

Mission Report – Sierra Leone

AMP Logistics Technical Assistance

Mission Dates: February 9 – March 11, 2014 (inclusive of travel time)
Locations: Freetown, Sierra Leone
Consultant: Douglas Mole
Date of Report: March 16th, 2014
Subject of Report: Sierra Leone Integrated LLIN Campaign - June 2014

Proviso

In preparation of all documents, every effort has been made to represent the most current, correct, and clearly expressed information possible. Nevertheless, inadvertent errors in information may occur. The information and data included have been gathered from a variety of sources and through collaborative meetings, but are subject to change as Sierra Leone program decisions are made at various levels. This report represent a summary of the collaborative processes / discussions engaged in between February 9th – March 9th, 2014.

References:

1. Terms of Reference – Sierra Leone Campaign Logistics T.A. / NMCP dated: October 15th, 2013
2. AMP - TA Logistics Sitreps dated: February 16, 23 and March 2, 9, 2014
3. Sierra Leone Strategic Plan and Operational Guidelines, 2012-2017
4. Sierra Leone Plan of Action PoA dated: February 11, 2014
5. Sierra Leone Logistics Chronogram activities LLINs 2014 Campaign
6. Sierra Leone Campaign PoA DRAFT dated: October 13th, 2013
7. Sierra Leone Logistics DRAFT Plan of Action dated: October 29th, 2013

Background:

As detailed in the Sierra Leone Plan of Action (PoA) dated February 11, 2014, the National Malaria Control Programme (NMCP) of Sierra Leone has set a national target of *one net for two people*. Households were identified and registered during the November 2013 Maternal and Child Health Week (MCHW).

During the May 2014 MCHW (date to be confirmed), NMCP will administer Vitamin A and Albendazole in all households of the country and as part of an integrated Universal LLINs Distribution Campaign, household population will be confirmed and a house representative will be given at the same time a voucher to collect the LLINs at a recognized PHUs or distribution point. One voucher will be redeemed for one net. This strategy is geared towards reaching universal coverage of all populations at risk, based on an average household size of six people. A house-to-house strategy will be used for the registration with teams of 3 people responsible for covering a defined number of households. Two of the three people in the team will administer Vitamin A and Albendazole, while the third person will be engaged in the registration of the household and for issuing of vouchers for collection of LLINs at Peripheral Health Units (PHUs) or designated fixed delivery points.

Sierra Leone NMCP is preparing to distribute 3,523,873 LLINs in 2014 a national integrated campaign to reach universal coverage (UC) with malaria prevention. LLINs main donors are UMCOR¹, DFID², and GF³. NMCP is receiving technical support/assistance from CRS⁴, UNICEF and WHO partners. Partner nets breakdown as follows:

¹ United Methodist Committee on Relief (UMCOR)

² Department for International Development DFID (UK)

³ Global Fund (GF)

⁴ Catholic Relief Services (CRS)

<u>Donors</u>	<u>LLIN Quantity</u>
UMCOR	390,000
DFID	1,300,000
GF	1,773,000
SNAP ⁵	22,000
WVI ⁶	2,000

This AMP logistics technical support is the second of two missions to assist in the logistics planning and preparation. Alliance for Malaria Prevention (AMP) is providing support for these T.A. missions. On this second mission, the AMP logistics consultant worked in collaboration with NMCP, UNICEF and in-country partners. T.A. logistics support continued from the first mission, assisting NMCP campaign program team and logistics counterpart from UNICEF. Four Sitreps (see references) were distributed by email (1 per week) as a way to inform key players as to the progress of the T.A. mission.

Objectives of Missions to Sierra Leone

The objectives as laid out in the original mission Terms of Reference (ToRs) dated October 15th, 2013 are:

- a. To support the MOHS/NMCP and partners with the further development of an in-country logistics plan, beginning with customs clearing and including macro transportation, storage and pre-positioning plans.
- b. To support the MOHS/NMCP and partners to finalize a logistics budget for the campaign, notably for the macro logistics (clearing, warehousing, and transportation).
- c. To support the MOHS/NMCP and partners with development and finalization of micro logistics planning templates.
- d. Provide targeted logistics support to ensure key challenges identified during previous campaigns with micro planning and LLIN security during transport and storage are addressed
- e. To visit key potential regional storage points to assess capacity, infrastructure and security.
- f. To advise on storage capacity in country for the total number of 3.5 million LLINs.
- g. To build logistics competency and capacity at MOHS/NMCP and with partners through work with their logistics staff.
- h. Work with the logistics sub-committee to ensure that the necessary supply chain management tools are developed, reproduced and delivered to where they are needed prior to the arrival of the LLINs.
- i. Review the micro planning and budgeting to ensure that the calculations and planning for the LLIN movement between the various levels of the supply chain are accurately done.
- j. Monitor the LLIN deliveries to various levels within the supply chain. Work with the selected distribution agents to establish/modify transport plans and calendars for loading, offloading and delivery based on delivery timelines provided by the SUPPLIER / VPP.
- k. The consultant will respond to additional logistics support requests from MOHS/NMCP and partners as appropriate.

1. Key Contacts During Visit Period

- a. Dr. Amara Jambai – Director of Disease Prevention and Control, MoHS;
- b. Dr. Samuel Smith – Malaria Program Manager, NMCP, MoHS;
- c. Thomas Asurmara – M&E Officer, NMCP, MoHS;

⁵ Sustainable Nutrition and Agriculture Promotion (SNAP)

⁶ World Vision International (WVI)

- d. Musa Sillah Kanu – M&E Officer, NMCP, MoHS;
- e. John Settah – M&E Officer, NMCP, MoHS;
- f. Chengetanai Mangoro – Procurement SCM Specialist, (UNICEF)/NMCP;
- g. Festus A. Amara – Data Manager (DPC-MoHS);
- h. Harold Thomas – Health Communication office (DPC-MoHS);
- i. Marie I Kamara – Pharmacy Officer, NMCP, MoHS;
- j. Dr. Marshal Nuhu – Immunization Specialist, UNICEF;
- k. James McWaters – Free Health Care Initiative Coordinator, UNICEF;
- l. Peter Jacobsen – Logistics Consultant, UNICEF;
- m. Fredrick Evans – Supply Officer, UNICEF;
- n. Samuka Bawoh – Procurement Officer, UNICEF; and
- o. Mariama Sesay – Operations Director NPPU.

2. Summary of Key Activities

- a. A Task Force meeting was held on February 12, 2014 with discussions around campaign planning and key timelines, due to delayed arrival May 2014 of the VPP LLIN shipments.
- b. Logistics sub-committee (LSC) meetings were held on February 14 and 21, 2014 at NMCP. Areas of focus were transportation plan from port to districts, store assessment mission structure by regions and team personnel, campaign logistics training and Risk Mitigation Framework, final portion needing completion.
- c. Storage Assessment missions conducted to 12 Districts and 2 Areas by 4 teams during last week of February 2014. All assessment information was compiled by NMCP/UNICEF on March 4, 2014.
- d. National level ToT Micro Planning sessions were conducted on March 7, 2014 for approximately 55 participants.

3. General Overview of Planned Distribution (as of March 9, 2014)

It is planned to distribute approximately 3,523,873 LLINs to all districts and Western Area (locations both Urban/Rural) in Sierra Leone. Country population is based on MCHW registration held in November/December 2013. Sierra Leone consists of five regional areas, comprising of 12 districts and two areas.

Confirmation was received from NMCP / MoHS that country LLIN specifications will be:

- Type: Rectangular - Polyester, Size: 190 x 180 x 150cm, Denier: 100, colours, Colour: white & blue,

Targeted allocations for the LLIN consignment within Sierra Leone as of March 2014 is:

MINISTRY OF HEALTH AND SANITATION - SIERRA LEONE				
NATIONAL LEVEL SUMMARY FORM				
NO.	Name of DISTRICT	TOTAL POPULATION	NUMBER OF LLIN NEEDED	NUMBER OF BALES (40)
1	BO	628,542	336,860	8,422
2	BOMBALI	494,138	254,030	6,351
3	BONTHE	168,670	90,396	2,260
4	KAILAHUN	464,095	248,727	6,218
5	KAMBIA	339,996	182,217	4,555
6	KENEMA	651,270	348,790	8,720
7	KOINADUGU	345,524	185,180	4,630
8	KONO	362,424	194,237	4,856
9	MOYAMBA	373,387	200,112	5,003
10	PORT LOKO	564,523	302,550	7,564

11	PUJEHUN	328,574	176,095	4,402
12	TONKOLILI	447,938	240,067	6,002
13	WESTERN AREA URBAN	1,145,404	613,866	15,347
14	WESTERN AREA RURAL	281,274	150,746	3,769
TOTAL	SIERRA LEONE	6,595,759	3,523,873	88,097

4. Logistics Responsibilities I/O of Port of Entry, Freetown

Sierra Leone NMCP has partnered with UNICEF for the logistics Macro activities. UNICEF will be conducting all processes related to the import, customs clearances documentation and transport of all LLIN containers from Freetown to all 12 Districts and 2 Western Area (Urban and Rural areas). Based on a delivery schedule, containers will be unloaded at predestinated storage areas in all districts / areas. All district / area LLIN shipping quantities, contact personnel, mobile numbers and addresses for these storage areas have been provided to UNICEF by NMCP.

A close collaboration and good communications will be needed by both NMCP and UNICEF to facilitate the transportation of these 150 shipping containers.

Latest LLIN containers in transit dated February 9, 2014 as recorded on the UNICEF Transit Sheet:

-	9 containers	ETA Port	11/Feb/14	- DFID/UNICEF	Documents Rec'd
-	19 containers	ETA Port	13/Mar/14	- DFID/UNICEF	Documents Rec'd
-	53 containers	ETA Port	20/Mar/14	- DFID/UNICEF	Documents Rec'd
-	24 containers	ETA Port	08/May/14	- GF/MoHS (VPP)	No Documents
-	65 Containers	ETA Port	08/May/14	- GF/MoHS (VPP)	No Documents

The process to obtain the exoneration letter from the Ministry of Health for LLIN customs clearances was still ongoing as of March 7th 2014.

5. Central Logistics Team (CLT)

The CLT convened twice during this mission and have addressed key concerns of the logistics function. During discussions agreement was achieved on numbers, samples, colors and requirements for quantities needed in each district, chiefdom and PHU for the tracking and security of LLINs. Logistics tools that have been completed and approved for procurement of printing through UNICEF are:

-	LLIN Voucher quantities	
-	Voucher (for LLIN issue)	(sample)
-	Waybill / Delivery Note	(sample)
-	Waybill Instructions	
-	Warehouse Stock Sheet	(sample)
-	Warehouse Stock Sheet Instructions	
-	Daily Household Voucher Issuing Tally Sheet	(sample)
-	Daily LLIN Distribution Tally Sheet	(sample)

A key CLT challenge was to organize the logistics program storage assessment mission. This was conducted during the week of February 24th, 2014. This activity was to determine the available storage space in all districts and areas. It was important to work closely with DMOs⁷, DLOs⁸ and DMHT⁹ and Logistics representatives in determining each district resources. It was conducted as a collaborative exercise between National and Districts. The activity was as follows:

⁷ District Medical Officers (DMO)

⁸ District Logistics Officers (DLO)

⁹ District Medical Health Teams (DMHT)

- Mission structure consisted of 4 x teams with representation from UNICEF, MoHS, CMS¹⁰ and NMCP.
- Each assessment team was responsible to assess 3 Districts and selected drop-off points.
- Assessments conducted from February 26 – March 3, 2014.
- All data gathered and compiled on March 4, 2014.

General points gathered from the storage assessment missions were:

- Minor repairs were needed in some storage locations, to improve security.
- Most District locations needed more than one location to accommodate the quantities of LLINs forecasted for delivery.
- Drop-off storage points were assessed where appropriate.
- All contact information per storage location was compiled.

6. Logistics Responsibilities in/from Districts and Chiefdoms

NMCP, DMO and DMHT will coordinate all movement of LLINs from district storage locations to chiefdoms. Plans will be developed based on information gathered during the NMCP / district micro planning missions being held in March 2014.

District Micro Planning was a close collaboration between chiefdoms and the DHMT. Guidelines were clearly determined prior to departure from Freetown and a 1 - day ToT session was held on March 7th, 2014. Teams were scheduled to depart on Sunday, March 9th, 2014 for this 12 day mission. All teams were instructed to follow the format below:

- Day 1 – travel to designated Districts.
- Day 2 – Brief DMO, DMHT and local leadership in details of micro planning.
- Days 3-9 – Conduct information gathering in all Districts, Chiefdoms, and with DMHT and local leadership involvement. Prior to leaving chiefdoms, compile all data in a collaborative approach.
- Days 10-11 – Compile all District/Chiefdom data at district level with DMO, DMHT and local leadership / partners. All teams must have district micro plans completed and agreed to by districts prior to return trip to Freetown.
- Day 12 - Return to Freetown and provide district plans to NMCP.

As this mission was a campaign approach, a logistics specific presentation was given at the ToT session. It is very important to determine proper selection of DPs and PHU catchment areas. The LLIN supply chain will need accurate details for moving LLINs to PHUs. All storage areas (sites) must use the logistics tracking tools taught during district training to ensure leakage or loss is kept to a minimum. The use of the house-to-house campaign strategy will assist in the security of peripheral storage sites due to less movement of LLINs.

7. Documents Developed or Updated

The CLT worked on planning with the following plans/tools completed or updated:

- a. Logistics Plan of Action - updated;
- b. Macro LLIN Positioning Plan - updated;
- c. Micro LLIN Positioning Plan - undated;
- d. Macro Storage Plan - undated;
- e. Supply Chain Macro Tracking Tools – confirmed and sent for procurement;
- f. Logistics Chronogram (Timeline of activities) - updated;
- g. Risk Mitigation Report Logistics portion completed and provide to NMCP Program Manager;
- h. Micro planning logistics presentation and tools provided for ToT session;
- i. Transport Conveyer Terms of Reference and responsibilities and duties; and

¹⁰ Central Medical Stores (CMS)

- j. Logistics training tools and presentation completed and ready for district training schedule for mid-March 2014.

All documents and/or logistics tools were developed in collaboration with NMCP - M&E Officer and UNICEF Procurement SCM Specialist. Electronic versions were made available to UNICEF and NMCP for further planning and adjustment / updates.

8. Areas Needing Attention / Addressing:

- a. Follow-up is needed with UNICEF and VPP on LLIN ETA in Freetown;
- b. Follow-up with Ministry of Health reference the LLIN Tax Exoneration approval; important to keep UNICEF informed of the process;
- c. Align logistics chronogram (activities) with NMCP malaria program timelines after program micro planning exercise is completed;
- d. Finalize logistics budget based on micro planning information;
- e. Determine scope and materials required for logistics training in districts (forecasted for March 2014);
- f. Follow-up with districts needing (minor) repairs on designated storage locations to ensure security measures are acceptable;
- g. Enhancing communications between NMCP / UNICEF and transport agents to ensure planning goals are met;
- h. Close monitoring and communication by NMCP with district partners for the LLIN macro transport delivery activities to districts by UNICEF;
- i. Reinforce the importance of security in storage selection points in all logistics training approaches and security level of the supply chain;
- j. Monitor and ensure the use of conveyers, and prepare for the possibility for a reverse logistics process to return surplus LLINs after the campaign if needed; and
- k. Consider Logistics Commodity Management Assessment (CMA) an important post campaign activity to determine the success of the supply chain activities. CMA is recommended to be included in Logistics budget line items, activities, chronogram, etc.

An informal T.A. Debrief with NMCP was held on March 7, 2014 after the Micro Planning ToT session. Key points were highlighted.

9. Conclusion

The second AMP T.A. funded mission is completed. I would like to extend my sincere thanks to NMCP, UNICEF and the Sierra Leone teams and partners for all their cooperation. The support provided specifically by Mr. Thomas Asurmara (M&E) and Chengetanai Mangoro, Procurement SCM Specialist, UNICEF during this Logistics T.A. visit was much appreciated. The CLT was very responsive and supportive throughout this mission. I wish Dr. Smith, Program Manager NMCP, his team, all stakeholders and all partners continued success with their planning and implementation of their projected June 2014 Integrated LLIN Campaign.