

VISIT REPORT

LOGISTICS TECHNICAL ASSISTANCE (TA) – NMCP (GHS) - GHANA

SUBJECT: Support to LLIN Logistics Activities for Northern & Eastern Regions, Ghana

DURATION OF VISIT: March 13-26, 2010 (inclusive of travel time)

REPORT PREPARED BY: Douglas Mole

REPORT DATED: March 31, 2010

References: RBM/AMP Terms of Reference – Logistician to support mass LLIN¹ distribution planning in Ghana, dated Feb 21, 2010

Objectives of Visit:

- To support the NMCP², GHS³ and partnership with the further development of an in-country logistics plans.
- To support the NMCP and partnership to finalize a logistics budget for the Northern Region campaign, notably for the micro logistics activities (district/sub district / pre-positioning sites warehousing & transportation).
- To support the NMCP with the ITN Sub-committee structure and the Central Logistics Team (CLT) and NfL⁴ in their developments of roles and responsibilities.
- To support the NMCP and partnership with development and finalization of macro/micro logistics planning templates.
- To visit key central storage points to assess capacity, infrastructure and security. To advise on storage capacity in country.
- To build logistics competency and capacity at NMCP and with partnership through work with their logistics staff.

Key Individuals Contacted and/or Visited:

NMCP	- Dr. Constance Barf-Plange	- NMCP Program Manager
NMCP	- Dr. Kezier Malm	- NMCP Deputy Program Manager
NMCP	- Dr. Aba Baffoe-Willmot	- NMCP Chair ITN Sub-committee
MoH	- Mr. Peter Gyimah	- Central Medical Stores Manager

¹ Long Lasting Insecticide Treated Bed-Nets

² National Malaria Control Program

³ Ghana Health Services

⁴ Nets for Life

USAID	- Lisa Kramer	- PMI Advisor Team Leader
ProMPT	- Prince Owusu	- Programs Officer
DELIVER	- Albert Akai Nettey	- Programs Officer
NetsforLife	- Dr. Steven Dzisi	- Technical Director
NetsforLife	- Cletus Asare	- Program Support & Logistics Officer
NetsforLife	- Samuel Agyei	- Research, M&E
NetsforLife	- Pricilla Amuah	- M&E Program Officer

Background:

Ghana is forecasting to implement two LLIN campaigns. The targeted beneficiaries for both campaigns are children under the age of 5 years and pregnant women. Commencing the week of 3-7 May 2010 the Northern Region will receive 583,008 LLINs. Shortly thereafter, the Eastern Region will receive 245,000 LLINs scheduled for Jun/Jul 2010. In both campaigns the method of distribution will be door-to-door, with each distribution team physically hanging up LLINs in targeted households.

The initial May LLIN logistics MACRO activities are being done by the organization DELIVER who is contracted by President Malaria Initiative (PMI) to facilitate the movement of the LLINs into the country, arrange customs clearances and centrally warehouse in Accra at the Ministry of Health (MoH) medical stores. Commencing Mar 15, 2010 DELIVER and MoH started the transport movement of the LLINs to all 20 district MoH warehouses within Northern Region.

NfL was contracted by NMCP and GHS to continue the micro logistics chain activities of the LLINs from district warehousing locations down to sub-districts and ending at the numerous pre-positioning sites (PPS).

The country's chosen method for the actual distribution of LLINs to the targeted group (Under 5 & PW) is very challenging and will require detailed planning and execution by the program. Each PPS will cover a given number of communities/villages. Distribution teams will sign for LLIN at designated PPS storage locations and go door to door in their assigned communities/villages hanging up LLINs in all households based on the target group criteria.

Situation on Arrival:

Upon arrival I was well received by NMCP and all partner organizations in Accra, Ghana. After initial discussions with NMCP, PMI and DELIVER during the first workday it became apparent that some areas of logistics planning were possibility behind in the overall timelines. A work schedule was developed at this first meeting by NMCP for this AMP Logistics technical assistance focusing on the areas that needed attention. This schedule was disseminated to all stakeholders / partners on Mar 15, 2010.

The approach for this logistics TA was to try to build capacity in the logistics staff of NfL while developing the MICRO logistics plan. The schedule below was developed to achieve this goal:

- 15/03/10 - meet with PM, Deputy and key members of ITN sub-committee
- 16/03/10 - travel to Bunso in Eastern Region to witness training and meet with NfL logistician (returned to Accra same night)
- 17/03/10 - one on one planning work with NfL staff – micro level

- 18/03/10 - one on one planning work with NfL staff – micro level
- 19/03/10 - one on one planning work with NfL staff, afternoon visit with central medical stores (CMS) manager
- 20/03/10 - develop specific logistics tracking tools for Northern Region
- 21/03/10 - develop specific logistics tracking tools for Northern Region
- 22/03/10 - one on one planning work with NfL staff – micro level
- 23/03/10 - one on one planning work with NfL staff – micro level
- 24/03/10 - finalize micro logistics plans with NfL and NMCP-ITN
- 25/03/10 - attend ITN sub-committee meeting, present brief verbal visit report and contribute in sub-committee discussions and agenda points

Meetings/Discussions:

On a daily basis, discussions were conducted with NMCP and PMI to brief on the progress of the logistics planning and to clarify any points within the program. One point that came up was that there was no NMCP Campaign Implementation Guideline to serve as a reference document.

During this planning, NfL made many mobile calls to confirm population figures of the Northern Region, however this information was very difficult to secure. These discussions on population were and are an important concern for accurate logistics planning of MICRO transportation and storage of the LLINs.

General Summary of Key Points:

The first critical step in this logistics planning was to facilitate a meeting with the staff of NfL to determine a scheduled approach needed for this logistics assistance. This was an opportunity to look at logistics and program challenges and methodologies for this upcoming LLIN Northern Region campaign, which is scheduled for May 2010, one week prior to Ghana's Children Health Week.

Due to NfL staff being away from Accra during my arrival with training Northern and Eastern District GHS staff, it was decided to travel to the Eastern Region with the PMI representative to observe the training and to meet with logistics personnel of NfL. This planned two-day trip was shortened once in the Eastern Region to one day based on discussions by all concerned parties. It was felt that the TA support would be more beneficial to the logistics activities if started earlier. Both the NfL logistics representative and myself returned to Accra and commenced developing and planning the logistics activities for the Northern Region campaign the following day. It was discussed and decided by all that a capacity building approach would be useful when developing these plans. This development was a guided approach but the lead logistics officer of NfL took ownership from the start on the development of plans and data tools.

NfL's work was extremely dedicated in developing a draft plan for logistics, gathering relevant data and updating available campaign information. Tools were adapted for use to enable tracking and accountability during the supply chain movement of LLINs down to pre-positioning sites (PPS). A "draft" logistics training ToT presentation was developed and provided to NfL for review and approval by the ITN Sub-committee. This training presentation when finalized with the expanded training objectives should become part of the NMCP Campaign Training Manual. Documents prepared during this logistics TA were:

- a. “Draft” Micro Logistics Plan of Action, (PoA);
- b. Master Positioning Plan at district level;
- c. Master Positioning Plan at sub-district levels; *
- d. Micro preliminary transport plan from district to sub-districts; *
- e. Micro preliminary transport plan from sub-district to PPS; *
- f. Revised Micro logistics mapping questionnaire tool;
- g. Logistics ToT⁵ presentation on activities for cascade training;
- h. Framework structure for activities in a logistics budget; and
- i. Modified logistics tracking tools for Northern Region scenario.

Important Note *: The required details of quantification of population below district level has not been gathered or totally confirmed by NMCP. The expectation is to receive these correct population figures from the pre-registration activities planned for early April 2010. Once data is entered into the logistics templates, a clear picture will develop as to the needed quantities of transport vehicles, storage spaces and the locations of all pre-positioning sites.

A logistics TA debrief was conducted on 25 Mar 2010 during the weekly ITN Sub-committee meeting. Unfortunately the NMCP Program Manager and Deputy Program Manager were not available, so this debrief session was conducted with Dr. Aba Baffoe -Willmot -NMCP (Chair ITN Sub-committee). This debrief commented on the amount of work outstanding, general concerns and the next steps forward. It was highlighted that if any additional technical assistance was required, it was imperative for NMCP (ITN) to officially make a formal request to Alliance for Malaria Prevention and/or Roll Back Malaria.

Next Steps:

ITN Sub Committee should identify problem areas and amend draft PoA (if required), and give final approval of the Micro Logistics Plan of Action (Version 1).

NfL must finalize Logistics Chronogram, amending any dates as needed, and then input into the global campaign chronogram.

NfL to finalize and approve Logistics Tools and arrange with MoH Ghana sufficient quantities of both the GHS-Stores Issue and Receipts Issue Voucher, and the Inventory Control Cards.

NfL must update all logistics templates once registration survey is completed in early Apr 2010.

NfL to implement the logistics-training package at district levels to enable sub-district and PPS store-men with the tools and knowledge of proper tracking, accountability and issuing procedures for the LLINs.

NfL should develop a collection method to gather logistics tracking tools (end campaign information) in conjunction with overall NMCP guidelines.

NfL should complete a logistics final report for Northern Region detailing how well the Supply

⁵ Training of Trainers

Chain functioned including lessons learned for improving the LLIN campaign planned for Eastern Region in Jun/Jul 2010.

Challenges Ahead:

NfL and the ITN sub-committee must acquire the correct population figures for the Northern Region. These figures are normally available at the start of planning and corrected later in the planning process if pre-registration is conducted. The sooner the figures are made available the better for the planning. It enables accurate advance planning for the logistics supply chain. It may be advantageous to begin the process to obtain the preliminary figures for the Jun/Jul campaign in the Eastern Region.

As well, the logistics documents developed are designed to be applicable for the Eastern Region campaign planned for Jun/Jul 2010. This is based on the assumption that the Eastern Region will follow the same logistics methodology as the Northern Region, i.e. LLINs delivered to districts and stored, then moved to sub-districts and pre-positioning sites. Once regional update data is provided for the Eastern areas, these present documents can be modified with valid information and will provide needed logistics planning direction.

It is important to develop an ITN Implementation Guideline document for country campaigns. This document would be valuable in providing direction and agreed to country guidelines for all aspects of an LLIN campaign. It also provides a direction for all the sub-committees (i.e. BCC, Logistics, M&E, Social Mobilization, etc) when they are developing their PoA. This implementation guideline would definitely be a requirement if Ghana were to have an LLIN Universal Coverage campaign prior to the end of the present year.

Conclusions:

This technical assistance visit was successful and produced positive logistics planning. However, it was not possible to achieve all the objectives due to population data still being gathered.

Regular logistics committee meetings will be important for the success of the upcoming campaign. It is imperative that the planning team continues working frequently together; isolated planning will eventually cause items and/or activities to be missed or planned based on incorrect information. All partners have a role in the logistics planning stages. It is very important for a strong logistics supply chain with the door-to-door delivery being used. Leakage or poor accountability of LLINs within the supply chain could adversely affect the distribution activities to the beneficiaries.

I would like to thank NMCP, the Chair of the ITN Sub-committee, and all partner organizations for their cooperation and support during my technical assistance visit. I wish the entire team continued success with the planning and implementing of the upcoming Northern Region campaign and later in Ghana's Eastern Region campaign.

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