

**Mission Report – Sierra Leone**  
**AMP Logistics Technical Assistance**

<b>Mission Dates:</b>	February 24 <sup>th</sup> – March 12 <sup>th</sup> , 2017 (inclusive of travel time)
<b>Locations:</b>	Freetown and Bo Town, Sierra Leone
<b>Consultants:</b>	Doug Mole
<b>Date of Report:</b>	March 17, 2017
<b>Subject of Report:</b>	Sierra Leone MCHW Integrated LLIN Campaign – 2017

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**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 February 27<sup>th</sup> – March 10<sup>th</sup>, 2017.*

**Reference:**

- a. Terms of Reference – Sierra Leone TA, dated February 21, 2017 (AMP)
- b. AMP Sitrep #1 - from February 25 - March 7, 2017, dated March 7, 2017
- c. AMP Sitrep #2 - from March 8 - 10, 2017, dated March 13, 2017

**Mission Description**

This mission was additional follow on support from technical and logistics support provided in September / October 2016, communications support provided in December 2016, and technical and logistics support in January 2017 for the upcoming integrated campaign in Sierra Leone. Since the last mission in January 2017, which included the training of trainers for the national microplanning teams, NMCP completed a 10-day micro planning and warehouse verification exercise in all 14 districts.

The following describes the responsibilities for this present mission as defined in mission ToRs:

- \* Assist with the planning and delivery of a 2-day logistics training workshop, including training on micro planning transport/storage tables, tracking tools usage, archiving of supply chain tracking tools and LLIN security measures in reducing risk mitigation factors;
- \* Verify micro planning templates for LLIN logistics; and
- \* Support to central-level NMCP data validation of micro planning information.

This report aims to summarize the mission work and reflects the main outcomes from the work efforts of all parties during this mission support period.

**Summary of Key Meetings / Activities**

- \* Introductory meeting with MoHS / NMCP PM and country team on February 27, 2017;
- \* Two-day campaign logistics workshop conducted between February 28 – March 1, 2017 in Bo Town;
- \* LSC weekly meeting, March 3, 2017 held with partners, with discussions on LLIN shipping details and arrival timings;
- \* Data validation workshop central level teams, March 6-7, 2017;
- \* Data validation workshop central / DHMT teams, March 9-10, 2017;
- \* LSC weekly meeting, March 10, 2017 held with partners; and
- \* AMP mission debrief held on February 10, 2017 with NMCP Programme Manager, NMCP M&E / Logistics Officer and NMCP Pharmacist.

**Some Contacts during Mission Period:**

- \* Dr. F. Dafee – Director of Disease Prevention Control (DPC) / MoHS
- \* Dr. S.J. Smith - PM NMCP/MoHS
- \* Dr. Adikali A. Kamara – Deputy PM NMCP/MoHS
- \* Thomas Ansumana – NMCP/MoHS M&E / Logistics Officer
- \* Musa Sillah-Kanu – NMCP/MoHS Snr M&E Officer
- \* Nelson Fofana – NMCP / MoHS
- \* Brenda Stafford – Pharmacist / NMCP/MoHS
- \* Thomas Musa Turay – NMCP/MoHS
- \* Victor Sule – UNICEF

*Dated: March 17, 2017*

- \* Foday Kamara - UNICEF
- \* Abdul Karim Bangura – UNICEF
- \* Darly Smith – Scanlog/OBT

### General Background

In 2015, there were 1.5 million confirmed cases<sup>1</sup> 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 two 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 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. This registration process will last for seven days.

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. The present plan is for distribution sites to remain operational for a period of 10-days. 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 in turn has contracted Scanlog/OBT freight forwarder in Freetown to be the in-country implementer. 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. As of January 2017, confirmed donor LLIN commitments were:

- \* Global Fund (GF) providing 2,093,258 LLINs, using in country IDA agents;
- \* DFID providing 2,093,259 LLINs, using in country UNICEF agents; and
- \* Country routine LLINs quantity of 334,650 was authorized for release by Global Fund to NMCP to augment the 2017 campaign net total.

### Overview of AMP Logistics TA Mission

During this TA mission, major activities were working with the NMCP team supporting the final development and delivery of the planned two-day logistics workshop, supporting the microplanning validation process, and participating in two logistics sub-committee (LSC) meetings (weekly activity) that were convened on March 3 and 10, 2017, hosted by NMCP. Since the last mission, the national campaign dates were officially selected and confirmed for May 18-27, 2017,<sup>2</sup> and many discussions resulted from the outcomes of the validation process and macro logistics updates. Best efforts are made to summarize key elements of the in-country discussions.

### Situation on Arrival

Prior to arrival in country, MoHS/NMCP and partners conducted a national LLIN microplanning exercise between February 6-15, 2017 to all districts and both urban and rural Western Areas. This

<sup>1</sup> World Health Organization (2016). *World Malaria Report 2016*. Geneva, World Health Organization

<sup>2</sup> During mission, NMCP was reviewing changing the campaign date to June 1-10, 2017 due to late shipments.

involved teams of three travelling to each of the districts and spending 10 days gathering district data with assistance from DMHT, as well as confirming the warehouses identified meet criteria established. This resulted in the data being collected with planning undertaken to arrange the parameters, catchment areas, PHU locations, population verification by chiefdoms, etc. for the microplanning consolidation sessions where data collated would be cleaned and verified.

Originally, the plan was to schedule two back-to-back sessions: a two-day session for central level followed by a three-day session for central and district levels. However, midway through the mission period a national holiday was declared for March 8<sup>th</sup> which resulted in the three-day session being re-scheduled from March 8-10 to March 9 -11. This change meant that the TA was not part of the team for the final discussions and decisions of the workshop. It is important to note that this report cannot reflect these outcomes.

The planning for the logistics training in Bo Town was well underway, and, on arrival in Sierra Leone, the NMCP M & E / Logistics Officer provided an overview of the situation on the logistics workshop preparation. It was discussed and decided that some aspects of the previously proposed workshop agenda topics, specifically archiving and supply data management, were very important and needed extra coverage during the workshop. These amendments were made and incorporated into the training facilitated in Bo Town February 28 - March 1, 2017.

This part of the report provides an overview of: the logistics training, the microplanning validation process, and outcomes of collective meetings.

#### Logistics Training

A consolidated two-day logistics training workshop took place in Bo Town; the goal was to hold this training prior to the anticipated arrival of the first 22 containers due in-country approximately March 8, 2017. The following DHMT personnel attended this training:

• Regional warehouse managers	= 3
• District Logistics Officers (DLO) attendance	= 14
• District Pharmacists attendance	= 14
• District Malaria Focal Person (MFP)	= 14
• District stores person	= 14
• Central Facilitators (NMCP/AMP)	= 3
	<u>60</u>

The logistics workshop was completed successfully, with positive involvement by all participants. District experiences added value to the group experiences and enhanced the workshop learning environment for all. This campaign logistics workshop utilized presentations and detailed group work with simulated logistics group/district exercises. During this logistics training of trainers, all participants were trained and encouraged to be prepared to cascade these logistics supply chain procedures down to all PHU personnel during campaign implementation training.

One area that was highlighted by all participants was the district DLO access to the campaign LPOA. Even though NMCP had circulated this important logistics planning document to all DHMT, during micro planning activities, not one DLO had seen this planning document. NMCP agreed to individually resend this campaign LPOA to all DLOs, to ensure they were aware of the campaign supply chain processes and rollout procedures.

Archiving of logistics documents was stressed throughout this logistics workshop training. Proper completion of all tracking tools and filing will provide another level of security and help mitigate the risks within the LLIN supply chain.

#### Logistics Subcommittee (LSC)

At the operational level, it is imperative that Logistics Subcommittee (LSC) and in-country agencies form and maintain a functional and stable partnership to avoid miscommunication, or problems with the overall logistics process. NMCP convened weekly logistics sub-committee (LSC) meetings, on March 3 and March 10. The last LSC on March 10, 2017 reviewed the LLIN macro shipping plans for

LLIN movement with UNICEF and Scanlog/OBT agents in-country. Attendees for this weekly LSC meeting, hosted by NMCP were:

- Thomas Ansumana – NMCP/MoHS M&E / Logistics Officer
- Brenda Stafford – Pharmacist / NMCP/MoHS
- Thomas Musa Turay – NMCP/MoHS
- Victor Sule – UNICEF
- Foday Kamara - UNICEF
- Abdul Karim Bangura – UNICEF
- Darly Smith – Scanlog/OBT

#### Microplanning Data Validation Process

During March 6-7 and 9-11, 2017, NMCP/MoHS and partners conducted a five-day workshop in Freetown to clean and harmonize all data gathered during the microplanning exercise in all districts. It is important to recognise that this is the first time that Sierra Leone has undertaken such an in-depth microplanning activity gathering detailed information from the peripheral levels. The data verification at central level involving all DHMTs and regional counsellors was a new activity.

The first two-days, March 6-7, 2017, were attended by the central team personnel from NMCP and partners. Phase 1 was the inputting of all district's data in the national microplanning database. Once this first phase was completed, individual district teams presented their data based on a preset format provided by UNICEF and NMCP. Groups continued cleaning data and inputting into the district's transport/storage tables.

The following table combines population data compiled during this microplanning data consolidation conducted March 6/7, 2017:

<b>POPULATION PROJECTION- MARCH 2017</b>							
<b>NO</b>	<b>DISTRICT</b>	<b>2015 Census Projected to 2017</b>	<b>LLIN Needs</b>	<b>Micro Planning POP 2017</b>	<b>LLIN NEED MP POP</b>	<b>Variance between 2017 Census and Micro Planning Data</b>	<b>% Variance</b>
1	KAILAHUN	559,535	279,768	548,398	274,199	(11,137)	-2%
2	KENEMA	649,530	324,765	689,004	344,502	39,474	6%
3	KONO	538,654	269,327	701,217	350,609	162,563	30%
1	BOMBALI	645,598	322,799	668,950	334,475	23,352	4%
2	KAMBIA	366,035	183,018	401,855	200,928	35,820	10%
3	KOINADUGU	434,633	217,317	519,021	259,511	84,388	19%
4	PORT LOKO	653,992	326,996	816,064	408,032	162,072	25%
5	TONKOLILI	565,289	282,645	645,239	322,620	79,950	14%
1	BO	611,538	305,769	718,727	359,364	107,189	18%
2	BONTHE	213,783	106,892	216,762	108,381	2,979	1%
3	MOYAMBA	338,746	169,373	486,315	243,158	147,569	44%
4	PUJENUN	368,049	184,025	387,613	193,807	19,564	5%
1	WESTERN AREA RURAL	471,753	235,877	528,464	264,232	56,711	12%
2	WESTERN AREA URBAN	1,118,596	559,298	1,893,036	900,293	774,440	69%
<b>GRAND TOTAL</b>		<b>7,535,731</b>	<b>3,767,866</b>	<b>9,220,665</b>	<b>4,564,108</b>	<b>1,684,934</b>	<b>22%</b>

Dated: March 17, 2017

Note: this table developed March 6/7, 2017 during the first workshop session reflects the information gathered.

Phase 2 commenced on March 9, 2017 with the arrival of all district level DMOs, DHMT teams and regional councillors. They joined the existing workshop team and participated in the finalization of data and resource needs for their individual districts. It was anticipated to have all problem areas resolved by end of workshop and a clear plan agreed to regarding population by district/PHU and all required campaign resources. This MoHS/NMCP workshop was attended by 150 participants from all 14 districts within Sierra Leone. As this TA mission did not include the final day of this workshop, final outcomes cannot be reported.

#### LLIN buffer (10% holdback)

Originally, regional warehousing procedures needed to be developed to ensure the 10% safeguarded stock of LLINs were 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.

After discussions held on March 9, 2017 with Dr. Smith (NMCP/PM), NMCP team and the last LSC meeting, one major adjustment was made. It was agreed to eliminate the 10% LLIN holdback for certain district areas. Due to population figures being challenging for WA, the planned 10% holdback quantities will still be maintained for LLINs designated for WA as a result of the large variance in population figures. UNICEF will deliver 100% of their LLINs with no “holdback” to their designated districts. As well, NMCP LSC decided to develop delivery details for “drop off” points for UNICEF deliveries to their predetermined allocated districts. NMCP committed to providing these details as soon as possible.

NMCP and LSC also agreed that movement of the “holdback” of LLIN quantities that Scanlog/OBT is moving down to regional warehouses would continue due to shipments being containerized. However, once received by regional warehouses, it was decided that these nets should be moved swiftly out of the regional warehouses and delivered to district medical stores (DMS) locations, as per the 10% holdback amounts.

Once a decision is reached on population figures for district LLIN allocations, NMCP/LSC will need to finalize a new delivery matrix with quantities of LLINs for each district. Once completed, districts will then have accurate LLIN quantities to finalize their transport and storage tables.

#### Logistics Supply Chain Updates - LLIN Delivery

The following information was available during the mission period:

- \* All the DfID LLINs have been received by UNICEF and are warehoused in their facilities in Freetown.
- \* IDA is shipping GF LLINs. The most recent order status report from IDA (week 8) indicated 22 containers (433,318 LLINs) were in transit-ocean as of January 27, 2017 estimated to arrive in Freetown March 8, 2017. During the in-country mission, this delivery information was superseded with a new shipping status report indicating another delay and ETA into Freetown was forecasted for end March 2017 period.
- \* As well, the GF LLIN supplier IDA had indicated in their last shipping status report (week 8) that some LLIN shipments from IDA were going to be delayed. This delay may create a situation where LLIN positioning in districts may be tight with the presently selected national campaign dates of May 18-27, 2017.

Note: Discussions were ongoing as of March 10, 2017 by the NMCP programme manager and country partners on options and the best way forward when considering the potential LLIN shipping delay from suppliers.

#### 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 first draft has now been amended/corrected to

reflect accurate situation on the ground. These tables will need a review to ensure accurate listing of names per chiefdoms.

The UNICEF table (below) is a sample of the format that will be used to transport LLINs to their responsible districts (needs to be populated by LLINs quantities and designated “drop off” points along the route) once NMCP readjusts supply flow of LLINs.

No	District	Target Transportation Date	UNICEF Ferry Junction WH
1	Kailahun	23/3/2017	2 (40 MT)
2	Kono	23/3/2017	1 (40 MT)
3	Bonthe	27/3/2017	2 (40 MT)
4	Moyamba	27/3/2017	2 (40 MT)
5	Pujehun	28/3/2017	2 (40 MT)
6	Kenema	28/3/2017	2 (40 MT)
7	Bo	29/3/2017	2 (40 MT & 1 30 MT)
8	Western Area Urban	30/3/2017	4 (40 MT)

Note: Truck cargo allocation will be revised and determined once distribution matrix is shared by NMCP/LSC.

#### Conveyers Training

Conveyers training for UNICEF is scheduled for March 21, 2017 at UNICEF, Freetown. The freight forwarder Scanlog/OBT will train their own conveyers as part of their contract with IDA/GF.

#### Campaign Timelines

Presently, the campaign dates are confirmed as May 18 -27, 2017. There is consideration underway as to whether the dates may need to be changed by a few weeks to reflect the projected LLIN delivery dates of the GF LLINs in country. Either way, the campaign dates are rapidly approaching and many aspects of the implementation still require planning, updating of campaign documentation, confirming dates and confirming the budgetary support for activities. It is important that the team has a close look at timelines and re-adjusts all the critical dates as the microplanning data consolidation dates are a few weeks later than originally projected. Once achieved an updated campaign timeline should be circulated to all partners and the districts.

As an example, the Implementation Training and Cascade Training of Trainers (ToTs) training is forecast for early April. In order for this to occur, dates need to be confirmed and communicated, and budgets have to be confirmed and funds secured in advance in order to avoid delays to the activities.

#### **Recommended 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:

#### Implementation/Operations

- \* Finalize any outstanding concerns with campaign microplanning data validation, which was completed on March 11, 2017, and ensure documentation is updated to reflect decisions of the process, especially the approved LLIN allocation for each district;
- \* 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 funds;
- \* Implement campaign implementation training and cascade training for districts to include training on how to authorize and release regional warehouse buffer LLIN stock for WA locations;
- \* Complete and submit printing procurement requests (proper procurement process) for all vouchers, campaign tools;
- \* Review and finalize training and data collection materials to determine any changes required in line with changes to the campaign strategy;

- \* Review the campaign dates, to see if there is suitable time for movement of LLINs from port to required district areas; and
- \* Continue the completion for quantification and printing of tools (to include logistics tracking forms as well as summary sheets, and implementation forms).

#### Logistics

- \* Continue with regular weekly LSC meetings, and closely monitor the implications of LLIN shipment arrival dates in-country;
- \* Ensure all logistics planning documents reflect the updated decisions from the microplanning data validation process;
- \* Provide all districts and WA with updated micro transport/storage tables with approved population LLIN figures developed during the validation workshop. It is strongly recommended that NMCP/LSC review all tables prior to sending to districts for accuracy and clarity. Once received, districts can plan their needed details in transport, warehousing and security measures for their PHUs;
- \* Continue training around the importance of archiving logistics supply chain management / tracking tools and ensure that the locations for archiving are clear; and

#### **AMP Mission Debrief**

The AMP mission debrief was held with Dr. Smith, NMCP Programme Manager, Thomas Ansumana, M&E / Logistics Officer and Brenda Stafford, Pharmacist on March 10<sup>th</sup>, 2017, highlighting major activities completed during this mission and areas requiring further and/or continuous development.

With the completion of this Logistics T.A. mission to Sierra Leone, sincere thanks are extended to NMCP and their partners for all their cooperation. The support provided by them during this third AMP Technical Assistance visit in support of their 2017 LLIN campaign was very much appreciated. The NMCP core group was responsive and supportive throughout this mission. AMP wishes NMCP, stakeholders and all partners continued success with the planning and final implementation of their LLIN Integrated MCHW campaign in May / June 2017.