

Mission Report – Mozambique

AMP Technical Assistance

Mission Dates:	December 2 nd – December 10 th , 2016
Locations:	Maputo, Mozambique
Consultant:	Marcy Erskine, Alain Daudrumez
Date of Report:	December 19, 2016
Subject of Report:	Mozambique UC LLIN Campaign – 2016/2017

Background

Mozambique is rolling out a national campaign between the last quarter of 2016 and the last quarter of 2017. The campaign scale is different from previous distributions, with entire provinces being targeted in a one – two phase campaign versus district level distribution campaigns. The first province targeted for the universal coverage campaign was Nampula, and distribution was completed at the end of November 2016. The overall campaign was a success, in that over 3M nets were distributed to the population of the province. However, over the course of the campaign, a number of challenges were experienced that should be taken into account in the planning for the next three provinces that are targeted for the distribution.

The NMCP organized a workshop in Maputo on December 6th and 7th, with representatives from the provincial and district Ministries of Health (malaria control program), the principle recipient and the sub-recipients (both responsible for the Nampula campaign and responsible for upcoming provincial campaigns) to identify successes and challenges during the planning and implementation and develop recommendations to be taken into account in the planning for the next three provinces.

Objectives of the mission – General

To participate in the workshop for wrapping up the Nampula campaign and planning for the next three provinces (Niassa, Cabo del Gado, Zambezia) and to support the NMCP and partners with identification of the priority issues and how they should be addressed.

Specific objectives of the mission

1. Participate in the wrap up and planning meeting to listen to successes and challenges and develop high level recommendations around priority issues.
2. Support NMCP and partners with the follow up to the meeting based on the recommendations prioritized.

Mission roll out

December 5th: Meeting with WVI to discuss Nampula campaign, challenges and next steps (note that the workshop was delayed).

December 6th and 7th: Wrap up and planning meeting (see attached PPT, which is a compilation of observations from the VectorWorks consultant, Kamel Maina, and information from the AMP team).

December 8th: Work with NMCP, WVI and MC on: (1) walking through establishment of transport plans and (2) reviewing the budget to account for recommendations (including delivery of campaign materials, supervision during HHR and LLIN distribution, independent monitoring, etc.).

December 9th: Continued work on budget revisions and finalized budget and list of suggested changes.

Note that a debriefing took place in Dar es Salaam with the NMCP coordinator and WVI GF program manager on December 14th. The report is a summary of that discussion and is focused only on recommendations discussed from the mission.

Key considerations / recommendations

Note that this table is not exhaustive and does not include issues that have already been addressed since the meeting, as is the case for challenges addressed during the budget revision, or before the meeting, as is the case with a better tool for mapping for the payments to be made.

Campaign area	Consideration	Recommendation	Responsible	Timelines
Logistics	For the new deliveries, the plan was to retain part of the nets in two provincial warehouses so that they were moved on the basis of needs after the household registration. The quantity for each of the provincial warehouses was to be decided based on which districts were served from which warehouses.	Determine if the recommendation stands for the next provinces. It may be most needed for the later provinces (e.g. Manica, Sofala, Gaza) where there has been population movement. If the recommendation stands, then the quantities should be determined for the provincial warehouses and information communicated to the GF. If the recommendation does not stand, ensure sufficient budget for lateral (e.g. between districts) logistics (and note that it will be difficult to include this in transport planning).	NMCP	As soon as possible
Logistics	Despite a predicted net shortage, there were some distribution points with leftover nets.	A physical inventory for all distribution points is required (even if communicating 0 nets). Where nets are remaining, these should be recorded and returned to the district	NMCP	As soon as possible

		or provincial level storage (as decided by NMCP, but with correct tracking documentation for any decision taken).		
Logistics	Transport planning was a considerable problem. While an update on this aspect was undertaken during the mission, it is important to review the documents that have been produced and ensure that they are clear.	Review the documents provided and send any questions or clarifications to Alain so that the refresher training in January can account for this planning.	NMCP / WVI / SRs / Alain	Ongoing
Logistics	A logistics plan of action was developed for Nampula, though it is not certain that it was followed. Logistics plans of action need to be developed for the next three provinces, using the Nampula document as a base. NOTE that the macro planning documents already exist (see file MASTER9Jan16 and worksheet S&T 2017).	Develop logistics plans of action for each of the next provinces and send for a review to Alain as needed.	PR / SR with NMCP and provincial / district MOH involvement	End of January 2017
Logistics	Timely availability of logistics / supply chain management tools to continue strengthening the supply chain management aspects of the campaign.	Begin production of waybills and stock sheets to ensure that they are ready for training prior to LLIN arrival.	PR / SR with NMCP involvement as needed	As soon as possible
Logistics	The transport operation is heavy and currently involves a lot of individual transporters that need to be contracted and managed by the SR.	Consider whether a call for tenders could be launched to look at the possibility of contracting a third party logistics (3PL) operator to facilitate the LLIN logistics, with oversight from the NMCP / PR / SRs	NMCP with PR and SRs	As soon as possible
Logistics	The late delivery of materials for the campaign has a significant effect on its success. In the Nampula campaign,	While WVI has already prepared a call for tenders to outsource the reception and delivery of campaign materials to all districts,	PR / SRs	As soon as possible

	many materials were delivery late, which created delays in the roll out of activities.	other SRs must do the same (using the WVI template as an example). Note that this is already included in the revised budget.		
Logistics	Situation in terms of access is in flux and requires regular follow up moving to next provinces.	Update access mapping developed in the initial mission by AMP.	NMCP / PR / SRs	As soon as possible
Finance	The quality and timeliness of the data received need to be strengthened. While there were separate issues related to the payments (which are being addressed through the mapping of Mpesa agents and banks using the template that has been developed), the quality of the data in terms of over-inflation of numbers needs to be addressed. Part of this will be addressed through ensuring that the independent monitoring is actually independent (e.g. outsourcing it, as has been included in the budget).	Discuss whether performance-based payment is an option and, if so, at what levels. If performance-based payment is an option, define the modalities.	NMCP / PR / SRs	End of January 2017
Finance	Refresher training will be organized in January to review critical issues prior to starting implementation of next waves of campaign.	Develop budget for the January meeting (was not included in budget revision that was done).	WVI / NMCP	As soon as possible (in addition to setting dates)
Finance / microplanning	The budget information was not shared with the province or the districts, leaving them feeling that they did not know exactly what they were working with.	Decide on what information is to be shared with the provinces and districts in terms of the budget to allow the microplanning tool to be modified.	NMCP / WVI / SRs / Alain	End of January 2017
Finance / payments	There were problems with the payment	Ensure that personnel are listed early for all	NMCP / PR / SRs	End of January for all upper

	process, the changing of personnel in the middle of implementation of activities, and with quality of data that was actually collected.	<p>levels and all activities with either bank account information, cell phone number or non-access to the two primary payment methods.</p> <p>Complete mapping of each province in terms of Mpesa payments / bank payments in the Excel file developed by Arroz.</p> <p>Assign the central level teams to each area to monitor the situation with payment changes.</p>		<p>level personnel</p> <p>One month before implementation for all lower level personnel</p>
Microplanning	There was no final validation process on the data to ensure that everyone was working from one plan, one budget (and one coordination and follow up)	Decide on the validation process for the microplanning data (note that the issues around the budget and information sharing are mentioned above) and ensure that all levels are informed and working from the same plan.	NMCP / PR / SRs	As soon as possible in advance of the January refresher training / during and after microplanning
M&E	The independent monitoring for the campaign will be outsourced, as included in the new budget. However, the overall roll out of the independent monitoring needs to be finalized.	Finalize the protocol and materials for the independent monitoring to facilitate advertisement (as needed) for contracting an independent body for this.	Marcy to send materials to CDC team that has been working on this with AMP for their comments.	As soon as possible (for feedback to the team in Mozambique)
Coordination and timing	Timeline developed for Nampula was adjusted many times to account for delays.	Develop generic timeline for the next three provinces that will be modified during the microplanning to include any province or district specific activities that should be taken into account.	Marcy to do initial update and send to the team.	As soon as possible to return to the team in Mozambique
Training	There seem to have been gaps in understanding of roles and responsibilities during the campaign,	Review the training materials, particularly the roles and responsibilities (including for new	Marcy to do initial review and send to team	As soon as possible to return to the team in Mozambique

	which is identified as an area that could be strengthened.	supervisors added during the budget revision), as well as the TORs for the coordination structures and their suggested membership		
Training	Communication about payment amounts and processes was not clear, which created challenges with the implementation / finalization of activities	Ensure that information about the payment process and timelines are included in the training materials / process.	NMCP / PR / SRs	As soon as possible in advance of the January refresher training
Training	There were challenges with control of the coupons, including loss of an entire district allocation in one case	Ensure that the process for the control of the coupons, including the reporting on any loss or theft, is clear in the training materials	NMCP / PR / SRs	As soon as possible
Strategy	The lack of a cap on the number of nets per household enhanced the over-inflation of numbers and, hence, the gap	Set a cap on the number of HH per net. This should be based on the housing structure / sleeping patterns in each province, but care should be taken in going to 5 or above. Given a high percentage of households with a large number of family members, setting a higher cap will make a gap in LLINs more likely.	NMCP / PR / SRs	As soon as possible in advance of the January refresher training
Strategy	The urban distribution planning was not applied in the Nampula campaign because of a lack of quarterao, but this did not help with planning for a densely populated area in Nampula Cidade.	Review the urban distribution planning to ensure that it is flexible enough to take into account situations that do not align with what is currently in the operational manual. Ensure that the right people from the urban areas are included in the microplanning to further develop the urban strategy and finalize it prior to implementation.	NMCP / WVI / SRs	End of January 2017
Communication	Various parties and partners heard some misinformation about the campaign.	Consider ensuring a larger social media presence through existing Ministry of	NMCP	End of January 2017

		Health communication initiatives, including setting up a Facebook or other account to provide positive stories about the campaign and address any rumours or misinformation arising.		
Communication	There was a lack of messaging during the LLIN distribution. In addition, there is new data to develop additional messages for the LLINs from the durability results. There was no real planning for post-communication activities beyond the advocacy meeting, so results and outcomes of that should be evaluated.	Modify messages on the basis of new information and shortages during the implementation of the UCC in Nampula. Ensure that planning for the post-distribution communication activities takes place early and local resources are identified.	NMCP / PR / SRs	Before end of January 2017
Communication	Engagement was not strong in the campaign – higher level MOH should have been more engaged and have had more responsibility and oversight for the campaign.	It should be a discussion point to identify better ways for engagement for the next provinces, as well as follow up to ensure coordination structures are established.	NMCP / PR / SRs	Before end of January 2017
Technical / M&E	Data managers were collecting data, but the consistency of the communication back to the teams is not clear (e.g. to identify problems that require immediate attention).	Review the roles and responsibilities of the data managers to ensure that daily communication to the supervisors (communication protocol to be determined) to make them aware of problems in their immediate areas of responsibility. Note that this has already been included in the budget (a communication amount for the data managers to use to communicate red flags).	NMCP / PR / SRs	As soon as possible

Next steps / Future planning

- All to follow up on next steps in the table above by dates established – PLEASE ensure that information is shared with the AMP team so we can work to your timelines
- NMCP / PRs / SRs / to validate timeline and ensure that timing for microplanning is known so that Alain’s support for the micro transport planning can be blocked off
- NMCP / PRs / SRs / to validate timeline and ensure that timing for refresher training in January is known so that Marcy’s support can be blocked off
- Engagement meetings with NMCP coordinator and provincial / district government in each province, as well as media engagement, to be well prepared in advance and to have all materials ready and the “clear ask” ready in terms of what they can contribute and the roles they should be taking
- Provincial and district level coordination structures should be determined and discussed in the initial engagement meeting with the NMCP coordinator in each province and NMCP central personnel assigned to each province should support their establishment and functioning