

**Mission Report – Mozambique****AMP Technical Assistance**

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| <b>Mission Dates:</b>     | October 26 <sup>th</sup> – November 15 <sup>th</sup> , 2015 (inclusive of travel time)           |
| <b>Locations:</b>         | Maputo and Inhambane Province, Mozambique  |
| <b>Consultant:</b>        | Marcy Erskine, Greg Pirio, Alain Daudrumez   |
| <b>Date of Report:</b>    | December 30, 2015 (note that recommendations [in annex] were sent on November 25 <sup>th</sup> ) |
| <b>Subject of Report:</b> | Mozambique UC LLIN Campaign – 2016/2017  |

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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 Mozambique program decisions are made at various levels. This report represents a summary of the collaborative processes / discussions engaged in between October 26<sup>th</sup> and November 15<sup>th</sup> 2015.*

**Reference documents reviewed / utilized (partial list):**

1. Terms of Reference – Mozambique Campaign TORs, dated September 24, 2015 (AMP)
2. Manual Operacional de CCU revisto 07102014PNMCM revFB
3. PLANO DE REDES 2016 2017 todo pais1
4. Guião de supervisão de CCU 2015
5. CRONOGRAMA DA CCU ZAMBÉZIA 19.10.15
6. Relatório CCU 2014 - Cabo-Delgado / Sofala / Nampula / Zambezia Mopeia
7. FY2015 Malaria Operational Plan (PMI)
8. Posse e Uso de REMILDs Mocambique\_JA\_02.09.15
9. Tabela de responsabilidades no âmbito da implementação da CCU 2015 e NFM\_Sociedade Civil

**Contacts during mission period (incomplete list):**

|                        |   |
|------------------------|---|
| Dr. Baltazar Candrinho | NMCP Program Manager  |
| Luis Silva             | NMCP GF Procurement   |
| Silvia Pedro           | NMCP LLIN Focal Point                                       |
| Sérgio Tsabete         | NMCP Communication Focal Point                              |
| Joao Chiboleca         | Managing Director, Globo Distribuidora                      |
| Armando Chiboleca      | Operations Director, Globo Distribuidora                    |
| Kirsi Viisainen        | Fund Portfolio Manager, Global Fund                         |
| Paul Bonilla           | Senior Program Officer, Global Fund                         |
| Uliane Appolinario     | Program Officer, Global Fund                                |
| Dardane Arifaj-Blumi   | Global Fund   |
| Liezl Channing         | Senior Specialist Health Product Management / E-Marketplace |
| Jorge Arroz            | World Vision  |
| Francisco Churrite     | World Vision  |
| Dr. Chandana Mendis    | World Vision  |
| Antonio Gova           | Feed the Hungry   |

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| Ana Rafael           | Jangamo District Health Director                           |
| Simoes Raul Maingano | Jangamo District Health Officer                            |
| Olivela Mugunde      | Foundation for Community Development                       |
| Honorio Samucene     | Malaria Consortium   |
| Patrick de Vos       | Johns Hopkins University Center for Communication Programs |
| Felisberto Massingue | Johns Hopkins University Center for Communication Programs |
| Carlos Miguel        | PIRCOM   |

### Summary of mission activities:

- I. October 27 – arrival of all consultants in-country.
- II. October 28– communication and logistics consultants travel to Inhambane, return on October 31 after observing the LLIN distribution under the current methodology / strategy.
- III. October 29 – implementation / operations focal point participates in 1-day session on the E-marketplace system for ordering health products that will be implemented by the Global Fund in 2016
- IV. November 1 – November 14 – meetings with NMCP, World Vision, Globo, Johns Hopkins, PIRCOM, Food for the Hungry, Malaria Consortium, Foundation for Community Development. Continued review of existing documents and formulating questions and recommendations for upcoming national campaign planned for 2016 -2017.

### Background:

In Mozambique, malaria remains a significant public health problem. Mozambique carried out a Demographic and Health Survey (DHS) in calendar year 2011. While the data from this survey did show a reduction in all cause under-five mortality from 138/1000 in the 2008 Multiple Indicator Cluster Survey (MICS) to 97/1000 in the 2011 DHS, there were only minimal improvements in major malaria indicators compared to the 2007 Malaria Indicator Survey (MIS), highlighting the multitude of challenges the country still faces in reducing the burden of malaria. The most significant improvement from the 2007 MIS to the 2011 DHS was the increase in net coverage: the proportion of households with at least one ITN increased from 15.8% in 2007 to 51.4% in 2011.<sup>1</sup> Results of the 2015 Malaria Indicator Survey are not yet available publicly.

In line with the National Malaria Strategic Plan, the NMCP is planning to transition from rolling, district-level, universal coverage campaigns to a single, national campaign that will target entire provinces at once over a period of 12 months to reach all provinces and households in the country. The first province that will receive nets is Nampula and these nets were procured already with existing grant funds. LLINs for Nampula are expected to arrive in the country in June, with distribution planned for the last quarter of 2016. Nampula will be the “pilot” for the national campaign and it will be extremely important to ensure that planning is in place early.

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<sup>1</sup> From PMI Malaria Operational Plan FY2015.

The remaining LLINs for the rest of the country will be procured in early 2016 to allow for the national campaign to continue from January 2017.

**Situation on arrival:**

On arrival in Mozambique, the AMP TA team had a brief meeting with the Global Fund team prior to the communication and logistics consultants traveling to Inhambane province to meet with NMCP, World Vision and Food for the Hungry and observe the LLIN distribution. The operations / technical focal person worked with the NMCP, World Vision and the Global Fund to discuss and review the new online ordering platform that will be used for procurement of health products moving forward. No documents were shared with the AMP team prior to arrival in country, so a number of days were used to search for documents and review what was received.

Universal coverage LLIN distribution has taken place in over 100 districts in the country and a great deal of experience has been gathered over the course of the years that the NMCP and World Vision have been implementing LLIN campaigns. Prior to the AMP team arrival, the NMCP and World Vision had opted to pilot a new methodology and strategy for the LLIN distribution in two districts and compare results with two districts using the “traditional” approach. The results of this pilot are pending, but generally, the new approach will simplify and streamline the overall process for the LLIN distribution, including reducing the amount of data and number of tools necessary for implementation.

Based on the experiences of the last LLIN campaign, the NMCP and World Vision are in the process of making decisions that will result in the final quantification of LLINs and the defining of the final strategy for implementation of the campaign. These include:

1. Whether a percentage will be added to the population projections (based on the household registration data) and, if so, what percentage will be used;
2. Whether the current system for planning, household registration and LLIN distribution will be maintained or whether a modified approach will be adopted;
3. What human resources will be required to significantly scale up the volume of LLINs to be distributed in each provincial campaign;
4. What approach will be used to trigger the transport of the LLINs for distribution – macro quantification figures for delivery to district (which has led to additional costs being incurred for moving LLINs “laterally” once household registration data is available) or household registration figures for delivery to district;
5. What communication activities will be added or modified to ensure sufficient visibility for the NMCP on this major health activity and to maximize participation of beneficiaries in the campaign.

The procurement of LLINs will be done through the GF’s Pooled Procurement Mechanism (PPM) process, facilitated through the Global Fund and the Ministry of Health (MoH / PSM).

**Objectives of mission, actions to date and follow up:**

The objectives are laid out in the mission Terms of Reference (ToRs) dated September 24<sup>th</sup>, 2015 (see Annex #1). TA TORs and deliverables are as follows:

**Communication**

| <b><i>ToR Items</i></b>   | <b><i>Action Taken</i></b>  | <b><i>Further Follow-up Action</i></b>   |
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| To participate in the LLIN distribution in late 2015 to observe the communication activities in the field during implementation and to review plans and timelines for these activities. Review the messages, channels and timing to identify strengths and areas that could be further strengthened. Provide recommendations for strengthening communication activities in order for the goal of 80% utilization of LLINs to be achieved.   | Observed activities at distribution points in Jangamo District, Inhambane Province and held conversations with individuals actively implementing the LLIN distribution; also held conversations with Jangamo District and Inhambane Province health authorities supervising and monitoring distribution activities as well as with provincial SR, Feed the Hungry; included findings in communication recommendations   | Provide further technical assistance to NCMP communication team, communication partners and other stakeholders to incorporate recommendations in revised UCC communication strategy, implementation plan, time line and budget.  |
| Support NMCP, World Vision and in-country partners with review and development or modification of the campaign communication strategy. Review existing plans and strategies in terms of their appropriateness and effectiveness, and give practical recommendations. The communication recommendations will identify target audiences (both rural and urban), communication channels for reaching them, as well as the key messages that address barriers to participation, LLIN acceptance and LLIN use, care and repair. Note that the consultant can provide support for a review of the broader communication strategy for the NMCP strategic plan as needed. | Met with NMCP officials including the communication focal person.<br><br>Met in Maputo with representatives of World Vision, the Community Development Foundation (FDC) and Malaria Consortium, as well as with other malaria communication partners -- JHU CCP and the Interreligious Program to Combat Malaria (PIRCOM).<br><br>Made a series of recommendations, including increasing national and provincial high-level engagement and for strengthening the branding, the development of a mass media toolkit and training curriculum for journalists, mapping of communication partners and activities, outreach to other ministries, a plan for social norm creation | Provide TA to input into mapping of communication partners and activities to inform the implementation plan, assessing capacities and assigning responsibilities for development of enhanced communication materials and coordination of campaign implementation activities. Work to identify funding gaps and solutions. Provide input into development of media engagement, media toolkit, factsheets, events calendar, etc.<br><br>Plan outreach to private sector including telecoms for using SMS for BCC promotion.<br><br>Establish MoH protocol for advocacy to high-level political figures and prominent individuals as well as to other ministries.<br><br>Devise approved messaging list tied to phases of campaign that |

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|   | including a standard set of messages promoting LLIN-use and care messages (that are based on research), the elaboration of communication strategy regarding disposal of old nets.   | promote not only registration and distribution, but also BCC and social norm elements.   |
| Review any existing data on communication activities from recent mass distribution campaigns in Mozambique to inform development/modification of post-campaign communication strategy. Evaluate the existing BCC practices and documents and support the team to update the current communication plan in line with the most recent data available to the NMCP and partners.                        | Reviewed the qualitative study (Auscultação sobre Conhecimentos, Atitudes, Comportamento e Práticas (CAPC) em relação ao uso das RMTILD) about attitudes toward LLIN use in Nampula and Niassa provinces that indicated a path to further social norm development.  |  |
| Work with the NMCP, World Vision and partner organizations, including at the provincial level when possible, to identify best IPC opportunities, including existing capacity to implement IPC. Suggest appropriate and acceptable cost-effective strategies able to motivate local communities to adopt healthy practices related to malaria prevention, diagnosis and treatment.                   | Discussed with provincial and district health officials and PR representatives in Inhambane Province the scope of existing HHR practices and observed distribution site communication activities; made the recommendation that use of community health volunteers/workers in registration and follow up activities would reinforce the effectiveness of IPC BCC messaging around nets and other aspects of prevention, diagnosis and treatment. | Make sure that the communication budget has ample funds to support community mobilization by local leaders, including items such as banners and support materials for community meetings/assemblies (see next section for further IPC support).  |
| Review existing communication materials (training, visual and audio supports, etc.) to suggest possible modifications or areas to be strengthened based on data, information from key informants and observation of the implementation of the LLIN distribution. Review supervision and monitoring tools for inclusion of indicators related to communication activities to inform future planning. | Reviewed the leaflet that described how to hang and care for LLINs that was supposed to be handed to beneficiaries at distribution sites. However, in Jangamo District, reportedly the supply of leaflets fell well short of the demand. Training materials for those registering households had little communication content and no BCC content.   | Provide support in inputting additional communication content into training materials and for developing job aids for those registering households that include BCC content. The toolkit should include flip charts to guide IPC with household members. Ensure that supervision and monitoring tools have sufficient communication content. |
| Provide support for the NMCP and in-country partners for the development of guidelines and  |   | Incorporate a research agenda in the communication implementation plan, including  |

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| <p>materials for conducting community dialogues and community mobilization activities with broad reach and an effective means of measuring whether messages passed lead to changed behaviour.</p> |  | <p>post-distribution rapid assessments to enable BCC response to failures in use and understanding of proper care and repair.</p> <p>Input into microplanning and ToT training communication materials.</p> |
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### Logistics

| <b><i>ToR Items</i></b>  | <b><i>Action Taken</i></b>   | <b><i>Further Follow-up Action</i></b>  |
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| <p>To participate in the LLIN distribution in late 2015 to observe the overall procurement, logistics and supply chain management of LLINs and local materials for the mass campaign in order to provide recommendations for strengthening accountability of and reporting on commodities. Review macro and micro planning methodology, commodity management and reporting timelines and tools.</p>  | <p>Observed activities at distribution points in Jangamo District, Inhambane Province and held conversations with individuals actively implementing the LLIN distribution, as well as those responsible for district and DP store management. Reviewed LLIN tracking documents available at both level storage points.</p>                 | <p>Tracking tools will need to be reviewed and improved in order to ensure adequate LLIN accountability all the way down to DPs, as well as for reverse logistics in the case of leftover LLINs.</p>  |
| <p>To support the NMCP and partners with the modification or development of an in-country logistics plan (reflecting the country campaign plan of action or implementation guidelines), beginning with customs clearing and including macro transportation, storage and pre-positioning plans. The logistics plan will include appropriate annexes related to planning and implementation, including risk and mitigation plans and warehouse assessment forms. Ensure that the commodity management assessment is included in the planning and budget for the logistics operation to demonstrate accountability throughout the supply chain.</p> | <p>The existing operational manual was reviewed. There are areas within the manual that could be strengthened (this includes the section on logistics and LLIN tracking) but since the operational strategy for the distribution may change based on the results of the pilot, no inputs were provided to the plan during the mission.</p> | <p>NMCP, once the final strategy for the distribution is agreed to, will need to revise the operational manual in line with the strategy. The logistics section will need to be revised and adjusted, and will be expanded into logistics plans of action (LPoAs) for each of the implementing provinces.</p> |
| <p>To support the NMCP and partners to finalize a logistics timeline for the campaign, covering all activities from the arrival of the LLINs at district level. The logistics timeline</p>   | <p>The existing timeline for the campaign was reviewed and a new draft was produced in line with the mission recommendations and with a</p>  | <p>The NMCP should review the proposed timeline and modify it according to the actual timelines, particularly for local procurement.</p>  |

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| <p>will be harmonized with the campaign plan of action or implementation guidelines and will include key milestones for preparation for LLIN arrival, contracting of transport and storage companies, LLIN movement through the supply chain, training of logistics personnel at all levels and supervision of the logistics operation.</p>                | <p>more detailed listing of activities that need to take place (specific logistics activities will be expanded into a logistics timeline for each Province).</p> <p>A draft roll-out plan (Annex #2) and corresponding in-country scenarios (Annex #3) were produced and proposed to the NMCP to guide the procurement of LLINs and implementation of the 2017 campaigns.</p>  | <p>The NMCP should also review the roll-out plan and in-country scenarios in view of the actual timelines.</p>  |
| <p>To support the NMCP and partners with a review of the microplanning process and the tools being used to assess efficiency of the process and level of detail on critical information to be collected. This review will be done in conjunction with the program and communication counterparts for a single, harmonized approach to data collection.</p> | <p>Recommendations for a revision to the timing and substance of the microplanning are provided in the recommendations document, annex #4.</p>   | <p>The NMCP should review the proposed changes and additions to the microplanning exercise to determine what they will be maintaining of the recommendations, if anything, to allow for sufficiently early planning for and implementation of the microplanning activities.</p> |
| <p>As part of microplanning, work with the PRs at central, provincial and district levels to undertake a mapping and assessment of assets of government and NGOs (storage space; vehicles; etc.) available at all levels, identify gaps and scenarios to address bottlenecks.</p>  | <p>Microplanning will take place at a later stage. Mapping and assessment of assets were not addressed during the mission.</p>   | <p>Next AMP TA mission will provide data collecting tools to help NMCP in conducting the mapping and assessment exercise.</p> <p>NMCP will need to put a high priority to this crucial activity.</p>  |
| <p>To work with NMCP and partners to review the training and capacity building aspects of the campaign specific to logistics and identify areas where there are challenges and which could be strengthened for improved accountability.</p>  | <p>After reviewing the current relevant documentation and tools, the mission identified a need to review and adjust the training materials (e.g. expanding on the logistics aspects of monitoring and supervision tools) as well as the LLIN tracking tools. The mission recommendations report (see Annex #4, section 1.9) highlights the importance of recruiting sufficient supply chain personnel, closely monitoring the LLIN pipeline and producing standard end-of-campaign reconciliation reports as ways to improve</p> | <p>NMCP should consider AMPs recommendations for improved accountability, as this is a major issue for the donor(s).</p>  |

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|   | accountability.  |  |
| Work with the PRs to develop/ review a macro logistics budget for all logistics activities.   | This was not addressed during the mission (which took place at a too early stage).   | A major activity that should be taking place as soon as possible in early 2016.  |
| Based on the plan of action, logistics requirements, timeline and budget, flag any gaps in operational planning and budget that could impact negatively the successful rollout of the LLIN logistics operation. | This was not addressed during the mission (which took place at a too early stage).   | To be addressed during early planning stage in 2016.   |
| Work with PRs to establish the central logistics team and assess strengths and needs (logistics plan development, training) in the area of logistics to be incorporated in longer term support planning.        | AMP considers that the establishment of a central logistics team (CLT) will not likely be needed for the Mozambique campaigns. There will be however a need for a strong logistics sub-committee (which already can count on very capable elements within NMCP, WV and SRs). | NMCP will need to set-up a logistics sub-committee as early as possible in 2016.   |
| Work with the central logistics team to develop tools and guidelines, as well as assessment templates, for verification of central, county and sub-county level warehouse space and condition.                  | This was not addressed during the mission (which took place at a too early stage).   | If NMCP wishes, AMP can support the logistics sub-committee in developing tools and guidelines for warehouse assessment. |

### Operations / Implementation

| <b><i>ToR Items</i></b>   | <b><i>Action Taken</i></b>   | <b><i>Further Follow-up Action</i></b>               |
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| To participate in the LLIN distribution in late 2015 to observe the overall implementation from the technical or programmatic side, including the macro and micro planning, training procedures (timing, levels, participants, materials), data collection tools and plans for compilation and communication throughout the system (from local to central level) and the supervision and monitoring plan in place. Identify strengths and areas that could be further strengthened to ensure achievement of campaign objectives related to LLIN coverage and use. Review macro and micro planning | The implementation TA provider did not travel to the field, but observations from the other team members have been included in the recommendations document in annex #4. | NMCP to review recommendations and provide feedback. |

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| methodology, training and data collection materials (tools and their use by the targeted individuals) and reporting timelines and tools.  |   |   |
| Work with the PRs [MoH (NMCP, PMU and provincial representatives as relevant) and World Vision (and sub-recipients, as relevant)] to develop and finalize a plan of action narrative for the campaign (to be aligned with a logistics plan of action, as well as a communication plan), including coordination, implementation strategy and standard operating procedures and necessary tools and supports for the campaign implementation. | The existing operational manual was reviewed. There are areas within the manual that could be strengthened, but since the operational strategy for the distribution may change based on the results of the pilot, no inputs were provided to the plan during the mission. | NMCP, once the final strategy for the distribution is agreed to, will need to revise the operational manual in line with the strategy. The manual needs to be finalized and available to all campaign personnel (province, district) well in advance of the beginning of activities in Nampula. |
| Work with the PRs to establish a campaign timeline (to be aligned with the logistics and communication plans).  | The existing timeline for the campaign was reviewed and a new draft was produced in line with the mission recommendations and with a more detailed listing of activities that need to take place.   | The NMCP should review the proposed timeline and modify it according to the actual timelines, particularly for local procurement.   |
| To support the NMCP and partners with a review of the microplanning process and the tools being used to assess efficiency of the process and level of detail on critical information to be collected. This review will be done in conjunction with the logistics and communication counterparts for a single, harmonized approach to data collection.   | Recommendations for a revision to the timing and substance of the microplanning are provided in the recommendations document in annex #4.   | The NMCP should review the proposed changes and additions to the microplanning exercise to determine what they will be maintaining of the recommendations, if anything, to allow for sufficiently early planning for and implementation of the microplanning activities.                        |
| Based on the plan of action, timeline and budget, flag any gaps in operational planning and budget that could impact negatively the successful rollout of the LLIN campaign.  | The most major issue for the NMCP is to take decisions on the strategy for the campaign to allow for upstream activities to start in a timely manner.   | The NMCP should review the recommendations provided in the report and accept, modify or reject what has been proposed to allow for timely planning and implementation.  |

### Key points for discussion and resolution

The key points for discussion and recommendations are found in annex #4 (Mozambique – Recommendations to NMCP and WV – Final) and annex #4a (AMP Communication Recommendations Moz Universal Distribution) to this report. In addition, a detailed timeline for

the upstream activities required early in 2016 for the success of the Nampula campaign is attached as Annex #5.

**Conclusion**

With the completion of this T.A. mission, we would like to extend our sincere thanks to NMCP, World Vision, the Global Fund and other partners for their cooperation. The support provided by them during this AMP Technical Assistance visit was much appreciated. The NMCP and World Vision, as well as the Global Fund, were responsive and supportive throughout this mission. Distance support and assistance in the campaign planning is available (if needed). We look forward to receiving feedback on the recommendations. We wish NMCP, World Vision, stakeholders and all partners continued success with the planning and, eventually, the implementation of LLIN UC campaign in 2016/2017.