

Mission Report – Mozambique

AMP Technical Assistance

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| Locations: | Maputo, Mozambique |
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Background

In Mozambique, malaria remains a significant public health problem. Mozambique carried out a Demographic and Health Survey (DHS) in 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.

Objectives of the mission – General

To support the NMCP and partners with carrying out microplanning workshops and logistics training at central and provincial levels for the Nampula LLIN mass distribution campaign, as well as to work on finalizing details related to the implementation of activities across technical, logistics and communication areas.

Objectives of the mission – Operational / technical / implementation aspects

Microplanning workshops:

- Prior to the central TOT, provide support to the finalization of the microplanning tools, including:
 - Microplanning tools to be used during the workshops for urban and rural areas based on the strategy adopted
 - Budgets for urban and rural areas to be linked to the microplanning tool
 - Microplanning tool for communication
 - Training materials on microplanning
- Train the central team in the use of the microplanning tools and development of microplans and budgets
- During the provincial workshops, monitor the microplanning process
- Once the microplanning workshops are complete, train the central team on cleaning and validation of microplans and budgets for each district, including for communication

Implementation planning:

¹ From PMI Malaria Operational Plan FY2015.

- To review existing implementation tools for training and data collection and provide suggestions for modifications if needed
- To review planning for the urban areas in Nampula province
- To review existing supervision and monitoring tools
- To support resolution of issues around central level communication

Objectives of the mission – Communication aspects

- To expand and refine the communication plan narrative, including a communication strategy for crisis prevention and management
- To support with the development of messages around “expired” nets (terminology to be decided)
- To work with the team to finalize the communication approach (channels, messages, etc.) for urban areas
- To support the finalization of the key documents for the advocacy packages that will be used

Objectives of the mission – Logistics aspects

Microplanning workshops:

- Prior to the central TOT, provide support to the finalization of the microplanning tools, including:
 - Microplanning tools to be used during the workshops for urban and rural areas based on the strategy adopted
 - Budgets for urban and rural areas to be linked to the microplanning tool
 - Training materials on microplanning
- Train the central team in the use of the microplanning tools and development of microplans
- During the provincial workshops, monitor the microplanning process, providing hands-on training to the central and district teams on the use of the microplanning tool
- Once the microplanning workshops are complete, train the central team on cleaning and validation of microplans and budgets for each district

Logistics training:

- Provide logistics training to the central team and provide support to the trained team during the training for provincial/district logisticians and warehouse managers
- In support of these trainings:
 - Develop training materials
 - Develop a training agenda

Logistics planning:

- 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
- Ensure that reverse logistics is planned for and is an integral part of the training for logistics, including development of basic guidelines for its implementation

- Review/develop and adjust logistics training materials to reflect new approaches and tools adopted
- Develop a template for end-of-campaign logistics reporting

General overview of planned distribution

Mozambique is transitioning from district-level UC distributions to a rolling national distribution targeting the total population of the country. The mass campaign will be implemented in all provinces over a one-year period 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). In addition to the Global Fund-funded nets, 200,000 LLINs will be available from PMI's contribution to routine distribution 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 (at the end of the distribution) have been put into routine, it is felt that using these nets (if needed) will not have a significant effect on LLIN distribution through routine channels. These additional nets are already in Nampula in preparation for the campaign.

Some crises (of various types, including related to heavy rains, drought and political issues) are occurring in parts of the country and need to be planned for. These situations, unpredictable in terms of deterioration or normalization in the coming months, add a new level of difficulty in terms of planning and emphasize the importance of microplanning, risk and mitigation planning and communication planning for the prevention and management of potential situations arising.

Campaign planning / implementation situation on arrival

Since the last AMP mission, the NMCP, World Vision and the Malaria Consortium², as well as other Roll Back Malaria partners in Mozambique, had largely completed the macro planning phase of the campaign (operational guidelines, logistics plan of action, timeline, budget, procurement plan, training and data management tools, etc.).

While a lot of thinking had gone into the urban strategy, there were still details remaining to be worked out and the strategy had not yet been presented at the provincial level. The strategy will be piloted in Nampula Cidade and Nacala Port and evaluated once the distribution is complete.

Communication planning had advanced less than other areas and the communication plan was not yet finalized (including key messages, etc.). In addition, there was a great deal of confusion around the so-called "central" level communication budget and where funds were coming from,

² Note that World Vision International is non-governmental PR and Malaria Consortium is SR for LLIN UCC activities in Nampula province.

who would be responsible for which activities, etc. Despite this confusion around the communication planning and the lack of finalized documents for key messages and other advocacy supports, the engagement meetings had taken place in Nampula province, including with government and health authorities from provinces and districts. The briefing of the media had also taken place without having the finalized messages and supports ready.

Prior to arrival in Mozambique, the microplanning tool for the operations / logistics aspects of the campaign was in good draft form and had been reviewed by the consultants and team via a number of Skype discussions. The communication microplanning tool was shared just prior to the consultants' arrival in-country, so the in-country team had not had time to do a review and modify as needed.

Mission roll out and main accomplishments

1. Central level microplanning training

Prior to the central TOT, the AMP team provided support to the finalization of:

- Agenda for central microplanning TOT (see Annex #1³)
- All presentations / training materials on agenda (see Annex #2)
- Microplanning tools (logistics/operations and communication) to be used during the workshops and associated budgets (see Annex #3 – Logistics / operations microplanning tool, Annex #4 – Communication microplanning tool)

The central level TOT for the microplanning team took place in Macaneta from June 8th to June 10th. In this time, two days were allocated to the microplanning and one day for the logistics training (see below). A report from NMCP on the specific issues discussed and the evaluation done by the participants are included as Annex #5 and Annex #6.

In addition to the annexed report, the AMP team observed the following:

- The in-country team is highly committed to ensuring the success of the 2016 – 2017 UCC and maintaining established timelines
- Practical exercises on mapping and using the microplanning tool were instrumental in ensuring understanding of process and purpose
- The objective of establishing a central level team was achieved, with some reinforcement being needed during preparation for and implementation of the provincial workshops
- There still existed among some central level team members either a lack of understanding of (or a reluctance to adopt) the new approach / strategy, which led to a lot of time discussing key issues / changes and gaining consensus, as well as problems with filling in the microplanning templates

³ Note that all of the annexed documents to the report are the final versions based on changes that were incorporated throughout the period of the TA mission.

- There was an underestimation of the time required for the preparation for the microplanning and logistics TOTs and too little preparation time with AMP team prior to beginning the training
- The lack of a finalized strategy (urban – which is still being discussed) and associated microplanning tools led to a lot of last minute work to try to stay within the agenda
- There was a lack of clarity on the part of participants on the purpose of the training (implementation versus microplanning)
- There was insufficient time to complete the microplanning training of the central team during the two days in Macaneta

2. Logistics central level training:

The logistics training was planned for one full day at the end of the central level microplanning TOT and an agenda was developed accordingly. However, given the travel time from Macaneta to Maputo on the last day of the training (the day for the logistics TOT), the agenda was shortened to a half-day, which was insufficient to complete the logistics training.

The logistics training materials had been developed prior to the mission but had not been reviewed by or with the in-country team. Prior to and during the logistics TOT in Macaneta, the AMP logistics consultant provided support to the finalization of:

- Agenda for central logistics TOT (see Annex #7)
- All presentations / training materials on agenda (see Annex #8)
- Logistics training exercise (see Annex #9)

During the training, it was clear that the tools for logistics management to ensure accountability for the LLINs were still the subjects of discussion, which affected the training and ensured that the agenda could not be completed during the already shortened day. In particular, the practical exercise relied on having finalized tools, so this could not be completed and was postponed for the following week in Maputo.

The following observations are noted:

- The lack of understanding of the new logistics process is a challenge, particularly given that the in-country team and AMP team were not aligned on some points, whether these were related to strategy, semantics or both. Key issues in this category are:
 - The new strategy does not include one vehicle per distribution team, as was the case in the old strategy. This means that distribution point team members must be identified in the communities where the distribution points are located rather than being moved daily from the sede. This point needs to be clearly explained in future microplanning workshops to avoid wasting time.
 - Since there is not one vehicle for each distribution team, it is important that the nets are stored as close to the distribution point as possible, if not directly at the distribution point.
 - If nets are stored at the distribution point, then it will be necessary to introduce a stock sheet at that level as the DP is now storing nets.

- Fortunately, a lot of emphasis was put on the issue of accountability and fully closing off the campaign distribution in terms of data and nets remaining. Nets should not be moved into ANC or other channels unless this is directed by the NMCP. For the purposes of the logistics training, all remaining nets will be moved back up through the system to the provincial warehouses.
- Heavy attention was put on the reverse logistics process and the importance of using tracking tools (waybills, stock sheets) for all movement of LLINs.
- There were some weaknesses on correctly filling in the logistics tracking tools observed among members of the central team. More familiarity with these tools by the central team is crucial to ensure that the correct information is passed down during the training sessions and during supervisory visits to the districts. The central team must be capable of reviewing the work on the tracking tools while they are undertaking supervision, which means that they must be familiar with how the tools are correctly filled out.

3. Post-microplanning and logistics TOT – follow up based on experience and lessons learned

Following the Macaneta TOT for the central level technical team, it was necessary to spend a week in Maputo to refine the agenda, tools, training approaches, etc., based on the feedback from both facilitators and participants during the 3-days of training. The one-week delay between the central level TOT and the provincial microplanning workshops and logistics training were built into the consultant support mission by the in-country team and this was a brilliant foresight on their part given the number of issues that had come up and the amount that still needed to be finished following Macaneta.

Following the Macaneta TOT, the points that became clear among the central team were:

- There was a lack of understanding across all of the central team regarding the new versus old strategy, leading to misunderstandings and extensive discussion. These issues needed to be resolved prior to rolling out any training in Nampula to ensure that we had one central team with a coherent and consistent understanding of the campaign, the microplanning and the logistics and tracking of LLINs.
- There was a lack of understanding or lack of agreement on where nets will be pre-positioned for the distribution. This point is addressed above in the report. It is important that a final decision is made about where nets will be pre-positioned (at DPs, not at DPs or sometimes at DPs) so that the transport plans can be developed accordingly.

Note that both of these points need to be resolved to ensure accountability for the LLINs and a consistent strategy across the provinces.

The week in Maputo consisted of:

- Revising the agendas for the provincial microplanning workshops and the logistics training to ensure maximum time on practical exercises and to identify the facilitators that would be presenting for the first wave of microplanning workshops / logistics training (see Annex #10)
- Finalizing the urban distribution strategy and potential challenges that would need to be addressed in detailed planning

- Revising the operations / technical microplanning tool
- Revising the communication microplanning tool
- Revising the urban budget for the microplanning tool
- Revising logistics presentation and agenda to minimize content and focus on the essential issues, particularly practical exercises on filling in the tracking tools (see [Annex #11](#))
- Defining the reverse logistics process and developing a schematic to illustrate the “direct” and “reverse” logistics processes (see [Annex #12](#)).
- Revisiting and extensively discussing the planning for distribution teams and satellite warehouses
- Revising the logistics tracking tools (see [Annex #13](#) for the waybill, [Annex #14](#) for the stock sheet)
- Completing the training that had not been finalized, including the logistics exercises
- Finalizing preparations in terms of materials and supports required for the provincial level training
- Determining the number of waves of distribution for Nampula with the NMCP manager (2 waves were agreed)
- Meeting with the GF, LFA and NMCP on the campaign planning situation and updates on progress and bottlenecks, including for the so-called “central communication budget”
- Updating the timeline for activities in Nampula province

4. Provincial level microplanning workshops (first wave)

The provincial level microplanning workshops were split into two waves, with 12 districts in the first wave and 11 districts in the second wave. In addition, it had been agreed early in the planning process that the provincial malaria managers and SRs from the next wave of UCC provinces (which will be Cabo del Gado, Niassa and Zambezia) would participate in the workshops / training in Nampula in order to increase their understanding of the process in advance of starting activities in the provinces (microplanning is due before the end of the year in preparation for first quarter LLIN distribution).

In advance of the microplanning workshops in Nampula, some activities had taken place that were important for getting the necessary information collected in advance of the microplanning. First, the NMCP program manager, with NMCP staff and representatives of World Vision and the Malaria Consortium, organized the provincial level engagement meeting with government officials and Ministry of Health representatives from the province and district levels. During this meeting, the districts were informed about the information that needed to be collected and provided with a list of this information (see [Annex #15](#)). Second, following the Macaneta training of the central teams, the core technical team recognized that the information that districts had been asked to collect was critical for the success of the workshops and the NMCP LLIN manager called the provincial malaria manager to reinforce the importance of collecting the information that had been requested, particularly for ensuring that the districts each brought maps that could be used as the basis for the microplanning mapping exercise. The provincial malaria

manager was requested to disseminate the information to the districts and reinforce that the data needed to be collected prior to arrival for the workshops.

The NMCP LLIN manager was also able to better explain the data required for the microplanning for the urban areas once the strategy had been further developed. In order for the microplanning to take place for the urban areas and for the microplanning tool and budget to be finalized, it was important to know the number of bairros and the number of quarters in the urban areas. This information was also conveyed during the call between the NMCP LLIN manager and the provincial malaria manager.

The first wave of provincial microplanning workshops took place from June 20th – 23rd in Nampula City. Participants at the microplanning were teams from 12 districts plus members of the provincial level team, as well as representatives from Cabo del Gado and Niassa provinces. The trained central level team facilitated the workshop with backstopping from the AMP consultants. The vast majority of the central level team did an excellent job of staying as “one team”, clearly presenting the theory and practical work and monitoring the progress of the districts. Of huge importance was the nightly meeting of the facilitation team to discuss progress and challenges and revise the strategy for the following day.

Some areas for consideration on the facilitation include:

- Assign one focal person for each district and ensure that the focal person takes the responsibility to work with the district and get the maps correctly done, the microplanning tool correctly filled in, etc. During the first wave of districts, there were inconsistencies in terms of the level of engagement of the focal persons.
- It is important to remember that each district is specific in its geography, infrastructure, complexities, challenges and opportunities. For this reason, it is difficult to do plenary presentations of the microplans as they are not comparable. For the mapping, it is interesting to do a plenary presentation or a walk around the room to look at the maps developed by each district (see example maps in [Annex #16](#) and [Annex #17](#)) as districts may be inspired by what they see (or just remember to add things that they have forgotten).
- All facilitators should become more familiar with the communication microplanning tool since they will each be responsible for getting it filled in and checking to see if there are errors. At this time, extensive effort has been put into the logistics / operations microplanning tool, but this has been at the expense of the simpler but no less important communication microplanning tool.

While the microplanning workshop for the first 12 districts in Nampula province was very successful for a pilot of the microplanning approach and tools, there are a number of areas that require attention prior to the next wave of districts arriving in Nampula City:

- Some of the districts did not come with sufficient information to complete the microplanning templates. Information missing included maps, population data and

specific details for communication elements (such as name and contact information for key community structures).

- The urban microplanning is complicated by the fact that the district team needs to do two microplans for one district: one for the urban area and one for the rural area. This is a heavy process both for the mapping and for filling out the tools and will require a specific approach (e.g. perhaps more people for urban districts so that one half can work on the urban area and the other on the rural area) and additional time. In addition, it was noted that representatives of the municipio should be invited as they may have more detailed knowledge of the urban areas than the health team does.
- The microplanning process is more detailed and time consuming than the process that was used in the past. Three days was insufficient for many districts to complete the microplanning, partly related to the size and complexity of the districts and partly related to the fact that districts were on the phone to collect information that they had not arrived with.
- The practical exercises on mapping and using the microplanning tool were instrumental in ensuring understanding of process and purpose, but there were challenges with understanding how the mapping should be done (e.g. one map for each localidade) and significant challenges in terms of the use of the microplanning tool and technical problems where teams modified the template or tried various approaches to save data. The tool has been developed using a more advanced version of Windows, which creates compatibility problems on older systems.
- While the presentation providing a general overview of the campaign had been revised to put more emphasis on the changes between the old and new strategy, there was still a lack of understanding among participants, particularly related to how the distribution would be organized.
- There were continuous modifications needed for the microplanning tool as bugs were identified, formula errors noted, etc. In future, it would be ideal to have all of these solved prior to beginning the work with the provinces, but this may only be possible to a certain extent given that the Windows versions participants are using may not work well with the tool developed in Windows 10. Therefore, it should be planned to have some level of IT support available (we were fortunate that one of the central team members had this skill set) and a back up system for storing the microplans as participants are working (USB storage is likely the best option⁴).
- A final decision is required on what (if any) information related to budgets is going to be presented to the districts during the microplanning workshops. As there is a need to clean and validate the microplans (and budgets) following the microplanning exercise, it is recommended that the final plans and budgets are provided to the districts during the implementation training, allowing the central team time to finalize the work and make decisions on what information should / should not be shared.

⁴ Note that while USB storage may be a good option for ensuring that participants do not lose their work, the virus situation also needs to be considered for the people who will open the microplans on their computers to review and validate the work.

- The involvement / role of the Permanent Secretaries (district) during the microplanning workshops should be discussed. As the microplanning workshops are largely technical, it may be worth considering the involvement of the Permanent Secretaries at the initial engagement meeting with the program manager of the NMCP versus during the microplanning workshops.

5. Logistics training at provincial level:

The logistics training at the provincial level targeted the same participants as for the microplanning, with the addition of the warehouse managers from each district and some of the district logistics focal points for the Ministry of Health. It had originally been planned that the Malaria Consortium would have a district logistics focal point for each district already in place, but the recruitment process was still not finalized. Malaria Consortium will organize a separate training of these district logistics focal points prior to the implementation phase of activities.

In general, participants were very engaged in the logistics training sessions, particularly as the practical exercises were used. The practical exercises are critical for ensuring proper use of the tracking tools, so this aspect should have the highest priority in the agenda for the province level training. While the theory is necessary, it should be kept in mind that participants remember 20% of what they are told and 80% of what they practice. Given the importance of strengthening the overall supply chain management and accountability for LLINs, the agenda should be reviewed to maximize the practical sessions.

6. Communication:

The draft plan for “crisis communication”, articulating a series of preventative public relations to reduce the possibility of resistance to the campaign and methods to counter rumours and registration refusal was developed (see [Annex #18](#)). The plan includes how to respond to a natural or politico-military crisis.

Draft messages were developed for repurposing and disposal old and “expired” nets. However, support for developing a comprehensive guideline on the issue continues (see [Annex #19](#)).

An initial plan for communication (channels, messages, etc.) for urban areas was drafted, but the plan for urban logistics and implementation was not finalized by the end of the communication TA mission. As a result, the initial draft will need to be reviewed and updated.

The overall communication plan for the campaign was reviewed and enhanced (see [Annex #20](#)).

Key challenges and recommendations

- The fundamental challenge is the volume of work that still needs to be done to ensure that activities remain on track for the implementation phase. While the operational manual is largely finalized, it will require some minor modifications to reflect all of the discussions and decisions from the past week. In addition, the operational manual needs to have specific

information related to refugees and internally displaced persons (IDPs) and how they will be managed and included during the campaign.

- Review the “parking lot” from the Macaneta and Nampula workshops and verify if all of the issues have now been addressed. If not, make a plan to address them during the implementation trainings to avoid the same issues being repeatedly raised.
- There are a number of elements for the implementation phase to be completed including:
 - Need to review MOH calendar of activities, including MCH weeks, to ensure that activities are not overlapping
 - Need to finalize agenda and materials required for the implementation training and for the roll out of activities. This should include practical exercises for the household registration that include situations where more than one family is living in one structure (operational definition of household)
 - Need to finalize the communication plan, key messages, etc. to ensure that all materials are available on time
 - Now that the issues around the so-called “central communication budget” have been clarified, it is important for the various partners to complete their tasks on the list prior to the Nampula campaign implementation beginning
 - Determining what the plan is where there is refusal for registration and ensuring that the steps for this are detailed for the training of mobilizadores and registadores
- Review and agree on the terminology in the logistics plan of action and the strategy that is going to be used. While long discussions took place in Mozambique about the terminology and the strategy to be used, there is still confusion where the LPOA talks about 3 levels of storage (district, localidade/satellite, and DP) versus the approach of not storing nets at distribution points and delivering them to the DP each day. A final decision needs to be taken and clear instructions provided regarding where stock sheets are to be used and where waybills are to be used. Recommendations are:
 - Where a DP is also a storage location for nets, a stock sheet must be used at the DP store but there is no need for a waybill between the DP store and the distribution area itself (this is often a person moving a bale at a time from the store to the distribution area). In this case, the person from the distribution team removing the nets from the DP store to the distribution area will sign the last column of the stock sheet when taking the nets, which is the equivalent of signing a waybill.
 - Where a DP is being supplied nets on a daily basis from a satellite store that is a number of kilometres away and nets are arriving by vehicle, a waybill must be used to track the transport of the nets between the satellite stores and the distribution point. A stock sheet must be used at the satellite stores in this case, but there will be no stock sheet at the distribution point as nets are not being stored there.
 - In the case of the second sub-bullet (DPs being served from satellite stores), it is highly likely that if this strategy is adopted, the number of satellite stores required (which will each need to have a trained stores manager) will exceed what has been put in the budget (which is 1 per localidade or 15 x 23 districts for Nampula in the

macro budget). It will be necessary to summarize the microplans that have been developed to determine if the number of satellite stores exceeds what has been budgeted in order to see if adjustments to the budget are required.

- For the communication sub-committee, it will be necessary to organize a meeting as soon as possible to validate and finalize the documents and supports that have been developed (e.g. communication plan, crisis and rumour management plan, urban communication plan, all spots and supports proposed in the presentation that NMCP will do on June 27th, etc.). Consideration should be given to (1) developing a “boilerplate” for the district and provincial level journalists to ensure that the correct partners are named, etc. and (2) developing a very short-term workplan for the “central communication budget” activities so that these can be developed and finalized prior to the Nampula implementation start-up.
- While the provincial engagement meeting and media training took place in March 2016, the supports and documents with the key messages and FAQs were not available. It will be important to ensure that these are printed and provided to the provincial and district government representatives and the media participants prior to the implementation of the Nampula activities.
- The meetings with the Ministry of Fisheries and the Ministry of Education took place in Maputo, led by NMCP, WV and Malaria Consortium. Briefing materials exist for these Ministries but had not been printed at the time of the meeting, which should be resolved. In addition, the provincial malaria manager should be tasked, with support from the Nampula Malaria Consortium office, with organizing meetings with the Ministry of Fisheries and Ministry of Education at the province level once materials are available.
- Nets have started to arrive and it is critical that the LLIN tracking tools are finalized, printed and in place for use as nets arrive (versus seeing them filled in retroactively once tools arrive and nets are already in the warehouses).
- Now that the urban strategy (including partly rural areas) has been decided for the “urban districts”, it will be important for the communication sub-committee to review those plans and ensure that their planning is in line with / will work for the strategy adopted.
- The urban microplanning budget needs to be finalized by the in-country team (review the draft in annex and finalize).
- Prior to the implementation training, it will be necessary to finalize the presentation that clearly describes the new aspects of the campaign approach, to finalize and decide on all of the strategies / tools / approaches / etc. and ensure that all facilitators are at the same level of competence before beginning to train the provincial and district participants.
- For the next three provinces, it is important that the in-country team updates the in-country scenarios document (last updated in March 2016) and that the risk assessment and

mitigation tool is filled in for any districts mapped as “yellow” or “red”. In addition, it will be important for the Malaria Consortium to discuss with the SRs in the next provinces about the process they have used to fast-track some of the bottlenecks for implementation, particularly those related to local procurement.

- There has been some level of confusion on the net deliveries for the next provinces in terms of whether or not there is a buffer stored at the provincial warehouses. It is clear from the PPM planning (see **Annex #21**) that there will be a buffer stock stored at the level of each province. SRs need to prepare for the reception of these nets accordingly (either identify a separate warehouse at the provincial headquarters or ensure sufficient space in a single warehouse for the both the district nets and the buffer stock).
- Update and finalize all of the core planning documents (operational manual, logistics plan of action, timeline, communication plan, etc.) and ensure that the full package is submitted by WeTransfer to the Global Fund in advance of the OIG visit.
- A list of all of the activities or costs for the planning and implementation of the Nampula campaign should be developed and shared so that further discussion and updating of the “orcamento padrao” can take place at the end of 2016 in time for the 2017 campaigns. It should be noted that the communication budget for Nampula includes the printing of the folhetos, which will come as part of the net order for the next provinces. Therefore, there is a savings of 3.9M meticaís in the communication budget that can be reprogrammed to other priority communication activities that were forgotten in the current communication “orcamento padrao”.
- As transport resources are large for the province-wide distributions, there is a need to ensure that GF requirements are met while balancing with the needs and desires of provinces and districts to ensure that they are involved in the procurement. SRs should plan for teams to move to provinces to discuss bidding process and engage the provincial authorities early in the process. It must be made clear to the provinces and districts that the SRs will need to follow the processes agreed to with the Global Fund to avoid penalization at the end of the activities.
- It should be considered to include the district MOH administration focal points (logistics) in the microplanning workshops, logistics training and implementation TOT to ensure that they have full understanding of process.

Next steps / Future planning

The AMP team will provide: (1) draft agendas for implementation training sessions (central and below); (2) feedback on the supervision and monitoring tools for review by the in-country team; (3) guidance on a communication strategy and suggestions for key messages regarding the repurposing and disposal of old and expired nets; (4) reporting templates for all activities (if needed – the quantitative report format for logistics was finalized during the mission, but not the qualitative for logistics and nothing for the communication or global campaign report).

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.

Conclusion

The AMP team would like to thank the Mozambique NMCP, World Vision and the Malaria Consortium for all of their work and support during the roll out of the microplanning training and workshops. We appreciate the efforts of the team to stay coordinated and ensure success of the upcoming Nampula distribution.