

Checklist on LLIN Mass Distribution for Program Managers and Independent Observers



*Quality Assurance for supervision during LLIN campaigns
A Supervisory Checklist on LLIN Mass Distribution for Program
Managers and Independent Observers*



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❖ FOREWORD:

Many African countries are in the process of rapidly scaling up ownership and use of LLINs through the process of mass distribution. LLIN campaigns aim to achieve high coverage for effective malaria prevention, typically setting the objective of ensuring that 100% of the population at risk of malaria has access and 80% of people use LLINs. Recent experience in several countries has identified some key planning and operational issues such as insufficient quantification of net need, delayed procurement of LLINs and necessary materials, and incomplete household registration that prevent the achievement of full coverage and thus reduce effectiveness. Most of these problems are identified either during implementation or in post campaign surveys, when it is too late to correct issues and usually very expensive.

NetWorks has looked at how these problems could be identified at the early stages of planning for mass LLIN distribution and resolved in real-time to assure the campaign's success. This guideline has been developed as a companion to the Alliance for Malaria Prevention's "Toolkit for mass distribution campaigns to increase coverage and use of long-lasting insecticide-treated nets" to provide an overview checklist of key quality assurance procedures and supervisory tools. It is cross-referenced throughout this checklist in parentheses signifying the section or the page number in the AMP Toolkit where further explanation can be found. Each task is preceded by an abbreviation (see below) to signal the person or committee responsible for each step in the process. The checklist is in chronological order, organized by tasks, counting down to the registration and net distribution. Program Managers, independent observers, and partner organizations can also use this checklist to assess if the campaign planning is on track.

This checklist is aimed to be practical and offers a wide range of advice and tools. All advice and tools must be adapted to each country's context, as strategies for malaria control (particularly LLIN strategy), the cultural context, and the organization of the health system have a significant impact on the way a campaign should be planned and implemented.

The following abbreviations are used to denote the particular subcommittee or group responsible for carrying out each task. In some instances, depending on partnerships and NMCP staff availability, it is not always possible to have all of the separate subcommittees listed below. For example, if there is not enough staff to make a full M&E subcommittee, tasks labeled "M&E" may fall under TECH responsibility. These abbreviations are meant to be guidelines to assist with delegating tasks.

COMM: Communications subcommittee

COORD: National Coordinating Committee

LOG: Logistics subcommittee

M&E: Monitoring and Evaluation subcommittee

MOH: Ministry of Health

TECH: Technical or Planning subcommittee

❖ 12-18 MONTHS PRIOR

PROCUREMENT

- ☐ MOH/COORD: Clearly define target population, using multiple sources of data for accurate quantification, and agree on the definition of a household (section 4.1, pp 4-2).
- ☐ MOH/COORD: Calculate LLIN needs for universal coverage (population divided by 1.8) prior to procurement (section 3.3, pp 3-10).
- ☐ MOH/Procurement Agent: Release transparent tender for LLINs following the procurement guidelines of the relevant donor(s) with clear specifications of requirements, deadline for submission of bids, and award criteria (section 4-6, pp 4-5 and 8-13). Identify procurement process for goods that can be sourced locally.

❖ 9-12 MONTHS PRIOR

PLANNING/COORDINATION

- ☐ COORD: Establish a National Coordinating Committee [NCC] (section 2.2, pp 2-2).
- ☐ COORD: Establish and follow a schedule of regular planning meetings, at the same time, day of the week, and location to maintain consistency.
- ☐ COORD: Provide regular updates to partners via email on meeting outcomes, action points and timelines for follow up. Updates should be daily or every-other-day while key campaign activities are in progress (household registration, LLIN distribution).
- ☐ COORD: Define a feasible and appropriate implementation strategy and share with involved partners (section 3.2, pp 3-2).

❖ 9 MONTHS PRIOR

COORDINATION

- ☐ COORD: Communicate frequently (monthly, then biweekly and weekly in the months just before the campaign) with regional and district level committees and officials (section 2.4, pp 2-5).
- ☐ COORD: Establish regional coordinating committees and initially meet monthly, then more frequently as the campaign approaches (section 2.3, pp 2-4).

❖ 8 MONTHS PRIOR

PLANNING/COORDINATION

- ☐ COORD: Establish subcommittees for technical/planning, logistics, communications, finance, and M&E, and agree on a regular (weekly or biweekly) meeting day and time, (section 2.3, pp 2-4).
- ☐ COORD: Develop a clear and concise terms of reference for each subcommittee (Appendices 2A-2C, pp 2-9, 2-10, 2-11).
- ☐ LOG: Identify members of central logistics team (CLT).

❖ 7 MONTHS PRIOR

PLANNING

- ☐ COORD, TECH/LOG/COMM: Develop and share a plan of action (or implementation guideline), linked to macroquantification for LLINs and all other materials (section 3.4, pp 3-13), as well as needed personnel (section 3.5, pp 3-20).
- ☐ Develop supporting plans for specific sub-committees (M&E, Logistics, Communication, Finance, etc.), including timelines and budgets for activities.
- ☐ COORD/FINANCE: Develop an estimated macro budget for all activities, showing funds available and gaps, and share it with partners (Appendix 3A, pp 3-33).
- ☐ COORD/TECH/LOG/COMM/M&E: Consider urban and rural zones and make sure differences in distribution needs are reflected in the plan of action and supporting sub-committee plans (section 3.5, pp 3-23).
- ☐ COORD/TECH/LOG/COMM: Develop terms of reference for household registration and distribution team personnel (section 3.5, pp 3-22).
- ☐ COORD/M&E: Begin planning and development of a monitoring and evaluation system and tools for during and after the distribution. Include a detailed supervision plan and full budget (section 8.1, pp 8-2).
- ☐ COORD/MOH: Validate the plan of action (section 3.7, pp 3-27), and establish an appropriate timeline (Appendix 3B).
- ☐ TECH/LOG/COMM/COORD: Develop and finalize microplanning templates that include quantification and activities for all subcommittees.
- ☐ TECH/LOG/COMM/COORD: Complete microplanning (section 7.2, pp 7-2) and budgeting at the district and regional levels and share it with all partners—4-7 months.

- ☐ COORD/FINANCE: Validate district microplans and budgets at the central level and share with districts prior to distribution, and ensure final versions are sent back down to districts and regions (section 7.2, pp 7-3).
- ☐ TECH: Create a waste management plan (for packaging and other detritus) in advance and communicate it to all sites (section 3.4, pp 3-19).

LOGISTICS

- ☐ TECH/LOG/COMM/COORD: Develop, validate, and share the logistics plan of action (section 5.2, pp 5-9).
- ☐ COORD/LOG: Identify dedicated logistics focal points at all levels (e.g. central, regional and district) where nets will be received and stored.
 - ☐ Plan for training of all personnel who will be involved in the LLIN logistics and for provision of resources to manage the supply chain.
 - ☐ Identify all items requiring national (in country) procurement and ensure planning timelines account for the procurement process.
- ☐ LOG: Assess warehousing and storage well in advance of campaign (section 5.1, pp 5-5).
 - ☐ Make sure there is sufficient capacity; good accessibility; dry and secure with locks, lighting, guards and access control (section 5.1, pp 5-5).
- ☐ LOG: Develop the logistics micro-plan at the district level and share it with the regional level (appendix 5B).
- ☐ LOG: Develop a transport plan directly from the logistics microplan, and tender it for bids (section 5.1, pp 5-7).
- ☐ TECH/LOG: Identify distribution sites as part of the microplanning process (section 7.2, pp 7-7).
- ☐ LOG: Develop and validate a net pre-positioning plan from district to distribution points as part of the microplanning process (Resources R5-4 and R5-5).
- ☐ TECH/LOG: Plan and budget for a re-positioning of nets in advance, should it be necessary (section 7.6, pp 7-25).

MONITORING AND EVALUATION

- ☐ TECH/M&E: Make sure to budget sufficient time, fuel and other costs into the supervision section of the M&E plan so that supervision teams can assess activities in remote or hard to reach areas, not just 'main road' communities.

- ☐ TECH/M&E/COMM: Develop all required training and implementation materials (guidelines, checklists, job aids, etc.), as well as data collection and collation tools.
- ☐ TECH/COORD/M&E: Design report templates in advance and make sure they are as simple as possible. Share Excel documents used for compiling lower-level data in advance to facilitate easy harmonization of data (Resources R7-33; R7-36; R7-39/40; R7-44/45; R7-48).

COMMUNICATION

- ☐ COMM: Develop and validate a communication plan. It should contain sections for key communication priorities before the campaign, at registration, and at distribution, and should also include a section on post-campaign messaging and activities to promote net use (section 6.1, pp 6-2).
- ☐ COMM: Develop a rational and costed budget for all communication activities in the communication plan (Resource R6-1).
- ☐ TECH/M&E/COMM: Integrate supervision activities for communication into the overall M&E plan and into supervision and monitoring tools.
- ☐ COMM: Develop 3 key messages that are concise and appropriate to the target audience(s). (section 6.3, pp 6-10).
 - ☐ Make sure messages include what households need to do/bring and where they should go in order to receive nets; promotion of net use, proper net care and repair (section 6.6, pp 6-16).
 - ☐ Key messages need to focus on the positive benefits of LLIN and not use fear or shame to promote use of nets.
 - ☐ Materials should have a consistent visual theme and use a common campaign slogan (section 6.3, pp 6-10).
- ☐ TECH/COMM: Make sure a contingency plan is in place and communicated in the event there are more registered households than nets available (section 7.6, pp 7-25).

❖ 6 MONTHS PRIOR

PLANNING

- ☐ COORD: Hold microplanning meetings at the district level and develop budgets (section 7.2, pp 7-3). Send the microplan and budget to be validated at the central level, which will then send it back to the district.
- ☐ SUPERVISORS: Participate in regional and district coordinating committees and in microplanning process to be familiar with campaign details prior to going on supervision.

LOGISTICS

- ☐ LOG/TECH/COORD: Develop stock sheets, waybills, tally sheets, and goods-received notes (Appendix 5A, pp 5-20).

COMMUNICATION

- ☐ COMM: Have communication plans approved at district level as part of the microplanning meetings.
- ☐ COMM: Pre-test all materials with members of the target audience in advance of final printing and dissemination, to avoid wasting resources on poor or confusing messages (section 6.4, pp 6-11; section 6.7, pp 6-18; Appendix 6C). Modify the communication plan as needed to account for the local context.

❖ 5 MONTHS PRIOR

LOGISTICS

- ☐ LOG: Hold the logistics trainings. Make sure that each level of training goes into sufficient depth so that all actors involved are familiar with procedures for transport, storage and reporting, and other supply chain management tools to ensure accountability (Section 5.8, pp 5-18; Resources 5-6 through 5-15).

TRAINING

- ☐ COORD: Plan registration, distribution and hang up (if planned) training courses at national, district and health facility level.
 - ☐ Cascade trainings of no more than 3 levels are recommended (national trains regional and district supervisors/medical officers; district trains head nurses/heads of post; heads of post train volunteers) (Appendix 5D, pp 5-33).
- ☐ COORD: Develop training budgets and ensure that they are fully funded. Fund supervisors to oversee each training level to ensure quality. Trainings should be a minimum of 2 days each for registration and distribution (section 3.8, pp 3-32).

❖ 4 MONTHS PRIOR

PLANNING

- ☐ COORD: Develop, validate, and share a supervision plan for all levels with partners and districts prior to household registration and LLIN distribution (section 3.5, pp 3-25).

LOGISTICS

- ☐ LOG: During positioning of nets, conveyers should travel with trucks to drop-off points (section 5.8, pp 5-19).
 - ☐ Nets are dropped off at regional holding location—1-4 months prior
- ☐ LOG: Use sufficient security and appropriate tracking documents at each storage facility to ensure no loss of LLINs (section 5.1, pp 5-7).
- ☐ SUPERVISORS/LOG: During all transport, verify stock sheets, waybills, tally sheets, and goods-received notes (Appendix 5A, pp 5-20).
 - ☐ LOG/Region-District Team: Immediately report any discrepancy in stock numbers (by warehouse managers) and share this information up the chain to the Central Logistics Team (CLT) and NCC.

MONITORING AND EVALUATION

- ☐ COORD/TECH/LOG/COMM: Assign a dedicated supervision team to conduct in and end process evaluations and provide a clear terms of reference (section 8.1, pp 8-2).
- ☐ M&E/TECH: Develop a data management plan for timely collection and collation of information collected during the household registration and LLIN distribution.

COMMUNICATION

- ☐ COMM: Following pre-testing, review revised materials, and have them approved by the communications sub-committee.

REPORTING

- ☐ TECH: Clearly share reporting deadlines and formats and include the deadlines in trainings at the regional and district levels (section 7.7, pp 7.26).

❖ 3 MONTHS PRIOR

TRAINING

- ☐ COORD: Ensure all training materials are available in time for each training level. Training manuals should include instructions for trainers, and not simply contain lists of information to pass on. Plan to make practice forms available for trainees (section 3.8, pp 3-32).

- ☐ COORD: Conduct central level training. During the training, use role plays and exercises to train campaign personnel in household allocation of nets and in communicating key messages (section 3.4, pp 3-16; Appendix 3A, pp 3-37; section 7.4, pp 7-13).
- ☐ TECH/LOG: Deliver all necessary forms required for registration and distribution on time and in sufficient quantity (Resource 7-33).
 - ☐ TECH: Make sure that household registration forms are simple and provide enough space for writing all key information.
 - ☐ TECH: Print vouchers/coupons well in advance and a large enough supply for each distribution point.

MONITORING AND EVALUATION

- ☐ TECH/SUPERVISORS: Ensure that supervision teams have clear checklists for use during household registration and LLIN distribution appropriate to their supervisory level (national, regional, district, sub-district). Provide these in advance and in sufficient quantity, and ensure they are included as part of training (Resources R7-58 to R7-64 and R7-34).

COMMUNICATION

- ☐ COMM: Produce materials with enough lead-time to allow for final revisions and transport out to health facilities and distribution sites. Create a distribution plan for materials.

❖ 2 MONTHS PRIOR (DURING HOUSEHOLD REGISTRATION)

TRAINING

- ☐ Conduct regional and local level trainings on household registration.
- ☐ COMM/CENTRAL/REGIONAL/DISTRICT HEALTH OFFICIALS: Train social mobilization agents for household registration and provide them with a brief job aid to help keep messages consistent (section 6.3, pp 6-7, and section 6.4, pp 6-11)—1-7 days prior to household registration.
- ☐ DISTRICT SUPERVISORS: Carry out trainings for household registration at the lowest level, with no more than 30-35 people, immediately before (1-2 days) beginning registration activities (section 7.4, pp 7-13).

COMMUNICATION

- ☐ COMM: Include DJs from popular local radios in communication trainings or campaign briefings about household registration, and give them a set of talking points to support campaign communication activities (section 6.4, pp 6-11)—1-7 days prior to household registration.
- ☐ Make sure radio and television stations broadcast the appropriate registration spots or messages as planned (section 6.8, pp 6-19 and 6-20; Appendix 8A, pp 8-17 indicator 6).
- ☐ CENTRAL/REGIONAL/DISTRICT HEALTH OFFICIALS: Have household registration teams properly identified through hats, t-shirts, or aprons (section 6.7, pp 6-19).

IMPLEMENTATION

- ☐ TECH: Have registration teams visit all households in their catchment area during registration. If there is no one at home, visit the household a second time (section 3.2, pp 3-8; section 7.5, pp 7-14).

MONITORING AND EVALUATION

- ☐ SUPERVISORS/ALL: Perform rapid assessments (spot-checks) during registration in order to determine areas where registration teams have missed households. This assessment is to determine if geographic areas have been missed during registration (section 7.9, pp 7-30).
- ☐ TECH: Send email updates to the national coordinating committee every day or two with the latest updated figures and issues (section 7.7, pp 7.27). This will eventually assist with the prepositioning of nets for distribution.
- ☐ SUPERVISORS: Supervision teams debrief daily with district, regional and national levels by phone or email (section 7.7, pp 7.27).

❖ 1 MONTH PRIOR

IMPLEMENTATION

- ☐ TECH: After registration, schedule and hold a household registration validation meeting at the district level; have the district coordinating committee validate all data, and activate the contingency plan if stockouts are likely (section 7.6, pp 7-25).

LOGISTICS

- ☐ LOG: Based on registration activities and validations, collate and finalize numbers for prepositioning of nets prior to LLIN distribution. Make any last minute changes as needed.

- ☐ COORD/LOG: Ensure that district level storage facilities receive LLINs as close to distribution dates as possible so that LLINs spend as little time as possible (1-2 weeks maximum) in district-level storage facilities (section 5.1, pp 5-8).
- ☐ LOG: Ensure that LLINs are moved to distribution sites with appropriate storage 1-2 days prior to the beginning of the LLIN distribution. If there are distribution sites without appropriate storage, ensure that a plan is in place to transport LLINs early on each distribution day and to pick them up for safe storage at the end of each day.

COMMUNICATION

- ☐ COMM: Designate a group of 3-4 communication sub-committee members to coordinate responses in case crisis communication is needed (section 6.5, pp 6-13). Identify a trusted spokesperson who can be briefed and interviewed if necessary to combat rumors about the campaign – 1 month prior to distribution.
- ☐ COMM: Brief journalists on the campaign ahead of time and provide them with a press release (appendix 6B)—2-4 weeks prior to distribution.
- ☐ COMM/COORD/LOG: Verify that communication materials arrive on time at each destination and in sufficient quantity (section 6.8, pp 6-20) – 1-2 weeks prior to distribution.

TRAINING

- ☐ COMM/CENTRAL/REGIONAL/DISTRICT HEALTH OFFICIALS: Train social mobilization agents for LLIN distribution and provide them with a brief job aid to help keep messages consistent (section 6.3, pp 6-7, and section 6.4, pp 6-11)—1-7 days prior to distribution.
- ☐ DISTRICT SUPERVISORS: Carry out trainings for LLIN distribution at the lowest level, with no more than 30-35 people, immediately before (1-2 days) beginning distribution activities (section 7.4, pp 7-13).

❖ DURING DISTRIBUTION

COMMUNICATION

- ☐ Make sure radio and television stations broadcast the appropriate distribution spots or messages about the LLIN distribution as planned (section 6.8, pp 6-19 and 6-20; Appendix 8A, pp 8-17 indicator 6)
- ☐ CENTRAL/REGIONAL/DISTRICT HEALTH OFFICIALS: Have distribution teams properly identified through hats, t-shirts, or aprons (section 6.7, pp 6-19).
- ☐ DISTRICT: Distribution sites should be well-identified and have a net hanging to demonstrate how they should be hung (section 6.5, pp 6-12).

IMPLEMENTATION

- ☐ COMM/HEALTH FACILITY STAFF: Distribution sites must have shaded waiting areas, efficient flow-patterns, and sufficient personnel for crowd control, particularly on the first day of distribution and in urban areas (section 7.6, pp 7-22 and 7-23).
- ☐ HEALTH FACILITY STAFF: Report the daily counts of nets up the chain by cell phone and ensure that reporting deadlines are respected—during distribution.

MONITORING AND EVALUATION

- ☐ SUPERVISORS/ALL: Perform rapid assessments (spot-checks) during LLIN distribution in order to determine areas where distribution teams have missed households. This assessment is not to establish ITN coverage but to determine if geographic areas have been missed (section 7.9, pp 7-30).

REPORTING

- ☐ TECH: Send email updates to the national coordinating committee every day or two with the latest updated figures and issues (section 7.7, pp 7.27)—during distribution.
- ☐ SUPERVISORS: Supervision teams debrief daily with district, regional and national levels by phone or email (section 7.7, pp 7.27).

❖ 1 WEEK AFTER (AFTER DISTRIBUTION)

LOGISTICS

- ☐ LOG: Carry out a commodity management assessment post-distribution to assess the level of accountability and transparency achieved in the management and distribution of LLINs (section 5.7, pp 5-17).

MONITORING AND EVALUATION/REPORTING

- ☐ COORD: Provide resources for post-campaign review meetings at district, then regional and national level (section 8.2, pp 8-4)—1 week following distribution.
- ☐ COORD: Have a dedicated staff person at district and regional level compile and share reports with district, regional, and national coordinating committees (section 9, pp 9-1)—1-2 weeks after.
- ☐ COORD/TECH/LOG/COMM: Share final report with the national coordinating committee (Section 8.2, pp 8-4; Appendix 8A, pp 8-17; Resources R9-1 and R9-2)—1-2 months after.

❖ 3 MONTHS AFTER

MONITORING AND EVALUATION

- ☐ COORD/TECH: Undertake post-campaign surveys only if no other large-scale survey (such as a DHS, MIS, MICS, etc) is planned in an appropriate timeframe to assess LLIN ownership and utilization (section 8.3, pp 8-10)—3 months after.

❖ SUMMARY OF KEY APPENDICES

Appendices 2A-2C: Terms of Reference for coordinating committees

Appendix 3A-C: Budget template and sample timelines (R3-2a and 3-2b)

Appendices 4A-D: Procurement timelines

Appendices 5A-D: LLIN tracking tools, logistics timeline, logistics budget, and logistics monitoring forms (R5-8-21)

Appendix 8A: Examples of process and output indicators for use or adaptation in ITN universal coverage campaigns

Resource 7AB – Microplanning template

Resources R7-44/64a & 52/64b – Household registration and distribution supervisory forms

Resources R7-58 to R7-64 and R7-34 for examples of supervision checklists.

Resources R7-57 – Spotcheck forms

❖ ACRONYM LIST:

AMP: Alliance for Malaria Prevention

CLT: Central Logistics Team

DHS: Demographic and Health Survey

LLIN: Long-lasting insecticide treated mosquito net

M&E: Monitoring and Evaluation

MICS: Multiple Indicator Cluster Survey

MIS: Malaria Indicator Survey

NCC: National Coordinating Committee

NMCP: National Malaria Control Program

❖ REFERENCES:

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