

## Mission Report – Republic of Liberia

### AMP Logistics Technical Assistance

<b>Mission Dates:</b>	October 1- 20 <sup>th</sup> , 2013 (inclusive of travel time)
<b>Locations:</b>	Monrovia, Liberia
<b>Consultant:</b>	Douglas Mole
<b>Date of Report:</b>	November 10 <sup>th</sup> , 2013
<b>Subject of Report:</b>	Liberia UC LLIN Campaign - October 2014

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#### References:

1. Terms of Reference – Liberia Campaign Consultant; dated July 15<sup>th</sup>, 2013 (NetWorks)
2. Liberia Strategic Plan and Operational Guidelines, 2012-2017
3. Key ITN indicators – LMIS 2011
4. Liberia- Campaign POA DRAFT dated: October 13<sup>th</sup>, 2013
5. Logistics DRAFT Plan of Action dated October 29<sup>th</sup>, 2013
6. The Alliance for Malaria Prevention Toolkit– Second Edition / 2012
7. Implementation / Logistics T.A. Sitrep Liberia mission period; Oct 1-6, 2013
8. Implementation / Logistics T.A. Sitrep Liberia mission period; Oct 7-13, 2013
9. Implementation / Logistics T.A. Sitrep Liberia mission period; Oct 14-20, 2013

#### **Background:**

Liberia is preparing to distribute LLINs in 2014 in a national campaign to reach universal coverage (UC) with malaria prevention. LLINs are primarily from the Global Fund (GF) and Liberia is presently one year out from the proposed campaign start date of October 2014. This logistics AMP technical support is the first of two missions to assist in the logistics planning and preparation. NetWorks, a USAID-funded project led by Johns Hopkins University Center for Communication Programs (JHU.CCP) is providing support for these T.A. missions.

On this first 20-day mission, the AMP logistics consultant worked in collaboration with AMP Implementation T.A. representative. Daily work with NMCP program team, logistics counterparts from both PRs; NMCP and PLAN International Liberia, in providing logistics support as requested in the ToRs. Three 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. This mission report covers only the Logistics Technical Assistance.

On arrival in Liberia, country population figures were not completely confirmed. Liberia had provided population numbers to Global Fund during the harmonization working group gap analysis in February 2013 and had received information that GF would be providing 2,195,796 nets in line with current WHO guidelines for the campaign in 2014. After further research and discussion, and confirmation from the Liberia institute of Statistics and Geo-Information Services (LISGIS) the population figures were slightly higher than previously stated. This has produced an approximate net gap of 214,235 nets. This was observed early in the planning stage and is being addressed for possible solutions by both NMCP Liberia and the AMP Implementation T.A.

#### **1. Objectives of Mission**

The objectives are laid out in the mission Terms of Reference (ToRs) dated July 15<sup>th</sup>, 2013 as follows:

- a. Provide targeted logistics support to ensure key challenges identified during previous campaigns with micro planning and LLIN security during transport and storage are addressed and that a commodity management assessment (data quality analysis) is included in the planning and budgeting for the campaign.

- b. The logistics consultant who will spend three weeks in the country to draft the logistics plan of action, establish and train the central logistics team to allow support from a distance, develop the logistics micro planning tools and draft a budget for an effective logistics operation for the campaign that ensures accountability throughout the supply chain. The logistics consultant will also begin to assess transport company capacity to facilitate a restricted call for tenders.

**Note:** Reference the ToRs concerning the logistics budget mentioned in sub-paragraph a (above) a portion of this item will not be achievable in the deliverables due to the fact that macro logistics activities for custom clearing, and port handling of containers will be controlled and budgeted for by the in-country Global Fund Program Coordinating Unit (PCU) of MoH & SW, Liberia.

## 2. Contacts During Visit Period

- a. Dr. Bernice Dahn – Chief Medical Officer and Deputy Minister for Health Services
- b. Tolbert G. Nyenswah – Assistant Minister / DCMO-Preventive Services, (MoH)
- c. Ben Zinner – USAID Liberia
- d. Dr. Soukeynatou Traore – USAID / PMI Malaria Advisor
- e. Christie Reed – CDC / PMI Resident Advisor
- f. Bethany Gaddis – HPN team leader, USAID
- g. Michael F. Richards – Knowledge Management / IT Specialist, L-MEP USAID
- h. Stephen Y. Dzisi – Maternal & Child Health Advisor (USAID Global Health Fellows Program II)
- i. J. Oliver Pratt – Deputy Program Manager (NMCP)
- j. David Z. Logan – Program Manager, Global Fund Program Management Unit (PMU)
- k. Gracella Cooper – NMCP Vector Control Officer, Liberia
- l. Daniel Somah – NMCP Communication Officer, Liberia
- m. Levi Hinneh – Research M&E Officer, NMCP
- n. McAllen S. Quiah –Senior Demographer for Malaria Survey NMCP, MoH & SW
- o. Tuna W. Williams – NMCP Logistician, Liberia
- p. Moussa Modi - Country Finance Manager & Acting CD, Plan International Liberia
- q. Aruna Fallah – Chief of Party, Plan International Liberia
- r. Felicia Jugbe-Nuwolo – M&E Coordinator, Plan International Liberia
- s. Wede Saekay Tate – Malaria Coordinator, Plan International Liberia
- t. Gabriel Stark – Program Manager, CONHNOL
- u. Christine Davis – Health Coordinator, ChildFund
- v. Rev. Jorbor – Program Manager, CHAL
- w. Mentor Liberia in-country team

## 3. Summary of Key Meetings

- a. October 3, 2013 – initial meeting with NMCP, PMI, PRs and MoH & SW.
- b. October 11, 2013 – Update briefing with PMI, NMCP and PLAN Liberia.
- c. October 14, 2013 – Briefing with MoH & SW Global Fund PCU office.
- d. October 15, 2013 – Meeting with DCMO-Preventive Services on campaign strategy, approach and net specifications.
- e. October 18, 2013 – Debriefing presentation to MoH & SW, NMCP, PLAN Liberia, PMI/USAID, SRs and local in-country partners.
- f. October 19, 2013 – Briefing with PLAN International Liberia on communication flow of PRs.

## 4. General Overview of Planned Distribution (as of October 19<sup>th</sup> departure)

It is planned to distribute approximately 2,455,932 LLINs to all 15 counties in Liberia. Country population is based on 2008 census, with yearly increase of 2.1% annually to 2014. Presently, Global Fund is providing 2,195, 796 nets for the campaign, thus a gap of approximately 214,235 nets will exist and is

being addressed by MoH & SW. The procurement of LLINs is planned to be through the Volunteer Pool Procurement (VPP) process, facilitated through the Global Fund and the Ministry of Health (MoH / PCU). Presently, 2,195,796 nets are planned to be ordered with the strategy of covering 15 counties based on 1 net per 1.8 persons. The gap quantity of 214,235 has yet to be determined as to who will fill the shortage or how they will be provided.

Liberia consists of five regional areas, comprising of 15 counties. These regions are divided as follows:

<u>Regions</u>	<u>Counties</u>
South Central	Grand Bassa, Margibi, Montserrado
North West	Bomi, Gbarpolu, Grand Cape Mount
North Central	Lofa, Bong, Nimba
South Eastern A	Grand Gedeh, Sinoe, Rivercess
South Eastern B	Grand Kru, Maryland, River Gee

Many meetings were held to discuss the parameters / structure of the campaign. By the end of this mission period, the following was achieved:

- a. Confirmation was received from NMCP / MoH & SW that the campaign strategy would be 1 net per 1.8 persons;
- b. Confirmation was received from NMCP / MoH & SW that the campaign population would be based on the 2008 census, source from LISGIS, with a yearly growth increase of 2.1% (source at Reference: 2) to campaign year of 2014;
- c. Confirmation was received from NMCP / MoH & SW that country LLIN specifications will be:
  - Type: Rectangular - Polyester, Size: 190 x 180 x 150cm, Denier: 100, Colour: white,
  - Type: Circular (for Montserrado County only – still under discussion by NMCP)
- d. Confirmation was received from NMCP / MoH & SW that the campaign LLINs would be distributed from “fixed positions” within the counties / districts; and
- e. Confirmation was received from NMCP / MoH & SW that LLINs would be centrally warehoused in Monrovia prior to delivery to counties / district locations.

The draft targeted allocations for the LLIN consignment within Liberia as of November 7, 2013:

County	Population 2008	Population 2014	LLIN Needed	% of LLINs
Bomi	84,119	95,290	52,939	2.20%
Bong	333,481	377,768	209,871	8.71%
Gbarpolu	83,388	94,462	52,479	2.18%
Grand Bassa	236,912	268,375	149,097	6.19%
Grand Cape Mount	126,976	143,839	79,911	3.32%
Grand Gedeh	125,937	142,662	79,257	3.29%
Grand Kru	57,903	65,593	36,441	1.51%
Lofa	276,385	313,090	173,939	7.22%
Margibi	208,174	235,820	131,011	5.43%
Maryland	135,738	153,764	85,424	3.54%

Montserrado	1,458,041	1,651,673	917,596	38.07%
Nimba	461,745	523,066	290,592	12.06%
River Gee	66,789	75,659	42,033	1.74%
Rivercess	71,509	81,006	45,003	1.87%
Sinoe	102,391	115,989	64,438	2.67%
Totals:	3,829,488	4,338,056	2,410,031	100%
GF Nets:			2,195,796	
<b>GAP</b>			<b>214,235</b>	

Notes: 2008 to 2014 population has 2.1% growth increase per year / 1 net per 1.8 persons

Source: LISGIS Liberia provided by M&E, NMCP Rep

Road travel in Liberia can be hazardous due to poor infrastructure. Many counties / district locations are difficult to reach and some coastal areas at times are better accessible by barge and/or coastal transport. Travel time is a major concern with this poor infrastructure, which will affect logistics supply chain costs.

NMCP / PLAN logistics could incur delays in LLIN Macro deliveries due to shortage of supplier trucks. It is prudent for PCU and NMCP / PLAN logistics to communicate with VPP and see if this situation can be improved to ensure timely LLIN delivery activities.

NMCP / PLAN logistics will need to provide constant oversight on transport agent activities; once transporters are selected, each agent must be part of the SR (teams) and work closely providing advice and adhere to NMCP LPOA and campaign guidelines.

## 5. Logistics Responsibilities in Country

Liberia will be starting the UC LLIN campaign in all counties with an anticipated campaign launch in October 2014. The present implementing organization responsibilities in the LLINs supply chain consist of MoH & SW / PCU, two Principal Recipients (PRs) and the CLT.

- a. MoH & SW - Global Fund Program Coordinating Unit (PCU) is responsible for:
  - Ordering LLINs based on country specifications;
  - Ensuring exoneration of Liberian customs duties and any excise taxes with the import of these LLINs;
  - Processing and clearing customs activities on the shipment; and
  - Coordinating the reception team to transfer LLINs from port to central warehousing in Monrovia.
  
- b. NMCP Logistics and PLAN International Liberia Logistics, as implementing PRs (Principal Recipients), are responsible for:
  - Coordinate planning with PCU and follow-up on arrival details of LLINs shipment;
  - Participate in the reception team with PCU of containers movement to central warehouse in Monrovia;
  - Secure adequate warehousing space in the greater Monrovia area for storage at a central location, approximately warehouse space of 4,881 square metres;
  - Manage, control and ensure security of central warehouse and LLINs;
  - Conduct micro planning missions to gather logistics detail information, supply chain costs and location selection of PPS / DP;
  - Plan and develop the dispatching MACRO transport details to county and district locations;
  - Develop Macro / Micro logistics budget for inclusion into program global budget;

- Plan and develop the LLINs positioning plans at both MACRO and MICRO levels;
- Plan and develop the LLINs storage plans at both MACRO and MICRO levels; and
- Conduct micro planning missions to gather details logistics information.

c. Central Logistics Team (CLT):

The planning process was not far enough along to begin CLT meetings during this visit. As agreement is achieved on numbers, etc, priority must be given to establish the CLT. The group needs to confirm their terms of reference and then begin to meet regularly. A key CLT challenge will be organizing for the upcoming program micro planning, tentatively scheduled for March 2014.

## 6. Documents Developed

The in-country logistics team worked on planning with the following plans/tools completed in draft formats:

- Draft Logistics Plan of Action;
- Draft Macro LLIN Positioning Plan;
- Draft Micro LLIN Positioning Plan;
- Draft Macro Storage Plan;
- Supply Chain Macro Tracking Tools;
- Revised NMCP LLIN tracking tools. These tools will be used to independently verify LLINs received and dispatched by SR selected transport agents at all levels of the supply chain, i.e. counties, districts and PPS / DPs;
- Sample Logistics Chronogram (Timeline of activities), further information needed; and
- Draft Logistics Budget Framework, further information needed.

## 7. Key Challenges

- a. Officially establish coordination structures at central level ASAP and ensure maximum partnership engagement;
- b. NMCP Program needs to finalize campaign numbers to address possible GAP numbers;
- c. Decision needed on LLIN type for Montserrado County (urban area);
- d. Review and finalize Draft Logistics PoA; circulate to CLT and keep documents updated as planning develops;
- e. Finalize Macro logistics budget;
- f. Align logistics chronogram (activities) with NMCP malaria program timeline;
- g. Determine scope and materials required for micro-planning exercise in March 2014, T.A. Logistics support has been planned for this period to assist in-country team with this activity;
- h. Increasing communications between NMCP / PLAN, transport agents and SRs is paramount at this point of the campaign to ensure planning goals are met; and
- i. Close monitoring of fuel supply problems within Liberia is critical by all parties. Alternative plans may need to be activated to ensure security of LLINs is maintained if fuel causes delays along the supply chain.

## 8. Next Steps

To accomplish a successful campaign, areas in logistics that need to be considered for further development and/or improvement:

- a. NMCP to consider dates that additional technical support, specifically logistics, that they require and submit a request for assistance through the appropriate channels;

- b. Clarify process and schedule to provide distance support for logistics areas with in-country team either by Conference Calls (through AMP) or email/Skype if available;
- c. Prepare for upcoming GF operational visit tentatively schedule for mid November 2013. Dedicated work prior to GF operational visit will ensure positive outcomes;
- d. Commence the Central Logistics Team and sub-committee meetings to start the logistics planning stages for upcoming campaign. Having regular core group logistics meetings will be important. It is imperative that the planning team continues working 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 campaign logistics planning;
- e. Review Implementation Campaign PoA Guidelines and adjust Preliminary Logistics PoA as needed;
- f. Disseminate Logistics Plan of Action (LPoA) within CTL and logistics sub-committee members and improve/update as necessary;
- g. Assist NMCP Malaria Program and PCU as needed, with the selection, specifications and quantity of needed LLINs that will be requested from GF;
- h. Complete logistics chronogram to align with country campaign chronogram, verifying activities listed, and ensuring all key logistics deadlines are listed and/or respected;
- i. Complete logistics Macro budget based on required format; line items must be reviewed and confirmed by CTL and logistics sub-committee;
- j. Initiate the search for central warehousing and macro transport companies. Once information is obtained, commence preparing the restricted RFQs for the quotation process;
- k. Commence developing tools, and mission plans for micro gathering exercise tentatively planned for the March 2014 timeframe; and
- l. Consider logistics Commodity Management Assessment (CMA) an important post campaign activity needed to determine the success of the supply chain activities. Include CMA in Logistics budget line items, activities, chronogram, etc.

#### **9. T.A. Debrief with NMCP / PLAN Liberia and Partners**

A debrief was conducted with NMCP and MoH & SW, PLAN International Liberia, PMI USAID and in-country partners on October 18, 2013. This was a large meeting where Implementation and Logistics T.A. and respective in-country teams provided feedback on what was accomplished during the T.A. visit and what were next steps, key areas for follow-up, etc.

General logistics areas discussed were:

- a. Follow-up is needed with PCU and VPP on order details as they develop for the procurement of the LLINs;
- b. Encouraged importance of storage selection points, training approach, security level of the supply chain and quantification of logistics operational costs;
- c. Based upon lessons of the last LLIN campaign, discussed possible solutions for some areas such as: accurate data tables, focus training on tracking tools and security methods, use of conveyers, conduct micro planning missions and arrange for a reverse logistics process to return surplus LLINs after campaign;
- d. Discussed and NMCP agreed to initial LLIN specification. Circular nets were considered for Montserrado County (urban) but further research will be needed to investigate availability, costs and approval;
- e. Importance of convening logistics sub-committee for campaign development and involvement of in-country partners;
- f. Importance of commencing RFQs for central warehousing in Monrovia and Macro transport from central warehousing to counties;
- g. Importance of developing micro planning mission details for activity slated for March 2014;
- h. Start the planning for the development of logistics training packages; and

- i. All logistics documents prepared during visit were electronically provided to NMCP / PLAN Liberia shortly after T.A. departure. NMCP and PLAN Liberia highlighted the importance of future Logistics T.A. support.

## **10. Conclusion**

With the completion of this first T.A. mission, I would like to extend my sincere thanks to NMCP and PLAN International Liberia teams and partners for all their cooperation. The support provided by them during this Logistics Technical Assistance visit was much appreciated. The NMCP / PLAN core group was very responsive and supportive throughout this mission. I wish NMCP, stakeholders and all partners continued success with their planning and implementation of their 2014 LLIN campaign.

### **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 Liberia NMCP / PLAN International Liberia program decisions are made at various levels. These documents represent a summary of the collaborative processes / discussions engaged in between October 1-20, 2013.*

**List of Acronyms**

CBA	Comparative Bidding Analysis
CFL	Child Fund Liberia (SR)
CHSD	Community Health Service Department
CHT	County Health Team
CHAL	Christian Health Association Liberia (SR)
CHDD	Community Health Department Director
CLT	Central Logistics Team
CMA	Commodity Management Assessment
CONHNOL	Consortium of National Health NGO's of Liberia (SR)
DHO	District Health Officer
DP	Distribution Point
DS	Distribution Sites
gCHVs	general Community Health Volunteers
JSI	represented by DELIVER
LISGIS	Liberia institute of Statistics and Geo-Information Services
LLINS	Long Lasting Insecticide Treated Nets
LMC	Liberia Malaria Steering Committee
LRCS	Liberia National Red Cross Society
LSC	Logistics Sub-committee
LPoA	Logistics Plan of Action
MOH & SW	Ministry of Health and Social Welfare
NCCC	National Campaign Coordinating Committee
NGOs	Non-Governmental Organization
NMCP	National Malaria Control Program
USAID	United States Agency for International Development
PCU	MoH & SW Global Fund Program Coordinating Unit
PLAN	International Children's Development Organization
PMI	President's Malaria Initiative
PR	Principal Recipient
PS	Positioning Site
PPS	Pre-Positioning Site
RFQ	Request for Quotation
RIV	Request & Issue Voucher
SR	Sub-Recipient
UC	Universal Coverage