shipments thru PMU.
3. Obtain net specifications for updating planning templates.
4. Obtain zone agreement/approval on PoA.
5. Develop a rollout strategy for distribution if supplier unable to deliver quantities at one time.
6. Obtain zone agreement/approval on logistics tools and amend as needed.
7. Select suitable warehousing in Asmara, (one possibility is that the central medical storage be utilized).
8. Develop with zones a schedule to train sub zones and Kebabi (s) in the use of logistics tracking tools and forms.

#### **Challenges Ahead**

1. One area that needs to be addressed is who will have the responsibility for taking on various issues or tasks. NMCP should agree who will champion given activities at all levels. For example:
  - who will be responsible for sub zone and kebab logistics?
  - who will be dedicated to finalize the logistics chronogram (timelines) of activities? (Zones or NMCP)?
  - etc.

These points above can only be addressed correctly when using the NMCP logistics mechanism (CCM) for planning. NMCP is aware after discussions that they may not have the time to handle all areas of logistics and must delegate to other members such as zones and sub zone.

2. As events change and planning is adjusted, it is important to verify existing documents are

correct, accurate and current to the country's present strategy and direction.

Once again, I would like to extend my thanks to NMCP of the State of Eritrea for all the cooperation and support during my Technical Assistance visit. I wish the entire Eritrea team continued success with the planning and implementing of their upcoming National LLIN Campaign.

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Attached Files: (attached as Annexes)

The following documents (some in draft) have been developed to provide guidance and procedures for the mass distribution activities. They are:

1. Logistics Plan of Action (PoA);
2. Master Positioning Plan;
3. Storage Facilities Plan;
4. Preliminary Transport Plan;
5. Distribution tools such as:
  - a. Waybill / Delivery Note
  - b. Warehouse Stock Sheet
  - c. Tally Sheet
  - d. Goods Receive Note (GRN)
  - e. Logistics Mapping Questionnaire
  - f. Distribution Site Set-up
  - g. Chronogram Timeline - example