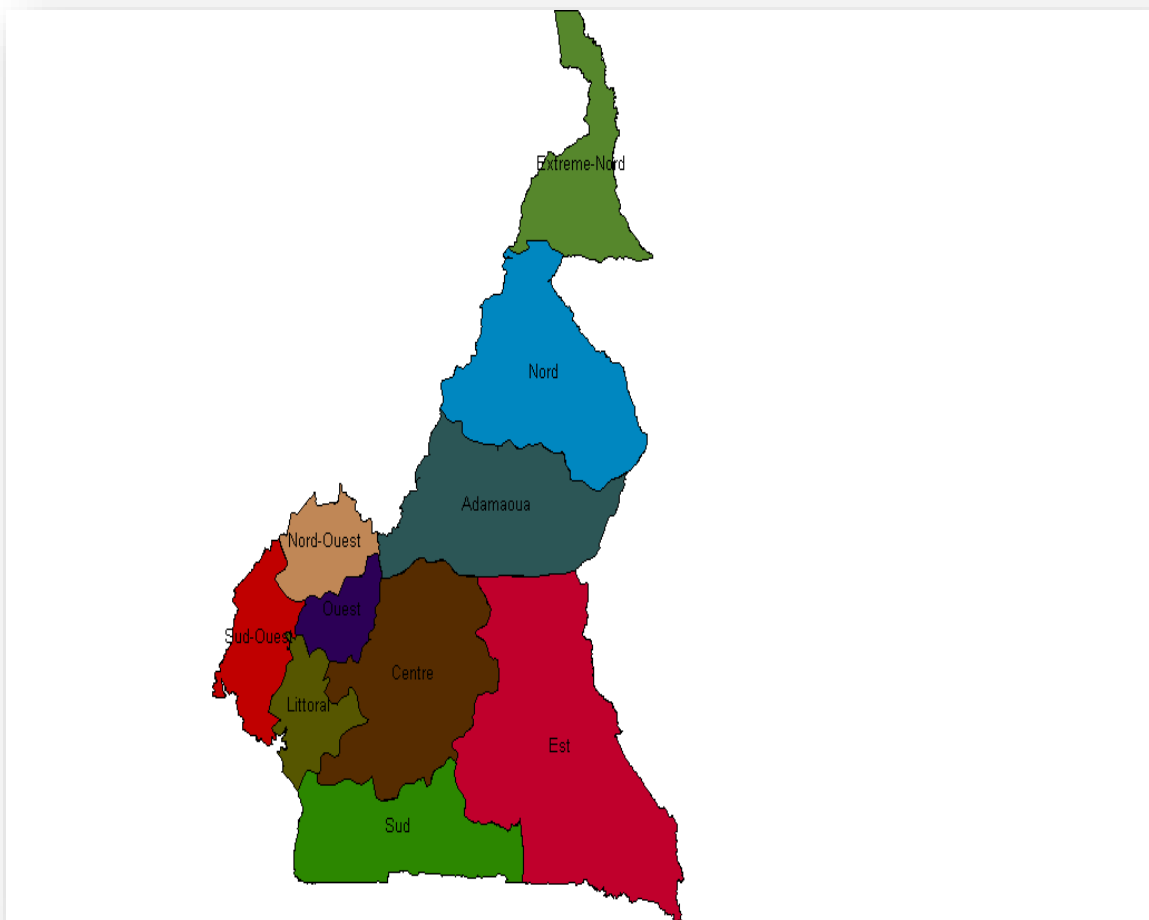


Alliance for Malaria Prevention

Cameroon Mission report March 24th to April 18th, 2015



Date of report: April 27th, 2015

Authors of report: Jean Marc GREGOIRE, Eloi OBOUSSOUMI and Eric PHOLLET

Location: Cameroon, Yaoundé, Mbalmayo, Ebolova

1. Objectives of the mission

Terms of reference – Using the AMP model, provide technical support to the Cameroon NMCP and partners for training Regional supervisors in microplanning, household registration and distribution as well as Regional logisticians in logistics management for the 2015 universal coverage nationwide LLIN distribution campaign.

Mission Period: March 24th to April 18th.

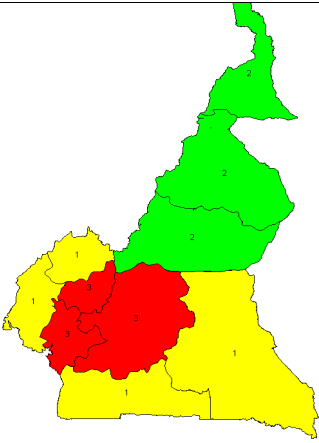
AMP in Cameroun: In February 2014, AMP provided 2 consultants to support the NMCP in preparing Program and Logistics Plans of Action for the Global Fund New Funding Model submission. NMCP requested further technical support (as per ToR) from AMP to prepare for the 2015 campaign.

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2. General overview of planned distribution

The Cameroon NMCP is planning a nationwide universal coverage LLIN distribution campaign of 12,322,059 LLINs in 2015 for an estimated 22,179,707 population in 10 regions, 189 districts, and 1,752 health service areas. The Global Fund is financing the purchase and distribution costs for 9 regions and the Cameroon government the LLIN purchase and distribution costs for the Central region (Yaoundé). The 2015 campaign is planned in 3 phases with staggered arrival of LLINs in country, direct delivery to the capitals of the administrative regions, and planned consequent distributions in the regions as described in the following table:

Phase	Regions	LLINs	Arrival Region	Distribution	
1	East, North-west, South-west, South	2,837,274	End May 2015	End June, mid July, 2015	
2	Adamaoua, Extreme-north, North	4,242,531	End July 2015	Mid October 2015	
3	Centre, West, Littoral	5,242,254	End October 2015	December 2015	

3. Campaign planning / implementation situation on arrival

3.1. Coordination

A Campaign National Coordination Committee appointed by Ministerial Decree held its 1st meeting on March 19th, 2015 and appointed 6 sub-committees for: implementation, logistics, communication, finance, monitoring/evaluation, and security. Documents prepared for the 2014 NFM proposal, and the 2011 campaign, were reviewed and revised for presentation to the consultants upon their arrival.

There are 4 sub-recipient organisations which have received contracts to support the campaign, the NMCP and the Ministry of Health in specific areas. The roles have been assigned as follows:

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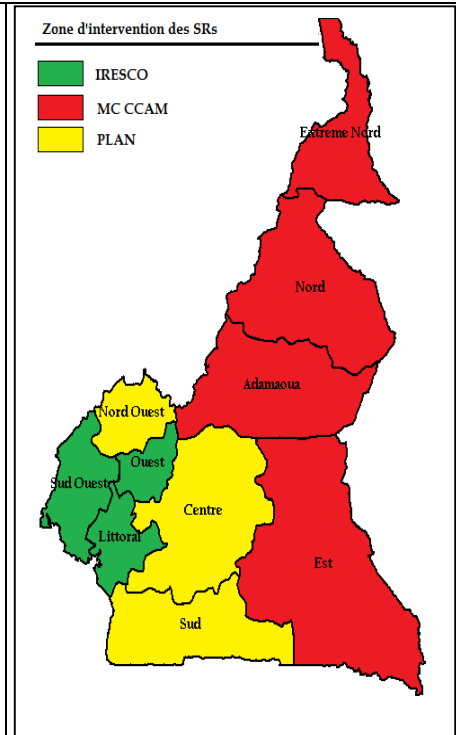
The Ministry of Health is the Global Fund Principal Recipient and the National Malaria Control Program (NMCP) of the Ministry the organisation responsible for campaign implementation.

Plan International Cameroon is a GF sub-recipient in support of NMCP in the North-West, Centre and South regions.

MC CCAM also a GF sub-recipient will support NMCP in the East, Adamaoua, North and Extreme – North regions.

IRESKO as a GF sub-recipient will support NMCP in the South-West, West and Littoral regions.

MALARIA NO MORE is the GF sub-recipient responsible for the campaign communication support nationwide through all 3 Phases of the campaign



3.2. Micro planning

Micro planning orientation was amended to take into account a validation of information by the operational level that is the Health Post Area (HPA). Regional supervisors and central level trainers will host meetings at the Regional level with 3 participants from each district who will receive, prior to the meeting, a request to bring information as to local village populations, possible distribution point sites, and road conditions. The district level members will be asked to prepare micro-positioning plans for each HPA. After this site identification exercise allocating population to DPs, the resource micro planning grids will be prepared for updating and validation by the local HPA level.

District level meetings will thereafter be held with 2 participants from each HPA (Supervisor and CBO member) to validate the population and local site info before the resource allocation and micro-transport plans are finalized

3.3. Household Registration

The training cascade has been reduced one level to improve quality. After being trained at the Regional level, the district level supervisors will train the HH registration and distribution staff who will work from the health posts.

Household registration teams will use a 400-page hardcover book to register families for allocation of LLINs at the distribution site (1 page /HHDistribution

The GF has approved that the number of distribution teams will be calculated on a workload of serving 110 families per day in rural areas and 150 families per day in urban areas. The standard normally used for planning purposes is 200/day in rural

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zones and 300/day in urban areas. This change is in response to observed problems (2011) in managing the large number of people at distribution points and complaints by people who did not wait to get nets due to long line-ups.

In the first action plan prepared for the NFM in February 2014 there were an estimated 4,900 distribution points. The 2015 revised plan now calls for 7,033 DPs. A theoretical total of 28,132 people will need to be trained to work at the DPs.

3.4. Logistics

The transport and positioning operation nationally will assure the placement of 12,322,059 LLINS or 246,441 bales from Regional and District warehouses to 7,033 distribution sites in the 3-5 day period before the planned distribution dates. This major logistics management exercise should start in mid-May for the 1st phase distribution and as LLINs arrive in country from July to December for the 2nd (October) and 3rd (December) distribution phases.

The total positioning exercise would require according to bale volume approximately:

- 1,071 truckloads (40 m³-10 tons) from the 10 Regions to the 189 Districts;
- 1,934 truckloads (20 m³-6 tons) from the 189 Districts to the 1,752 HPAs;
- 10,079 pick-up loads (3.8 m³-0.6 tons) from the HPAs to the 7,033 DPs.

Transport from the Regional point of reception to Districts and Health Post Areas (HPA) will be under contract to private transporters. Regional and District logisticians will assure that the transporters move the prescribed quantities to assigned destinations (HPA) according to the positioning plans.

Positioning of LLINs at distribution points from the HPA depot will be the responsibility of Health Area logisticians.

3.5. Communication

In anticipation for the campaign, MALARIA NO MORE has obtained from mobile telephone companies a commitment to support the campaign events with text messages. They also have experience working with community radio stations to broadcast messages.

The campaign communication plan and strategy will receive assistance from a media consultant to be contracted by MNM with GF funding. Although the recruitment process for this TA is underway, no work can begin till a contract is signed between MNM and the PR so that MNM can hire the consultant.

4. Mission roll out and main accomplishments

Following a request by NMCP the ToRs were modified to include TA for household registration and distribution activities. The implementation workshop with training of trainers for household registration and distribution point management to be organised by NMCP was planned as a 4-day event rather than the standard 2-days of an AMP micro-planning training.

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A mission agenda for the consultants' stay in Cameroon was revised and a request for extension of the mission from April 15th to 17th was addressed to AMP by the NMCP Director. The AMP support in Cameroon, with 3 TA providers, was extended to April 18th to allow an extra day for debriefing in Yaoundé.

4.1. Activities during the mission

- Revise the logistics plan of action and its supporting documents
- Revise the campaign plan of action and its annexes
- Revise the training guide for the Cameroon LLIN distribution campaign
- Prepare the training of trainers programs with NMCP and partners
- Train regional logisticians / trainers
- Train national and regional trainers for campaign micro planning
- Training of trainers in household registration and distribution
- Revise the chronogram of suggested activities

4.2. Logistics

On April 4th, NMCP was advised by the LLIN purchasing agent (IDA) that there would be delays for arrival to the Port of Douala. Delivery to the regions is expected 14 days later for 3 consignments and 30 days later for 2 others of the 6 intended for the 1st-phase distribution.

New target dates were set for the 1st-phase distribution. They are now staggered with end of June planned for East and South West regions, while South and North West regions are planned for mid-July 2015. NMCP has stated that the end of July is the last possible timing for a distribution to the 1st-phase regions. No distribution activities can be undertaken during the heavy rains in August and September, so distributions would be postponed till October.

The other regions have not had changes announced in delivery dates so timing for the distributions in Adamaoua, Extreme-north, North regions (mid October 2015), and the Centre, West, Littoral regions (December 2015) have not changed.

It is to be noted that transport activities could be more difficult if delays cause them to occur during the rainy season.

REGIONS	RAINY SEASON
East	March - April – May (small season) August - Sept - Oct (heavy season)
South	March - April – May (small season) August - Sept - Oct (heavy season)
South -West	April- November
North- West	April - November
Adamaoua	April- November (intense June to August)

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Extreme- North	July – August – September - October
North	July – August – September - October
Centre	March - April – May (small season) August - Sept - Oct (heavy season)
West	March - April - May (small season) August - Sept - Oct (heavy season)
Littoral	June - July - August - September - October

4.3. Logistics training

The training for 20 Regional logisticians (2/region) was held on April 8th and 9th in Mbalmayo. Accountability, an important element of logistics management was a primary theme of this training. Reporting and accounting for the 2011 campaign distribution of LLINs was a long and difficult process.

Since transport from the Region to Districts and Health Post Areas (HPA) will be under contract to private transporters, transport planning is the transporters' responsibility. Orientation was thus placed on logisticians at the Regional and District levels in terms of tracking quantities shipped to assure that destinations received the LLINs assigned according to the Regional-District and District-HPA positioning plans.

The training program included an important time allocation for practical exercises in planning of transport using the micro-positioning transport plan. HPA logisticians will need to plan positioning of LLINs at distribution points from the HPA, since they will contract transport at this level.

The participants were asked to review the selection of the warehouses at regional level and follow the selection of the district storage spaces upon their return to their regions using the evaluation grid they received during the training.

4.4. Micro planning implementation training

The training of Regional supervisors/facilitators on program implementation (micro-planning, household registration, distribution, M&E) was held in Ebolowa from April 13th to 16th. Ten central level supervisors participated with ten Regional malaria focal points.

The most important part of the micro planning training session was covered in the practical application of the micro-positioning plan, using village population information provided by the Ebolowa health district to assemble populations for identifying distribution sites. Thereafter the population numbers by distribution site were entered into the planning grids to identify resources (monetary, physical, and human) needed for the campaign.

Separate one-day training agendas for household registration and distribution had been developed and were presented during the modules dealing with how to train for HH registration and distribution.

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4.5. Household Registration

A large number of training sessions for the 1st distribution phase must be organized in a very short period of time, which will be challenging.

Region	Districts	Agents	Trainings	Days
East	14	1,444	48	4
South-West	18	2,684	89	5
South	10	1,214	40	4
North-West	19	3,188	106	6

4.6. Distribution

Participants at the training needed reminding that a LLIN campaign distribution site must have a storage capacity so that the LLINs needed for 5 days are positioned before distribution starts. Distribution points and beneficiaries cannot wait for LLIN delivery from health posts the morning of distribution. This should not be a problem, considering that a rural distribution site would only require a space of 2 square metres for a 2.5 metre height.

5. Key challenges and recommendations

5.1. Challenges

- Urgent need to organize implementation activities for 1st phase distribution (sub-committee meetings, contracts with partners, production of documents for household registration and distribution)
- Urgent need to organize logistics activities for 1st phase distribution (production of supply chain management tools, evaluation of warehouses, transport contracts to Region-District-Health Post, training of logisticians.)
- The target dates for distribution, June 28th for East and South West regions, July 20th for North-West and South regions, are only 4 weeks after planned arrival of all LLINs in each region. This really means 3 weeks for shipping LLINs from Region to District, from District to Health Post Area and 1 week for positioning at the distribution points. There is no margin for unplanned delays.
- Limits to geographical deployment and supervision of HH registration teams due to HH registration 400-page register (1 page /HH). Daily supervision of teams may be more difficult since each team (2 people) will work an area covering 400 families rather than have 5 teams and a supervisor deploy geographically to register households one after another.
- The Excel planning grids to calculate resources (monetary, physical, and human) needed for the campaign should be modified to allow for inserting extra lines in the linked micro-positioning plan (should there be a need to assign many villages to a specific distribution point).

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- The large number of personnel to be trained for household registration and distribution activities will require strong administrative organisational support to have funds for payment available to participants when needed
- A communication strategy and plan that can be implemented before the launch of the first household registration activities has yet to be prepared. Household registration activities should start May 24th for the 2 regions where distribution is planned for end of June.

5.2. Recommendations

5.2.1. 1st Distribution Phase

- Develop a communication plan adapted to the timeline for the 1st Phase (Household registration trainings may 24th);
- Central level supervisors trained at Ebolova should provide technical support to the regional trainings (2 per region)
- Carry out the warehouse assessment missions before LLIN arrival in country
- Region and District logisticians participate in the micro-planning meetings
- Assign a focal point to support the freight forwarder with the process at the port of Douala.
- If 1st-phase campaign must roll out during heavy rains (late arrival and exit port of Douala) foresee higher operational costs (transport and HH registration).
- Due to mentioned possible delays (communication plan, port Douala), reprogram distribution dates for the 2 regions planned late June to mid-July.
- After the first-phase distribution, a lessons learned and evaluation meeting, as well as a commodity management assessment of the supply chain management documents, should be organized to verify any improvements which can be made for the 2nd and 3rd phases of the campaign.

5.2.2. 2nd and 3rd Distribution Phases

- Provide for the possibility to modify strategies and tools (household registration documents and register...) based on lessons learned from the 1st phase.
- Organize the micro planning meetings for the 2nd and 3rd phases at least 3 months before the planned distribution dates.

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- Allocate more time for the training period of the HH registration and distribution staff. Training of trainers for HH registration and distribution staff should be 2 days and this was not possible with all of the other material programmed in Ebolova.

6. Next steps / First Phase Distribution

6.1. Logistics

- Review warehouse selection at regional level, and identify and evaluate district as well as health post area storage spaces, using the evaluation grid received during the logistics training.
- Ensure timeline production of supply chain management tools (waybills, warehouse registers....).
- Identify and select transport providers for positioning LLINs from the regional warehouses to the health post areas;
- Train District and HPA logisticians in advance of LLIN arrival to the port of Douala;
- Identify and select transport providers for positioning LLINs from HPAs to distribution points;
- Position LLINs at DPs (June 24th to 27th and July 7th to 14th) during the week before intended distributions (June 29th to July 3rd and July 20th to 24th);
- Conduct inventory of post distribution LLIN stock returned to district level;
- Prepare logistics management and supply chain accountability reports;
- Undertake a commodity management assessment of supply chain management documents.

6.2. Implementation

- Organise and carry out micro-planning meetings with District level personnel, as well as micro-planning validation meetings, with health post area and community representatives.
- Train district level trainers for household registration and distribution and train household registration and distribution staff.
- Timely production of documents for household registration (registers, vouchers...), and distribution (LLIN tracking documents).
- Household registration and voucher allocation (June 01st to 11th 2015, and June 15th to 30th, 2015).

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- LLIN distribution to beneficiaries from June 29th to July 3rd, and July 20th to 24th 2015.
- Organise report writing and evaluation meetings before the next distribution phases.

7. CONCLUSION

The Cameroon 2015 LLIN distribution campaign has been reprogrammed because of delays in the LLIN supply chain for arrival at the port of Douala. Organisation for this campaign continued and was helped by the AMP TA mission for training of trainers in logistic management and implementation (micro-planning, household registration and distribution).

Previously prepared implementation and logistics plans of action have been reviewed and updated during this mission. Suggestions made for programming activities to carry out the first phase of the 2015 campaign. With active coordination from the central level and no further delays in the supply chain, as well as the preparation of supporting communication activities, a mid-July distribution is possible.

ACKNOWLEDGMENT

The 3 members of the AMP TA mission thank the Ministry of Health, NMCP staff and partners for their participation and assistance throughout this mission as well as the kind and generous welcome to Cameroon.



The Permanent Secretary and the Technical Secretary with the AMP TA providers in Ebolova

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Annexe 1 Formation en gestion, planification et suivi logistique

Le 8 et 9 avril 2015, Mbalmayo, Cameroun

Temps	Thèmes, le 08 avril	Responsable
8:30-9:00	Arrivé et installation des participants	Les participants
9:00- 9:30	Bienvenue, Introductions et: ouverture Bienvenue aux participants Ouverture officielle de l'atelier Information Administrative Présentations des participants	Secrétaire Technique Secrétaire Permanent
9:30-10:00	Objectifs de l'atelier et résultats attendus Campagne 2015 : organisation et défis	Secrétaire Permanent
10:00-10:30	Intro Logistique des MILDA Le Plan d'Action Logistique Plans de positionnement, d'entreposage planification des expéditions Rôles des logisticiens	Facilitateurs
10:30-10:45	Pause Café	Organisateurs
10:45-11:30	L'arrivée des ballots et entreposage Comment entreposer Logistique MILDA Calcul Entreposage Plans d'entreposage Fiche d'évaluation des espaces d'entreposage	Facilitateurs
	Exercice espace d'entreposage en 3 groupes	Les participants
11:30-12:15	Traçabilité: Outils de contrôle et suivi des MILDA Bordereau de Livraison, Registres d'entrepôts et Fiches de Stock	Facilitateurs
12:15-13:00	Exercices Suivi logistique en 3 groupes	Facilitateurs/ participants
13:00-14:00	Pause- déjeuner	Organisateurs
14:00-14:45	Vérification et analyse des Stock Guide Vérifications de suivi logistique Exercice en groupes	Facilitateurs/ participants
14:45-15 :30	Plan de positionnements macro logistiques <ul style="list-style-type: none">• Régions aux Districts• Districts aux Aires de Santé• Axes de transport	Facilitateurs
15 :30-15:45	Pause	
15:45-17:00	Rapport Suivi des expéditions <ul style="list-style-type: none">• Régions aux Districts• Districts aux Aires de Santé	Facilitateurs/ participants
	Exercices remplissage Rapport Suivi des expéditions	
17:00-17:15	Résumé de la journée	Les participants

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Formation en planification et suivi logistique Mbalmayo

Temps	Thèmes le 9 avril 2015	Responsable
8:00-8:30	Lecture du rapport de la première journée	Les participants
9:00-09:45	Micro plans de positionnement et entreposage Exercices en 3 groupes <ul style="list-style-type: none">• Identifier les lieux de distribution• Critères d'un bon Point de distribution	Facilitateurs
9:45-10:30	Présentation des résultats en plénière	Les participants
10:30-10:45	Pause	Organisateurs
11:00-11:45	Remplissage du canevas plan de micro positionnement et d'entreposage	Facilitateurs
11:45-13:00	Plan d'expéditions micro logistiques Expéditions des AS aux Points de distribution Axes de transport Remplissage du canevas plan de micro positionnement: le transport	Les participants
13:00-14:00	Pause- déjeuner	Organisateurs
14:00-14:45	Remplissage du canevas plan de micro positionnement: le transport (suite)	Facilitateurs
		Les participants
14:45-15:00	Pause	Organisateurs
15:00-15:30	Traçabilité: Outils de contrôle et suivi des MILDA Documents de suivi aux Points de distribution Logistique inverse après la distribution de MILDA Retours des stocks aux districts Documents de suivi: collecte des stocks et expédition	Facilitateurs
15:30-16:00	Résumé de la formation	Secrétaire Permanent
	Clôture de l'atelier	
		Les participants

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Annexe 2

AGENDA DE LA FORMATION DES FORMATEURS NATIONAUX A LA MISE EN OEUVRE DE LA CAMPAGNE DE DISTRIBUTION DES MILDA EN 2015

Horaires	Activités J1	Responsables
7h 30-8h 30 mn	Arrivée et enregistrement des participants	Secrétaire GTC/PNLP
08h30-08h45	Mot de bienvenue Ouverture de l'atelier	STBP/ SP-PNLP
8h45-09h00	Présentation des formateurs et participants Désignation des rapporteurs	SP-PNLP
09h00– 10h00	Pré-test	SP /CSFR
10 h00 - 10h30	Objectifs de la formation Modalités pratiques	SP / billeteur
10h30-11h00	<i>Pause-café</i>	
11h00-12h00	Campagne de distribution des MILDA 2015 : enjeux et défis Rôle des acteurs	SP-PNLP
12h00-13h00	Technique de Dénombrement - Présentation - Discussions	Dr Kouambeng /Dr Ekoyol / AMP
13h00-14h00	<i>Pause Déjeuner</i>	
14h00-16h00	Technique de dénombrement (suite) - Présentation des différents outils - Discussion des différents outils - Exercice de remplissage des outils en groupe	Dr Kouambeng / Ekoyol / AMP
16h00-16h15	<i>Pause</i>	
16h15-17h30	Comment former les dénombreurs Exercice pratique d'identification d'un ménage Circuit des équipes de dénombrement Agenda pour la formation des dénombreurs	Dr Kouambeng / Ekoyol / AMP

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Heure	Activité J2	Responsables
8h30-9h00	Lecture du rapport de la première journée	Rapporteurs J1
9h00-10h30	Technique de distribution des MILDA - Présentation et Discussions - Traçabilité de la distribution : Présentation outils de gestion	Dr Kwake / Dr Medou/ AMP
10h30-11h00	<i>Pause-café</i>	
11h00-13h30	Comment former les distributeurs ? Jeux de rôle sur la distribution et la traçabilité Agenda de formation des distributeurs	Dr Kwake / Dr Medou/ AMP
13h30-14h30	Pause-déjeuner	
14h30-15h45	Plan de Communication - Présentation - Discussions	Mme Olinga/ Mlle Zintsem/ Valerie Etamba
15h45-16h45	Supervision, Suivi-évaluation -Présentation des outils de collecte et d'analyse des données, et rapports - Exercice de remplissage des outils (supervision, enquête de convenance)	Dr Kouambeng M. Kuetche M. Abomambo APP
16h30-16h45	<i>Pause</i>	
16h45-17h30	Suivi-évaluation Exercice de remplissage des outils (suite et fin)	Dr Kouambeng/ M. Kuetche/ M. Abomambo/APM

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Heure	Activité J3	Responsables
8h 00 – 8h30	Lecture du rapport de la deuxième journée	Rapporteurs J2
08h30- 10h30	Présentations sur la microplanification -Buts, objectifs, stratégies -Outils de microplanification : Aire de Santé -Exercice de la microplanification pour une Aire de Santé (cas pratique 6 AS d' Ebolowa)	AMP / Dr Kouambeng / Dr Ekoyol
10h 30-11h 00	<i>Pause-café</i>	
11h 00-12h30	Restitution de l'exercice et discussions	AMP, Dr Kouambeng / Dr Ekoyol
12h30-13h30	Pause Déjeuner	
13h30-14h30	Consolidations des microplans des AS au niveau des districts de santé - Discussions	AMP / Dr Kouambeng / Dr Ekoyol
14h30-16h00	Travaux de groupe sur la synthèse des microplans des aires par Districts de Santé et restitution	APP / Dr Kouambeng / Dr Ekoyol
16h00-16h15	<i>Pause</i>	
16h15- 17h30	Présentation sur la consolidation des microplans des DS pour le niveau régional - Discussions-	APP / Dr Kouambeng / Dr Ekoyol

Heure	Activité J4	Responsables
8h 00 – 8h30	Lecture du Rapport de la troisième journée	Rapporteurs J3
08h30- 09h30	Finalisation des microplans	APP / Dr Kouambeng / Dr Ekoyol
09h30-10h30	Présentations sur la gestion et suivi logistique - Définition - Le rôle du logisticien et des autres acteurs Discussions	APP / M. Abomabo M. SP-PNLP
10h 30-11h 00	<i>Pause-café</i>	
11h00-12h00	<i>Post-test</i>	SP-PNLP/ Ekoyol
12h 00-13h00	Recommandations Prochaines étapes (agenda des formations Régions et des DS) Remise des fichiers électroniques des microplans	SP-PNLP APP
13h00-14h00	<i>Pause-déjeuner</i>	
14h45-15h30	Clôture de l'atelier	STBP/ SP-PNLP

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Annexe 3: Documents prepared for the campaign

- 1- Doc Word "Plan d'action logistique"
- 2- Doc Word "Plan d'action de la campagne"
- 3- Doc Word "Guide de formation des formateurs nationaux"
- 4- Doc Word "Fiche de vérification et d'analyse des stocks"
- 5- Doc Word "Guide de la fiche de vérifications et d'analyse des stocks "
- 6- Doc Word "Fiche de pointage des ballots de MILDA"
- 7- Doc Word "Fiche d'entrepôt et son guide de remplissage"
- 8- Doc Word "Fiche de stock et son guide d'utilisation"
- 9- Doc Word "Fiche de pointage de la distribution"
- 10- Doc Word "module de dénombrement"
- 11- Doc Word "Canevas de rapport de la distribution"
- 12- Doc Word "Canevas de rapport du dénombrement"
- 13- Doc Word "Canevas de rapport de formation"
- 14- Doc Word " Aide-Mémoire agent du Dénombrement"
- 15- Doc Word "Aide-Mémoire des agents distributeurs"
- 16- Doc Excel "Plans Macro positionnement régions-districts"
- 17- Doc Excel "Plan de positionnement districts-aires de santé"
- 18- Doc Excel "Plan d'entreposage dans les régions et districts"
- 19- Doc Excel "Fiche d'évaluation espace d'entreposage "
- 20- Doc Excel " Rapport de suivi des expéditions"
- 21- Doc Excel "Directives d'utilisation Plan d'expédition "
- 22- Doc Excel "Chrono Activités suggérées AMP "
- 23- Doc Excel "Paramètres Logistiques "
- 24- Doc Excel "Canevas de Microplanification des aires de santé "
- 25- Doc Excel "Canevas de Microplanification des districts sanitaires "
- 26- Doc Excel "Canevas de Microplanification des régions"
- 27- Doc Excel "Bordereau de livraison et guide de remplissage"
- 28- Doc Excel "Itinéraire DAO transport MILDA"
- 29- Doc Excel "Grille de Planification des expéditions"
- 30- Doc Excel "Plan de micro-positionnement"
- 31- Doc Excel "Planification du déploiement des équipes de dénombrement"
- 32- Doc Excel "Chronogramme CMR 1ère Phase"

The consultants can be reached at the following email coordinates and will forward the documents upon request.

e_phollet@yahoo.fr; jmgregoireint@gmail.com; eloiboussoumi@yahoo.fr