

Mission Report – Sierra Leone
AMP Technical Assistance

Mission Dates: January 10th – 31st, 2017 (inclusive of travel time)
Locations: Freetown, Sierra Leone
Consultants: Marcy Erskine, James Ssekitooleko, Doug Mole
Date of Report: February 7th, 2017
Subject of Report: Sierra Leone MCHW Integrated LLIN Campaign – 2017

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 represents a summary of the collaborative processes / discussions engaged in between January 10th – 31st, 2017.

Reference:

- a. Terms of Reference – Sierra Leone Campaign TA, dated August, 2016 (NMCP/AMP)
- b. AMP Final 1st Mission Report – Sierra Leone, dated November 1st, 2016
- c. AMP Sitrep #1 - dated from January 11 - 17, 2017
- d. AMP Sitrep #2 - dated from January 18 - 24, 2017
- e. AMP Sitrep #3 - dated from January 25 - 31, 2017
- f. AMP mission debrief (Power Point Show) - dated January 30th, 2017

Mission Description

This mission was a continuation of the AMP technical, implementation, and logistics support in September / October 2016 for the upcoming 2017 LLIN campaign in Sierra Leone. Since the last mission, AMP TA hosted eight weekly conference calls with the Sierra Leone NMCP team from October 31st to December 16th, 2016. These calls were intended to assist with furthering planning, document development and discussions around implementation processes. As well, an AMP IEC/BCC TA mission was conducted in mid-December 2016. The following describes the responsibilities and the timeframe for the TAs involved in this present mission:

- * Marcy Erskine, technical and implementation areas, dates in-country - January 10-21, 2017;
- * Dr. James Ssekitooleko, technical and communication areas, dates in country – January 10-28, 2017; and
- * Doug Mole, technical and logistics areas, dates in-country – January 10 – 31, 2017.

This report is a combined document for the mission and aims to reflect the outcomes from the work efforts of all parties during this support mission period.

During the first ten days of this TA mission significant focus was directed to finalizing the campaign PoA and budget. The last ten days were focused on workshop development/delivery of campaign micro planning training of trainers (ToT). As well, discussions took place around implementation strategies, specifically in Western Area Urban. A debrief was conducted with PM NMCP / MoHS on January 30th, 2017.

Contacts during mission period:

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- Dr. Jambai – Deputy Chief Medical Officer (CMO), MoHS
- Dr. S.J. Smith - PM NMCP/MoHS
- Dr. Adikali A. Kamara – Deputy PM NMCP/MoHS
- Dr. Lua Saganda – WHO, NPO
- Dr. Nuizhat Rafique – UNICEF
- F. Kamara – UNICEF
- Michael A. Ndolie – WHO
- Fodany Kamara – UNICEF
- Musa Sillah-Kanu – NMCP/MoHS Snr M&E Officer
- Ngadi Lombi – NMCP/MoHS Admin Focal Point
- Nelson Fofana – NMCP / MoHS
- Anitta Kumara – NMCP/MoHS SNR Case Management Officer
- Thomas Ansumana – NMCP/MoHS M&E / Logistics Officer
- Olivier Byicaza NK – MSH Representative, Sierra Leone
- Gandi Kallon – District Social Mobilization Coordinator, DHMT Western Area
- Ebrima Juaju – CRS PM
- Nancy Mansaray – CRS, Freetown
- Alexander Taylor – Africel - 117 Call Center Manager

Summary of key meetings

- * Introductory meeting with MoHS / NMCP PM and country team on January 11, 2017;
- * Country security briefing by IFRC security officer at IFRC office on January 12th, 2017 in Freetown for Dr. James Ssekitooleko and Doug Mole;
- * Meetings held throughout the mission period with UNICEF, CRS and WHO partners and NMCP team members working on PoA, budget, microplanning training and technical plans;
- * A four-day campaign microplanning ToT workshop was conducted between January 23-26, 2017;
- * A one-day planning session was held with DHMT of Western Area Urban on urban implementation planning and training approach on January 27, 2017; and
- * AMP mission debrief was held on January 30, 2017 with NMCP Programme Manager and NMCP M&E / Logistics Officer.

Background

In 2015 there were 1.5 million confirmed cases¹ of malaria in Sierra Leone, a small country in West Africa with a population of approximately six million. According to the World Health Organization (WHO), there was a reduction in the estimated mortality rate of 40 percent in the same year. Malaria also has an indirect impact on the economy and development in general.

The National Malaria Control Programme (NMCP) has set a national target of *one net for every 2 people*. Households will be identified and registered during the May 2017 Maternal and Child Health Week (MCHW), with LLIN vouchers being distributed to households during this house-to-house integrated campaign activity. One voucher will be redeemed for one net. The LLIN allocation strategy is geared towards reaching universal coverage of all population at risk, issuing one LLIN for every two people to a maximum of three LLINs per household based on an average household size of six people. A house-to-house strategy will be used for the registration

¹ World Health Organization (2016). *World Malaria Report 2016*. Geneva, World Health Organization
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with teams of four people responsible for covering a defined number of households. Two of the four people in the team will administer Vitamin A and Albendazole to children under five, while the remaining two persons will be solely engaged in the registration of households, including households without children under five, and issuing LLIN vouchers for collection at Peripheral Health Units (PHUs) and/or designated fixed distribution points.

LLIN distribution will begin on the second day of the house-to-house activities, allowing for immediate retrieval of nets once households have received their vouchers. LLIN distribution will take place from fixed, outreach and mobile sites, which will be determined during the microplanning phase of activities. Each distribution point will include verification of vouchers, exchange of valid vouchers for LLINs and health education about malaria and the importance of properly hanging, using and caring for the LLINs received.

NMCP is planning to distribute LLINs to all 14 districts, including both rural and urban areas within Freetown, Western Area. Donors providing LLINs to the 2017 MCHW integrated LLIN campaign in Sierra Leone are the Global Fund (GF) and DFID. The GF, using the PPM process, has IDA as their contractor, who will be contracting an in-country freight forwarder to implement their responsibilities. Presently, NMCP is still waiting for confirmation from IDA as to their selected Freetown freight forwarder.² DFID is using UNICEF as their contractor, an agency that has both an in-country presence and numerous resources to draw upon for the campaign. Current confirmed donor LLIN commitments are:

- * Global Fund (GF) providing 2,093,258 LLINs, using in country IDA agents; and
- * DFID providing 2,093,259 LLINs, using in country UNICEF agents.

This AMP TA mission was a continuation of the technical, implementation, and logistics support in September / October 2016 for the upcoming 2017 LLIN campaign. Since the last mission, AMP TA hosted eight weekly conference calls with the Sierra Leone NMCP team from October 31st to December 16th, 2016. These calls were constructive discussions to highlight areas and processes that needed further development based on the draft campaign timeline prepared during the first support mission in September 2016.

Situation on arrival

On arrival in Sierra Leone, the NMCP Programme Manager (PM) provided an overview of the global situation with the campaign planning. A review of campaign work completed by NMCP team was undertaken by the AMP TA support. Critical priorities were indicated in the first AMP mission report produced in October, 2016. It was stressed that these areas needed to be addressed promptly to ensure that the planning moved forward according to campaign timelines in order to accomplish a successful campaign. Unfortunately, many of the follow-up areas/items were either not fully completed or not improved. Specifically, the campaign PoA and budget were not finalized and needed extensive work to ensure clearly defined assumptions prior to resubmitting to GF.

² Information provided after the mission. IDA confirmed OBT Shipping in Freetown is the clearing agent.
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Discussions took place around how the mission should be organized to maximize the short period of time available. The country planning was essentially at the macro phase (development and finalization of critical campaign planning documents – plan of action, logistics plan of action, timeline, budget and risk assessment and mitigation) for the 2017 campaign, with the campaign plan of action (PoA) and budget being the most critical pieces to finalize for getting things moving forward. However, the mission for January 2017 was to focus on microplanning to keep the campaign moving forward. It was necessary to address both macro and micro planning during the mission to ensure that there were delays in the campaign implementation.

Overview of AMP TA mission

During the first two days of discussions, it was determined that the campaign PoA and budget were the critical areas to be addressed during the first week and a half. As a confirmed budget for the microplanning was still outstanding, it was decided to conduct the ToT microplanning workshop during week three. The data collection field trip dates were still to be determined based on available funding from UNICEF.³ A mission debrief was held on January 30th, 2017.

Implementation

Building from the previous mission, the existing timeline from September / October 2016 was reviewed and progress assessed against targets. The campaign is tentatively scheduled for late May or early June, 2017. Since the previous mission, there were a number of areas on the campaign timeline that had not advanced according to planning, so the key activities and dates for achievement were reviewed and updated in line with the current situation. There are some critical milestones within the timeline or activities that are at risk of becoming delayed and compressing planning and delivery if planning does not advance quickly over the coming weeks. During this mission, the team worked with NMCP and malaria partners to finalize the campaign plan of action and aligned it with the social mobilization plan, the logistics plan and the budget. The final draft of the PoA and budget were shared with NMCP and partners for their final review and finalization.

Microplanning tools and agenda were developed for the microplanning central level ToT workshop. The Deputy Chief Medical Officer of MoHS, Dr. Jambai, opened the four-day workshop in Freetown (January 23 - 26, 2017) with 56 participants, representing four national supervisors per district. Adult learning methodology was used for this workshop with many practical (hands-on) sessions built in to the agenda and simulations were used for exercises related to detailed mapping, data entry into the microplanning templates, and data verification and cleaning. Emphasis was put on collection of logistics and social mobilization data during the microplanning. To plan for the urban campaign implementation, a one-day planning meeting was organized with Western Area Urban DHMT (approximately 15 participants), to agree on the step-down training for the microplanning and data collection activities which will take place at the zonal level.

Advocacy, communication, and social mobilization planning

³ Note that the field missions commenced following the departure of the TA team from Sierra Leone.
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Following the last implementation / logistics mission in the country in September / October 2016, a communication TA mission took place in December 2016 and significant progress was made to strengthen social mobilization and community engagement for the integrated campaign 2017. During this mission, the social mobilization plan of action and budget were finalized and aligned to the general campaign plan of action. Clear assumptions were included in the social mobilization budget to ensure all aspects of the plan are captured and duly funded. In the social mobilization plan of action, a detailed description of key activities was added, including; interfaith act, school health club and hang up activities. In addition, a detailed budget on hang up activities was drafted, reviewed for finalization and shared with HED for further discussions with UNICEF. A social mobilization timeline was also finalized and shared.

Logistics

LLIN delivery update -

- * Presently all the LLINs have been received from DfID by UNICEF and are warehoused in their facilities in Freetown.
- * GF LLINs are being shipped by IDA. Currently the latest order status report from IDA indicates 22 containers (433,318 LLINs) are in transit-ocean as of January 27, 2017 estimated to arrive in Freetown end of February 2017 (all remaining shipments are not yet in transit-ocean based on above order status report).⁴

Planning - At the operational level, it is imperative that Logistics Subcommittee (LSC) and in-country agencies form a functional and stable partnership to avoid miscommunication, or problems with the overall logistics process. NMCP has provided the suppliers with the required schedule of delivery by quantities to districts.

Documentation - A logistics plan of action (LPoA) has been developed. Draft district micro logistics storage and transport tables were completed and provided to the NMCP logistics officer for review. All population figures in these tables are based on macro quantification and will need updating after microplanning validation is completed by the LSC. Listing of PHUs in these tables will need a review to ensure accurate listing of names per chiefdoms. The logistics tables and supporting documents can only be finalized by the LSC once the final campaign implementation decisions (such as campaign dates) are confirmed and the microplanning data collection process is complete.

Training - A consolidated two-day logistics training workshop is planned to take place in Bo Town prior to the anticipated arrival of the first 22 containers due in-country approximately first week of March 2017. The following DHMT personnel are slated to attend this training: District Logistics Officer (DLO), Pharmacist, Malaria Focal Person (MFP) and stores person. Archiving of tracking documents was an important point of discussion. Proper filing/securing of all supply chain documents is imperative for the analysis/validation as to the success of the overall campaign logistics function. This area will be stressed during the two-day standalone logistics

⁴ Note that IDA is providing regular updates and this situation has changed since the end of January 2017.
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training. The four-day microplanning training included enhanced logistics hands-on training and experience building in supply chain management.

Security - Campaign PoA and Logistics PoA provide details on LLIN security and storage recommendations. Warehouse assessment will be conducted in each district during the microplanning workshop ten-day period. All district level warehousing will be assessed and security situations will be reviewed with DHMT, specifically the District Logistics Officer (DLO) and District Medical Officers (DMO).

LLIN buffer - Regional warehousing processes needed to be developed to ensure the 10% safeguarded stock of LLINs are properly inserted into the campaign in a timely fashion based on the results of the data from the microplanning exercise. Correct quantities based on accurate population figures will increase targeted coverage. A logistics flowchart was developed and annexed to the draft LPoA, showing the authorization flow for release of the campaign buffer LLINs. Distribution point supervisors will contact district data collection focal points in order to request additional stock. This request will be forwarded to DMO with final approval being provided by the NMCP PM. This aspect will be covered in the two-day logistics training.

AMP mission debrief

The AMP mission debrief was held with Dr. Smith, NMCP Programme Manager and Thomas Ansumana, M&E / Logistics Officer on January 30th, 2017, highlighting the workplan areas completed and areas requiring further and/or continuous development.

NMCP agreed to follow up reference the funding delay for microplanning activities and confirm with AMP that proposed next mission dates of February 20th to March 5th, 2017 are doable and that microplanning data validation and logistics standalone training activities will take place. Presently, NMCP activities are based on a funding request to UNICEF that is in the process/approval stages.

Next steps

The arrival of LLINs in-country is now close at hand, and there are many aspects of the campaign planning that are critical to be resolved. These include:

Operations

- * Ensure that final campaign plan of action and budget are validated and approved in country and with funding partners;
- * Review the campaign timeline and key milestone activities, highlighting the timing for funding requests to be made to UNICEF to avoid delays in release of funding;
- * Implement microplanning data collection field mission ASAP;
- * Prepare and conduct five-day microplanning data validation;
- * Track the milestones in the campaign timelines to ensure timely implementation of the activities;
- * Designing, approval and printing (proper procurement process) of vouchers with additional features;

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- ✦ Review and finalize training and data collection materials to determine any changes required in line with changes to the strategy;
- ✦ Incorporate training on how to authorize and release regional warehouse buffer LLIN stock in the implementation training in the districts.

Advocacy, social mobilization and community engagement

- ✦ Confirm MCHW campaign dates including the national launch and the associated approvals;
- ✦ Confirm final campaign timeline and circulate to all partners for coherence;
- ✦ Active follow-up of social mobilization activities to ensure that these are implemented as planned; a list of priorities was developed and shared with NMCP to fast track those critical activities and also secure funds for them on timely manner;
- ✦ Reviewing/updating/drafting/approval of campaign IEC materials, TV/radio messages, advocacy tool kits and other social mobilization tools.

Logistics

- ✦ The NMCP logistics subcommittee needs to be established and more active and must work closely with agencies to ensure that prior to transport of LLINs, districts are ready to receive them, particularly the GF first LLIN shipment forecast for arrival at district destinations early March 2017;
- ✦ Prepare and conduct two-day standalone logistics training workshop (location: Bo Town) prior to LLINs being moved down to district storage locations;
- ✦ Incorporate training on how to authorize and release regional warehouse buffer LLIN stock in two-day logistics training workshop;
- ✦ Incorporate training around the importance of archiving logistics supply chain management / tracking tools and ensure that the locations for archiving are clear;
- ✦ Complete quantification and printing of tools (to include tracking forms as well as summary sheets).

Conclusion

With the completion of this T.A. mission to Sierra Leone, we would like to extend our sincere thanks to NMCP and their partners for all their cooperation. The support provided by them during this second AMP Technical Assistance visit was very much appreciated. The NMCP core group was responsive and supportive throughout this mission.

AMP looks forward to providing further technical support to the microplanning validation data and the standalone logistics training scheduled for end-February 2017. We wish NMCP, stakeholders and all partners continued success with the planning and eventual implementation of their LLIN Integrated MCHW campaign in 2017.