

Mission Report – Mozambique

AMP Technical Assistance

Mission Dates:	February 15 th – March 9 th , 2016 (inclusive of travel time)
Locations:	Maputo, Mozambique
Consultant:	Marcy Erskine, Alain Daudrumez and Greg Pirio (see separate report)
Date of Report:	March 17, 2016
Subject of Report:	Mozambique UC LLIN Campaign – 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 2011.¹ Results of the 2015 Malaria Indicator Survey are not yet available publicly.

Objectives of the mission – General

The general objective of the mission is to finalize the core campaign documents (plan of action, logistics plan of action, communication plan, timeline, budget and risk assessment and mitigation plan). The critical element to be finalized is the budget (unit cost per net) to ensure that the Global Fund has sufficient time to advocate for the needed operational budget.

Objectives of the mission – Operational / Implementation aspects

- To support the NMCP and partners with the review of the current operations manual to update it based on the strategy adopted for the Nampula Province LLIN distribution campaign, to roll out during the second half of 2016.
- To support the NMCP with the development of the terms of reference for the national coordination committee and the technical sub-committee.
- To review existing implementation tools for training and data collection and provide inputs on modifications to support successful management of data.
- To review planning for the urban areas in Nampula province and ensure that detailed planning has been done and a strong plan for implementation is developed.
- To review existing supervision and monitoring plans and tools to ensure that adequate human resources are identified for high quality implementation oversight.

¹ From PMI Malaria Operational Plan FY2015.

- To discuss post-household registration and post-LLIN distribution rapid surveys and develop needed tools and supports if this will be adopted as part of the LLIN campaign implementation.
- To review final report template and provide inputs to ensure the information collected will be able feed into the planning for the 2017 campaigns.

Objectives of the mission – Logistics aspects

- To support the NMCP and partners with the review of the current operations manual (logistics section) as well as with the development of an in-country logistics plan of action (LPoA) for the Nampula Province LLIN distribution campaign, to roll out during the second half of 2016. The Nampula LPoA will be based on the standard AMP template covering all and every aspect of LLIN logistics and supply chain management, with special emphasis on reporting and accountability, including the process for the end of distribution and managing leftover nets. It will then serve as a model to develop LPoAs for the remaining Provinces that will roll out their campaigns in 2017.
 - The development of the Nampula LPoA will be strongly guided by the findings and recommendations of the first AMP mission (Oct/Nov 2015) as well as information coming from multiple countries on where we have weaknesses in supply chain management that need to be addressed in planning and implementation.
- In the process of developing the Nampula LPoA, the consultant will support the NMCP and partners in the following activities:
 - Develop terms of reference for the logistics sub-committee.
 - Review the current tools used for LLIN tracking to determine what improvements are required, and adopt a strengthened set of tools that will ensure precise tracking and increased accountability.
 - Review existing warehouse assessment guidelines and tools (assessment forms) to provide inputs for strengthening what exists.
 - Develop guidelines for selecting transporters at district level, and for developing micro-transport plans.
 - Assess the viability of using third-party logistics at district level.
 - Ensure that reverse logistics is planned and budgeted for. Develop basic guidelines for its implementation.
 - Develop a detailed logistics timeline for the campaign.
 - Develop a set of guidelines and tools for a strengthened approach to microplanning.
 - Determine the minimum capacity requirements and criteria for selection for logistics personnel at various levels, both in terms of quality and quantity. Develop job descriptions for supply chain personnel.
 - Develop a logistics budget for Provincial and district levels (including provisions for reverse logistics and CMA).
 - Develop a risk assessment and mitigation plan for the logistics operation.

- Review and adjust logistics training materials to reflect new approaches and tools adopted. Develop new material where needed. Determine where, when and to whom training will be provided.
- Develop a template for end-of-campaign logistics and distribution reporting (ie: reconciliation report).

General overview of planned distribution

Mozambique is transitioning from its existing district-level UC distributions to a rolling national distribution to all provinces starting at the end of the 2016 and continuing through 2017. The NMCP and partners pilot tested a new approach to LLIN campaign distribution in late 2015 and this approach was validated for the national UC distribution in February 2016. This approach involves a shift to the use of vouchers and associated operational changes, affecting the technical, logistics and communication planning that had been done for the previous campaigns.

The first province that will receive nets is Nampula (~2.8M) and these nets are already ordered under the existing grant rather than the extension that will cover the 2017 nets. In addition, 200,000 LLINs will be available from routine to provide the buffer stock that was not built in at the time of the ordering of the nets. Note that since a significant number of LLINs from the campaigns have been put into routine (separate donors for the two channels), it is not felt that taking these nets will have a significant effect on the distribution through routine channels. These additional nets are already in Mozambique.

While some crises (of various types, including related to heavy rains, drought and political issues) were occurring in parts of the country during the last mission, the situation in parts of the country has potentially worsened. These situations, unpredictable in terms of deterioration or normalization in the coming months, add a new level of difficulty in terms of the planning and emphasizes the importance of microplanning, risk and mitigation planning and communication planning for addressing potential situations arising.

Campaign planning / implementation situation on arrival

AMP had prepared a recommendations document dated November 2015, which was based on a TA mission that took place in October-November of 2015. The recommendations were based on field observations of a net distribution campaign in Jangamo District, Inhambane Province as well as on meetings with the PNCM and its partners. The discussions about these recommendations were not concluded, so this same document provided the initial guidance around key points for resolution to allow for the detailed planning to take place.

Mission roll out and main accomplishments – Operations / technical

Activity	Progress	Next steps
To support the NMCP and partners with the review of the current operations	A number of discussions about key aspects of the operations manual took place	NMCP and World Vision (as well as SRs) to review sections and modify or adjust if being

manual to update it based on the strategy adopted for the Nampula Province LLIN distribution campaign, to roll out during the second half of 2016.	and draft sections for data management, supervision and monitoring (including criteria for selection of personnel) and for training were developed and shared for review.	included in the operations manual.
To support the NMCP with the development of the terms of reference for the national coordination committee and the technical sub-committee.	Example terms of reference from Uganda (covering central and peripheral levels, as well as sub-committees) were provided to NMCP and partners for review and adjustment.	NMCP and World Vision (as well as SRs) to review terms of reference for coordination structures and modify or adjust if being included in the operations manual.
To review existing implementation tools for training and data collection and provide inputs on modifications to support successful management of data.	Feedback provided on fichas for household registration and LLIN distribution for consideration in technical group meetings.	NMCP and World Vision (as well as SRs) to review feedback and discuss whether to accept the comments or not.
To review planning for the urban areas in Nampula province and ensure that detailed planning has been done and a strong plan for implementation is developed.	Discussions took place regarding the urban area planning for Nampula and a list of questions and considerations were developed to guide the decision making required. The central team did not feel that they were able to take a decision on the urban area planning without inputs from the field.	Decision on urban planning is still pending.
To review existing supervision and monitoring plans and tools to ensure that adequate human resources are identified for high quality implementation oversight.	A draft of the data management, supervision and monitoring (including criteria for selection and roles and responsibilities) was developed and shared with the team.	NMCP and World Vision (as well as SRs) to review sections and modify or adjust if being included in the operations manual.
To review final report template and provide inputs to ensure the information collected will be able feed into the planning for the 2017	This point was not discussed during the TA mission.	Follow up with NMCP and WV with examples of report templates that could be used for Mozambique.

campaigns.		
To discuss post-household registration and post-LLIN distribution rapid surveys and develop needed tools and supports if this will be adopted as part of the LLIN campaign implementation.	This point was discussed and LQAS-type monitoring is included in the planning and the budget. The Mozambique team was invited to a discussion about rapid monitoring for household registration that was focused on planning for Guinea in order to gather ideas and develop the list of questions that need to be asked addressed.	Discussions will need to continue about this point prior to final decisions being taken.

Mission roll out and main accomplishments – Logistics

Activity	Progress	Next steps
To support the NMCP and partners with the review of the current operations manual (logistics section) as well as with the development of an in-country logistics plan of action (LPoA) for the Nampula Province LLIN distribution campaign, to roll out during the second half of 2016.	A number of discussions about key aspects of the logistics operation took place that allowed for a draft of the logistics plan of action to be developed. A number of items still require inputs from the NMCP and partners.	NMCP and World Vision (as well as SRs) to review LPoA and complete sections as needed. If there are comments, these should be sent to back to the team to finalize last points.
Develop terms of reference for the logistics sub-committee.	Example terms of reference from Uganda for the logistics sub-committee was provided to NMCP and partners for review and adjustment (this example is included as annex in the LPoA).	NMCP and World Vision (as well as SRs) to review terms of reference for logistics sub-committee and modify or adjust.
Review the current tools used for LLIN tracking to determine what improvements are required, and adopt a strengthened set of tools that will ensure precise tracking and increased accountability.	Feedback provided on tracking tools and revised and simplified tools are included as part of LPoA package.	NMCP and World Vision (as well as SRs) to review and discuss whether to accept the modified forms.

Review existing warehouse assessment guidelines and tools (assessment forms) to provide inputs for strengthening what exists.	Warehouse assessment guidelines included in LPOA.	NMCP and World Vision (as well as SRs) to review and finalize.
Develop guidelines for selecting transporters at district level, and for developing micro-transport plans.	Guidelines for developing micro-transport plans are included in LPOA. Guidelines for selecting transporters are still to be developed.	NMCP and World Vision (as well as SRs) to review and finalize guidelines for developing micro-transport plans.
Assess the viability of using third-party logistics at district level.	This point was discussed during the mission. It was decided that this could be further investigated and possibly done for 2017 campaigns (but not for Nampula)	NMCP and World Vision (as well as SRs) to look more closely into this issue when planning the 2017 campaigns.
Ensure that reverse logistics is planned and budgeted for. Develop basic guidelines for its implementation.	Reverse logistics was planned and budgeted for. The reverse logistics aspect is described in the LPOA.	NMCP and World Vision (as well as SRs) to review and finalize.
Develop a detailed logistics timeline for the campaign.	Included as part of LPOA package.	NMCP and World Vision (as well as SRs) to review and finalize.
Develop a set of guidelines and tools for a strengthened approach to microplanning.	There was a lot of discussion on the strengthened approach to microplanning and the tools are currently being finalized in a draft form to share with NMCP and WV for review.	AMP to finalize and send the microplanning guidelines and templates for review.
Determine the minimum capacity requirements and criteria for selection for logistics personnel at various levels, both in terms of quality and quantity. Develop job descriptions for supply chain personnel.	Criteria for selection of personnel, as well as job descriptions are included in the LPOA.	NMCP and World Vision (as well as SRs) to review and finalize.
Develop a logistics budget for Provincial and district levels (including provisions for reverse logistics and CMA).	Logistics budget is included as part of the LPOA package. These costs have already been included in the final orcamento padrao.	NMCP and World Vision (as well as SRs) to review and finalize.

Develop a risk assessment and mitigation plan for the logistics operation.	There is a rough draft included in the LPoA, however it needs more detailed analysis	NMCP and World Vision (as well as SRs) to review draft and further develop. Regular up-dates will be necessary as security situation evolves.
Review and adjust logistics training materials to reflect new approaches and tools adopted. Develop new material where needed. Determine where, when and to whom training will be provided.	Logistics training materials have been reviewed and adjusted. New material still needs to be developed for end of distribution process and reverse logistics. Detailed training plan is in annex of campaign PoA.	NMCP and World Vision (as well as SRs) to review and finalize.
Develop a template for end-of-campaign logistics and distribution reporting (ie: reconciliation report).	This point has not been addressed during the mission.	AMP consultant will provide a draft template for his next mission, to be reviewed and finalized with NMCP, WV and partners.

Key challenges and recommendations

- The fundamental challenge is the sheer volume of work that needs to be done in the planning phase to ensure that activities remain on track for the distribution. For future campaigns, the planning will start earlier and the timelines will be less tight, but for Nampula, this is not the case.
- At the time of departure from Mozambique, a critical decision point on how the campaigns will roll out was unresolved. There are human resources bottlenecks for making the number of payments required during the peak activity phases (e.g. household registration and LLIN distribution), which mean that rolling out in waves (7 – 9 districts at a time) may be the more feasible option. However, rolling out in waves will also delay implementation of the campaign until the end of 2017 (when adjustments are made for actual time to roll out in waves and LLIN arrival dates at port). This decision is critical for finalizing the campaign timelines (draft is attached) and the final LLIN procurement / arrival schedule. Once this decision is taken, the final campaign timeline should be produced.
- The in-country scenarios for the LLIN arrival are incomplete. It is important that the NMCP completes that work of identifying the districts that will be served by each of the 2 provincial level warehouses, so that a detailed assessment can take place prior to the LLIN arrival.
- Special attention should be paid to partner human resource challenges and efforts should be made to overcome these, if implementation falls behind the timeline.

- The establishment of the sub-committees and engagement of partners at the central level was well underway by the end of our mission and it will be important for the NMCP to continue taking a leadership role in convening partners and moving activities forward according to the timelines.
- The risk assessment and mitigation will be a necessary document to allow for timely decisions to be taken to address any crises or challenges arising. This document will already identify the secondary and tertiary plans in case there are problems, which will mean that there are no delays in activities while discussions occur on what options are available. The risk assessment and mitigation document must be seen as a “living” document and kept updated on a regular basis.
- The key issues that are likely to create bottlenecks for timely / successful implementation should be identified early and a plan should be developed for their management. This should include known bottlenecks around local procurement of goods of sufficient quality.
- The decisions around the planning for urban areas need to be taken as soon as possible. As this planning will require attention, it needs to happen before the implementation of activities begins to avoid insufficient time being available to finalize the planning for the urban settings. It is important for the central team to hear the opinions of the peripheral teams and then assess the pros and cons of different approaches to come to a final decision.

Next steps / Future planning

The immediate next step is to submit all final, validated documents to the Global Fund for their approval. In addition, the final timeline needs to be produced in order to time out the required distance or in-country support to ensure that activities remain on track.

List of Annexes

Data, supervision and monitoring (including criteria for selection of personnel and roles and responsibilities)

Training planning for microplanning, implementation and logistics

Draft Logistics Plan of Action and supporting annexes

Draft timeline for campaign