

Considerations for macroplanning in the context of COVID-19 transmission

V1. October 2020

Remember the COVID-19 infection prevention measures¹

- Maintain physical distance of at least one metre from all others, except immediate members of the family or people with whom you share accommodation
- Regularly and thoroughly clean your hands with an alcohol-based sanitizer or wash them with soap and water. WHO recommends washing hands often with soap and water for at least 20 seconds. If soap or hand sanitizer are not available, rub hands vigorously with wood ashes
- Avoid going to crowded places
- Avoid touching your eyes, nose and mouth
- Practise respiratory hygiene by coughing or sneezing into a bent elbow or tissue and then immediately dispose of the tissue² and wash your hands
- If you have fever or respiratory symptoms, you should stay home and not go to work
- Wear a fabric mask if there is widespread community transmission, and especially where physical distancing cannot be maintained
- Correctly use and dispose of any COVID-19 infection prevention materials provided. Follow national government guidance for disposal
- Maintain all other measures described even when wearing protective equipment
- Keep up to date with the latest guidance and regulations put in place by WHO and the national government

NOTE: As the pandemic evolves, WHO updates the infection prevention measures based on new scientific findings. Check for any updates on <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>.

Core AMP documents: *Key guidance for distribution of insecticide-treated nets (ITNs) during COVID-19 transmission*

Planning for safe ITN distribution in the context of COVID-19 transmission

<https://allianceformalariaprevention.com/about/amp-guidelines-and-statements/>

Understand the importance of good macroplanning

Macroplanning for insecticide-treated net (ITN) campaign distribution is critical as it is during this phase of activity that major decisions are taken around strategies for implementation that have related budget implications. Macroplanning sets the normative guidance to be followed by all partners. Thinking through the detail of each activity is important at the macroplanning stage to ensure that nothing is omitted that will have an effect later in the campaign process, whether programmatically, logistically,

¹ <https://www.WHO.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

² Follow WHO and national guidance on waste disposal. Waste should be disposed of appropriately where it will not be in the environment risking contaminating others. See also: <https://www.who.int/publications/i/item/water-sanitation-hygiene-and-waste-management-for-the-covid-19-virus-interim-guidance>

for social and behaviour change (SBC) or financially, that will lead campaign targets concerned with access, use and accountability of ITNs to be missed.

During COVID-19 transmission, the macroplanning stage is crucial, since as well as campaign ITN distribution planning, documents must describe strategies and approaches for each technical area that will be put in place to ensure that COVID-19 infection prevention measures mandated through national regulations and WHO guidelines are followed. Even in countries that have very low transmission of the virus or are easing restrictions, it is recommended that a precautionary approach is planned and taken during the ITN campaign to ensure it is not linked to COVID-19 transmission among the population, since there are potential negative repercussions of that, such as communities refusing to access or use the ITNs distributed, destroying the ITNs, etc.

The macroplanning stage consists of development of a number of core documents that are critical to defining the path towards a successful campaign. Each of these documents, when developed in detail, will ensure that the main advantages, disadvantages, risks and opportunities are identified which, in turn, will allow for successful campaign implementation.

Develop the core documents

The core documents to be developed at the time of macroplanning are:

- **Campaign plan of action (PoA) or implementation guidelines (IG)** – this is the document that provides the detail (aligned to the budget) of the overall strategy and the different activities that will need to be implemented to achieve the objectives that have been set in terms of household and population access to and use of ITNs. For sub-national and rolling campaigns, a specific PoA or IG should be developed for the targeted area(s) (e.g. the state, province or region) to ensure that the specificities of the area are accounted for during macro planning and budgeting. A table of indicators for the campaign is included. In the COVID-19 context, the PoA/IG should take into account modifications to activities (such as a combined approach to registration and distribution), consequent budgeting implications, mechanisms to track availability and use of personal protective equipment (PPE) and adherence to infection prevention measures during implementation of all activities.
- **Logistics plan of action (LPoA)** – this document is an annex to the PoA/IG and describes how the supply chain/logistics operation will function, including training and ITN accountability mechanisms, in support of the programme activities to achieve the campaign objectives. Prior to the COVID-19 pandemic, the LPoA was primarily concerned with procurement and supply chain planning for ITNs and their accountability during storage and transport to the distribution teams as well as planning and tracking reverse movement of surplus ITNs. In the COVID-19 context, the LPoA must also take into account procurement and management of PPE and waste management and disposal for both ITN and/or bale packaging and PPE.
- **Social and behaviour change plan of action (SBCPoA)** – this document is an annex to the PoA/IG and describes the different advocacy, social mobilization and social and behaviour change communication (SBCC) activities that will take place to ensure commitment and engagement from the national to the community level. The SBCPoA must detail how the different activities that are critical to engagement of leaders and uptake of ITNs by the general population will be ensured using channels that are adapted to the COVID-19 context.
- **M&E, Finance, Security and other plans of action to complement the PoA/IG** – depending on the context of each country, different plans may be needed to accompany the PoA/IG for the

campaign. In many cases, detail about M&E, finance and security will be included in the PoA/IG, but some national malaria programmes may decide to develop specific plans for each of these areas. The macroplanning documents required, as well as their annexes, should be identified at the start of the planning process to ensure specific groups/individuals are assigned to their development.

- **Risk assessment and mitigation plan** – is designed to identify key risks for the implementation of campaign activities across different campaign areas (e.g. training, data collection, supervision and monitoring, logistics and ITN accountability, procurement and payments, rumours and mis/disinformation, etc.) and, where possible, to identify mitigation measures that should be put in place. The risk assessment and mitigation plan is crucial for ITN campaign planning, especially in the COVID-19 context, as its development encourages more detailed consideration of different activities. During the COVID-19 pandemic it is more important than usual to plan for mitigation of rumours and to include staff security in the risk assessment. The risk assessment and mitigation plan must be developed early as there may be budget implications for the mitigation measures.
- **Timeline** – the campaign timeline should be developed showing all activities that need to be implemented to achieve the campaign objectives, as well as key milestones. The logistics and SBC sub-committees may need to develop their own detailed timelines for all activities and only include major milestones in the overall campaign timeline to avoid the timeline becoming difficult to use as a management tool for assessing progress against plans. Some national malaria programmes integrate the timeline and risk assessment and mitigation planning into a single Excel file since non-mitigated risks and campaign timing changes are often linked together.
- **Budget** – the budget should be developed last and in a format that allows a reviewer to link the narrative plans to the budgeted amounts for each activity or set of activities. The budget should be sufficiently detailed, including hypotheses providing the rationale for each line. The budget file should have two worksheets at the beginning to list the basic data to which subsequent worksheets are linked. This will facilitate budget development, as well as any modifications during budget review later in the finalization period. These hypothesis worksheets are for:
 - **Parameters for the campaign**, including the different assumptions that have been used at the macroplanning stage for the budget development (e.g. number of households to be reached per day in rural and urban areas, the ratio of community supervisors to community actors, the number of pre-positioning or distribution sites, etc.).
 - **Unit costs used for the different cadres of equipment, personnel or materials**. This sheet should include the unit costs that have been agreed with the major funding partners for the campaign to ensure that everyone using the budget is aware of the amounts and that they are not flexible. When developing the global budget, links should be used to the unit costs so that if changes are made later, they will appear throughout the budget rather than having to search for the lines to be changed manually.

Ensure that the documents talk to each other

During the development of the macroplanning documents, it is important that the members of the different technical groups (e.g. technical/monitoring and evaluation, SBC, logistics) review each other's plans to ensure that all of the information across documents is aligned. It is possible, for example, during the budget review that parameters related to the number of households to be covered per day are changed to align with available funding. In this case, the numbers need to be changed in all plans, as

well as on the parameters worksheet in the budget file, to ensure that there are no incoherencies between the documents submitted for review and approval.

Establish the national coordination structure for the campaign

Successful macroplanning requires that the coordination structure at the national level is in place so that the members of the various sub-committees or technical groups (technical/M&E, logistics, SBC) are able to work together to support the development of the campaign strategy or strategies that are feasible for the COVID-19 context.

In recent years, many countries have established a national coordination structure, led by the Ministry of Health (MoH) and the national malaria programme, with membership of partners and stakeholders and representatives of the different sub-committees who have the responsibility to work on different campaign aspects. The purpose of the national coordinating committee at the macroplanning stage is to:

- Define and validate the campaign strategy or strategies
- Establish membership and oversee the work of sub-committees (technical/M&E, logistics, SBC, etc.)
- Validate the campaign plan of action and budget
- Validate the campaign timeline
- Validate the risk assessment and mitigation plan
- Liaise with international and national partners for resource mobilization (human, technical, financial)
- Liaise with the national COVID-19 task force

In the COVID-19 context, countries have made some changes to the national coordination structure, including embedding the coordination of the ITN campaign in the meetings organized by the national COVID-19 task force rather than establishing a separate structure, since the main parties for the campaign are already represented in these meetings. In many countries, hybrid meetings are organized, with some people present at the national malaria programme offices and others connecting virtually from their different work locations. Where face-to-face or hybrid meetings are planned, all COVID-19 prevention measures, mandated by the government and recommended by WHO, should be maintained.

The sub-committees identified for the campaign also need to meet regularly to develop and finalize their strategies. Shorter and more frequent meetings are recommended, either virtually or face-to-face with COVID-19 prevention measures in place. Hybrid meetings are often organized, particularly when it is necessary to work with people who are in different provinces/regions/not in-country (e.g. partner staff that were repatriated during the COVID-19 pandemic, external partners and technical assistance, etc.).

Example terms of reference for the technical/M&E sub-committee, SBC sub-committee and logistics sub-committee can be found in Annex 1.

Develop the strategy

Strategy development during the COVID-19 period must be done with representatives of all technical and campaign areas (such as logistics, SBC, security, etc.), key partners and stakeholders and members of the national COVID-19 task force. The plans for SBC, logistics, finance, security, etc. are directly linked to the overall campaign strategy, so ensuring that strategy has been developed and agreed before the

sub-committees start working on their own plans is critical to avoid wasting time and redoing documents multiple times due to non-alignment with the strategy adopted.

When defining the strategy for the campaign, it is important to consider that a single approach may not be possible or feasible in the context of COVID-19 transmission. For example, in areas with less COVID-19 transmission, it may be possible to organize a more “traditional” campaign as per previous campaigns in the country, while areas with high COVID-19 transmission may need a different approach, such as moving to door-to-door delivery. A “one size fits all” approach to mass ITN distribution in the COVID-19 context is unlikely to be successful or to account for the different situations in different parts of the country, so a hybrid approach should be considered from the outset of the macroplanning.

Determine needs for ensuring connectivity for staff and partners involved in the planning and implementation

Based on the structure, membership and frequency/type of meetings planned for the national coordination committee and sub-committees, a rapid assessment should take place to look at the requirements for staff and partners to connect to meetings and to ensure that critical members of all of the committees have the materials required to function effectively in a context where virtual work is becoming more common. These may include internet access, phone air time and, where necessary, laptop computers or smartphones. The national malaria programme should establish a platform where partners can connect (e.g. Zoom, Google Meet, Teams or another alternative) and should identify a person who will support the organization of meetings (avoiding overlap), ensure that the line is open for people to connect on time for scheduled meetings and record the meeting and/or take notes and action points to ensure activities stay on track from meeting to meeting. This activity will have implications for the budget.

During macroplanning, develop a Plan B

The COVID-19 situation is rapidly changing, with rules and restrictions being loosened or tightened on the basis of COVID-19 case burden in local areas and/or nationally. Since macroplanning typically takes place a minimum of six months before the planned campaign distribution dates and often much earlier (e.g. 9—12 months before the planned ITN distribution), it is essential to consider an alternative plan or plans in case of a major change in the country’s COVID-19 situation. Even if community transmission is low and restrictions have been partially lifted, it is essential to remain cautious and to plan carefully for the ITN distribution to minimize contact between people as much as possible.

A Plan B should be developed and a Plan C may even be required. Countries planning for future campaigns (e.g. in the coming 12—18 months) cannot predict what will happen with COVID-19 nationally, regionally or locally in the coming year or years until an effective vaccine is widely available. Given this situation, countries should establish their Plan A, but then look at alternatives that could be feasible in case the COVID-19 situation worsens or, alternatively, improves. Each of the alternative plans should be accompanied by an associated macro budget, which will allow for an easy comparison of cost implications should Plan A need to be discarded in favour of an alternative strategy.

If the situation regarding COVID-19 has worsened, Plan B might, for example, consider a different timeline, moving the distribution campaign several months later (although optimal distribution may depend on the high malaria transmission season), having a rolling campaign (serving some districts or areas at different times, depending on COVID-19 transmission), changing the distribution strategy from fixed site to door-to-door, combining registration with door-to-door distribution to limit the amount of

contact between people, deciding to focus efforts on high burden malaria areas first and return to lower burden and urban areas later once an effective strategy can be identified, etc³.

Involve the decentralized levels in defining strategies that will work

The members of the sub-committees and national coordination committee will need to define the strategy or strategies that they think are feasible within the context of COVID-19 in order to start the planning process. Once sufficient detail is available for each proposed strategy or activity, a meeting, preferably virtual, should be organized with MOH staff and partners who are not based in the national capital. MOH staff and partners at the decentralized levels, particularly at the implementation level, will have a much greater feeling for what is happening in their area and how the COVID-19 restrictions might affect the ITN distribution, as well as the concerns of households and community members that may affect decisions around the strategy to be implemented. Where it is not possible to have representation from the lower levels on the sub-committees due to different challenges (such as inability to link to virtual meetings), a plan should be established to get feedback from the regional, district and sub-district levels regarding the strategy or strategies in order to modify and update the strategy or details of the strategy accordingly. While it is possible to have discussions related to the strategy or strategies during the microplanning phase, this is quite late for establishing and finalizing the macro budget, so it is advised that the consultations with relevant implementation level partners and stakeholders take place early in the macroplanning period. This will avoid significant changes later in the implementation period that will be difficult to manage vis-à-vis donor requirements.

Work with the national COVID-19 task force to define infection prevention and management for the campaign

It is important to work closely with the national COVID-19 task force at an early stage to inform the macroplanning. With a thorough understanding of the campaign strategy, representatives from the national COVID-19 task force will be able to advise on infection prevention measures, both mandatory and advisory, particularly at implementation level. They may also advise on training with and use of PPE, waste management of both ITN packaging and non-reusable PPE and security.

An important discussion to have with the national COVID-19 taskforce is related to the management of campaign personnel, including daily health checks, procedures to be followed if one or more campaign staff have signs or symptoms of COVID-19 and whether remuneration should be provided for campaign workers that are asked to self-isolate due to COVID-19 risk of infection. Procedures for when activities should be stopped or temporarily suspended should be established by the national COVID-19 task force and, as needed, national malaria programme staff should be thoroughly briefed or trained on these procedures which may be quite complex.

Establish a waste management plan for ITN and PPE waste⁴

During the COVID-19 pandemic, more waste will be generated through mass campaign distribution than previously, where only the individual ITN packages (where ordered) and the bale sacks required a plan for their management. With the COVID-19 pandemic, the procurement, management and waste management of PPE (including re-usable or disposable masks depending on what is procured) must be part of the logistics plan of action (LPoA) and included in the budget. Used PPE is considered as hazardous waste, so it is important to look at the options for waste management in the macroplanning

³ For further guidance on different strategies for ITN distribution, see: *Key guidance for distribution of insecticide-treated nets during COVID-19 transmission*. <https://allianceformalariaprevention.com/about/amp-guidelines-and-statements/>

⁴ *Waste management* brief currently being finalized.

period (and verify them during the microplanning phase) as these may have budget implications that need to be taken into account. It will be important to liaise with both the ministry responsible for environmental affairs and the national COVID-19 task force.

Payment system and structure

In many countries, a transition is taking place to move away from cash or “table” payments to electronic, bank or other secure payment approaches to limit the risk of fraud and financial mismanagement and loss. There may be significant financial implications for the establishment and use of these different systems, so decisions should be taken early on how people at each implementation level will be paid. Where there are financial implications associated with the payment system and structure (such as contracting a service provider, ensuring financial control personnel in the field during training and implementation to ensure timely availability of justification and supporting documents, etc.), these should be included in the budget and a section included in the PoA/IG to describe how payments will be organized and the associated material and personnel costs required.

Ensure that key populations have been considered at the macroplanning stage

In all countries that submitted an application for Global Fund financial resources, an exercise has taken place at the time of the development of the grant to identify key populations who are most at risk of malaria or at risk of not being reached by malaria services. These may include ethnically or socially marginalized populations, migrant workers, enclaved areas due to local insecurity, female-headed households or those containing people with disabilities, etc. Using the previously identified key populations, the different sub-committees should work together to ensure that strategies and approaches to reach these populations successfully have been determined and budgeted for.

Account for security during planning

Security considerations for ITNs and for campaign personnel should be taken into account during the macroplanning phase. Even in countries that are relatively secure, there may be problems that arise during the ITN distribution in the COVID-19 context such as aggression towards ITN distributors due to fear of COVID-19 transmission or because they were not provided with ITNs or the number of ITNs they feel are required for their household.

For door-to-door distribution of ITNs, security may be required for the ITNs and/or for campaign personnel. The security function for door-to-door teams may be combined with the resupply function for teams or may be completely separate based on the roles and responsibilities defined for each. For fixed site distribution, security will be required outside the distribution area to ensure that people comply with COVID-19 infection prevention measures such as physical distancing and handwashing, as well as inside the distribution area for security of ITNs and personnel and maintenance of order and physical distancing.

The security considerations will have an effect on the budget, so should be defined clearly and quantified, including materials for security personnel such as PPE and standard operating procedures.

Ensure the macro quantification is aligned with the strategy

Once the strategy is defined, including that for security and for payments, as well as management of waste, the macro quantification should be completed, including all personnel involved in the campaign and the materials they will require to achieve their different tasks. COVID-19 infection prevention materials (such as handwashing stations, alcohol-based sanitizer, disinfectant for warehouse spaces and

training venues, PPE, etc.) must be quantified for all personnel involved in the campaign, from community leaders to national monitors, as well as for all activities (such as workshops, briefings, trainings, ITN exchange at delivery points, etc.).

Ensure that the timeline includes all activities and realistic delays for achieving milestones

The detailed timeline is a key tool for ensuring that campaign activities remain on track to meet the established deadlines for each key milestone (e.g. submission of macroplanning package, finalization of microplans, etc.). Key barriers to meeting campaign timelines, which are exacerbated by supply chain pressures due to the COVID-19 pandemic, include decision-making around PPE requirements and local procurement for all equipment, services and materials. With the increasing supply chain pressures, as well as local or national lockdowns, procurement timelines may be significantly longer than during previous campaigns. This must be included in the campaign timeline to ensure that the dates set for distribution reflect the reality of the processes and procedures that are in place and must be followed. It should be remembered that the timeline is a living document and should be reviewed and adjusted as circumstances change. This might be particularly important in the COVID-19 context, where change, such as stricter prevention regulations, or where there are delays because of transport unavailability, can be unforeseen and very rapid.

Ensure that the budget is completely aligned to the plans

Prior to final submission of the macroplanning package for review and validation, the sub-committee members and the national coordination committee should organize a working session to review the narrative plans, the risk assessment and mitigation plan and the timeline to ensure that everything required for the campaign, in particular anything related to adaptations for the COVID-19 context, has been included. On the basis that the plans are complete, a line-by-line review of the budget should take place to ensure that there is full alignment between what is described in the different plans and what is requested in terms of funding for the different activities. Only after the final budget review and verification that all activities are aligned across the macroplanning package should the documents be submitted for review, validation and approval.

Annex 1: Example Terms of Reference for the three main sub-committees

Technical/M&E sub-committee

1. Develop a detailed plan of action or implementation guideline for implementing the ITN distribution campaign that describes the strategy or strategies that will be used to ensure that ITNs reach targeted households and the strategy to reduce COVID-19 exposure and infection during campaign implementation.
2. Work with the national COVID-19 task force to define infection prevention and management for the campaign.
3. Develop, in collaboration with relevant ministries and partners, a plan for security of campaign personnel and household representatives aligned to the strategy or strategies adopted.
4. Identify in the plan of action the payment system and structure to facilitate payment of campaign workers at all levels, particularly at the local/implementation level.
5. Develop a preliminary comprehensive macro level budget aligned with the campaign activities described in the narrative plans of action (PoA, LPoA, SBcPoA and other plans as per country sub-committee structure).
6. Establish a timeline for implementing the ITN distribution campaign which covers all activities for achieving the milestones in the campaign plan of action, including the timing for different activities, such as local procurement.
7. Determine human resource needs for microplanning, household registration, ITN distribution, supervision and monitoring of activity implementation and post-distribution activities and quantify the COVID-19 PPE requirements for all campaign personnel.
8. Determine the data collection and management tools that will be used during the implementation of the household registration and ITN distribution for all levels (e.g. community-level teams through national level), including for supervision and monitoring.
9. Calculate requirements for all management tools (household registration forms, vouchers, tally sheets, chalk, supervision checklists, monitoring tools, etc.) and ensure they are finalized, validated and reproduced on time.
10. Prepare for microplanning workshops, including development of plans and agenda for training of workshop facilitators, templates and tools such as standard operating procedures (SOPs) that will be used, workshop agendas and template for compiling results at different levels.
11. Develop detailed training schedule for training of trainers (ToT) and training at district and local levels. Determine the number and type of training sessions, personnel to be trained, how many people at a time and for how long.
12. Develop training materials for ToT and training of implementers including agendas, manuals, SOPs, role-plays and practical exercises, learning evaluations, etc., aligned to the COVID-19 context.
13. Support other sub-committees to develop and reproduce training materials. Ensure that materials are produced for all phases of activity:
 - Logistics training manual and instructions for planning and implementation of delivery to local level, reverse logistics of surplus ITNs, waste disposal, as well as commodity management assessment guidelines for post-campaign audit
 - SBC training manual and messages, as well as supervision and monitoring tools (or additions to existing tools)

14. Ensure that all supports for trainers (central level), supervisors (regional/district level), community health workers and other staff working at the implementation level (community or health facility level), such as SOPs, data validation checklists, job aids, etc. are reproduced and available at the implementation levels in a timely manner.
15. Develop, in collaboration with technical partners, a protocol for monitoring (internal and/or independent) for household registration and/or ITN distribution, including objectives, methodology, sampling, tools for collecting and compiling data, feedback system and COVID-19 infection prevention measures and.
16. Supervise and monitor implementation of all activities based on established planning for different activity phases and participate in daily review meetings to provide feedback on implementation quality.
17. Develop a post-distribution protocol and questionnaire to assess the effectiveness of all elements of campaign implementation, as well as the work of the sub-committees.
18. Participate in national coordination committee meetings on a regular basis to report on progress with all activities.

SBC sub-committee

1. Develop the SBC plan of action (including objectives and target audiences) to accompany the overall campaign plan of action. Ensure SBC indicators are included in the monitoring and evaluation framework in the POA.
2. Ensure that a detailed SBC timeline and budget are developed to accompany the SBC plan of action and participate in the final campaign budget review to ensure that the detailed activities in the SBC plan and budget are included in the overall campaign budget.
3. Develop the campaign slogan, theme song and logo where not in place and where in place, develop a plan to leverage on the existing branding.
4. Develop key messages and supports (for radio, television, posters, banners, etc.) for pre-, during, and post-campaign SBC activities depending on the channels prioritized.
5. Lead the discussion with the national COVID-19 task force, other sub-committees and the national coordination committee on whether COVID-19 messages will be integrated with campaign and ITN messages.
6. Ensure that messages developed are pre-tested with a representative sample of the population (in line with COVID-19 infection prevention measures) and validated on time for reproduction and transport of materials to the implementation levels where they will be used.
7. Review, update and/or develop advocacy strategies that respect COVID-19 infection prevention measures to support engagement of key stakeholders. This should include preparing briefing documents and advocacy kits aimed at:
 - Government structures, beginning with the national/state level
 - Regional, district and local health and political structures
 - Partners, private sector businesses, stakeholders, religious and traditional authorities, etc.
 - Press/media
8. Organize the campaign launch at national and district levels with support of members of the national and district coordination structures. Ensure that the launching ceremony respects all COVID-19 prevention measures.
9. Develop guidelines in the form of standard operating procedures (SOPs) for community mobilizers, community, traditional and religious leaders, health facility staff and others involved in the campaign designed to inform people about:
 - SBC strategies and key information about the campaign and how it will be organized
 - Key malaria and ITN campaign messages to be disseminated to communities
 - COVID-19 prevention measures that need to be respected by all campaign personnel
10. Contribute to the development of supervision, monitoring and evaluation tools to ensure that SBC activities are being assessed in line with indicators in the M&E framework.
11. Support the review and update of training materials for the personnel involved in the campaign to build capacity of participants and ensure consistency, harmonization and quality in transmission of all key messages. This should include development of role-plays and practical exercises that allow participants to practice with both campaign activities and COVID-19 infection prevention.
12. Prepare contingency plans and messages in case of problems such as stock-outs, insecurity etc. that may lead to delays and suspension of activities, as well as a strategy to respond to rumours, mis- and dis-information during the campaign.
13. Participate in national coordination committee meetings on a regular basis to share guidance, provide feedback and advice on the development of SBC activities and report on progress with all activities.

Logistics sub-committee

1. Develop a preliminary logistics plan of action (LPoA) based on the PoA/IG and the supply chain strategy in response to the campaign strategy or strategies, ensuring that COVID-19 infection prevention measures are included.
2. Establish national level logistics team (usually four to five people) that will be responsible for the development of transport and storage plans, budgeting and reporting for supply chain logistics, as well as overseeing the work of the district and sub-district levels.
3. Establish district level logistics teams (usually four to five people) that will be responsible for developing and validating the micro transport and storage plans and reporting on district-level logistics and ITN accountability to the national level logistics team.
4. Estimate needs for all activities and commodities in partnership with the technical/M&E and SBC sub-committees (ITNs, PPE, human resources, equipment, materials, etc.).
5. Develop a supply chain management plan for all PPE for the campaign.
6. Develop a preliminary strategy for transport and storage for ITN movement from point of entry to distribution points or pre-positioning locations, possible redistribution of supplies during implementation of campaign and reverse logistics for post-campaign stocks.
7. Estimate transport needs and develop a transport plan (e.g. Excel file) for all levels of the supply chain.
8. Develop a timeline of logistics activities and ensure that key milestones are included in the global campaign timeline.
9. Estimate storage needs and develop a storage plan (e.g. Excel file) for all levels of the supply chain. Prepare criteria and warehouse assessment guidelines for field missions to confirm storage space before ITNs are shipped to their destinations.
10. Develop a waste management plan which adheres to WHO and country-specific waste disposal recommendations for disposal of ITN packaging, non-reusable PPE and other campaign waste materials (sanitizer bottles, other PPE needing disposal).
11. Develop for national, district and local logistics operations a training plan, including training agendas, presentations, standard operating procedures and other materials, including role-plays and practical exercises for use of tracking tools while respecting COVID-19 infection prevention measures.
12. Quantify needs for equipment, tools and materials based on the tracking system decided, including for last-mile logistics, and ensure that these are included in the budget.
13. Develop a comprehensive preliminary logistics budget based on the LPoA and submit to the technical sub-committee for integration into the campaign macro budget. Participate in the final campaign budget review to ensure that the detailed activities in the logistics plan are included in the overall campaign budget.
14. Update, adapt and validate supply chain tracking procedures and tools, in line with the COVID-19 context, to ensure ITN accountability and reconciliation and reporting on the transport, delivery and storage of campaign materials.
15. Develop microplanning tools for micro transport, as well as micro micro transport where door-to-door distribution will be used and support district level microplanning to develop detailed positioning and storage plans to the lowest storage point in the supply chain. For door-to-door distribution, this would include the mechanism for resupplying teams.
16. Compile all district level microplans, including material requirements, into the final national logistics management plan for the distribution campaign.

17. If necessary, conduct field assessment trips (maintaining COVID-19 prevention measures) prior to ITN deliveries and/or field monitoring trips during the campaign and during the ITN reconciliation and reverse logistics period.
18. Organize local, district, regional and national validation workshops for ensuring correct reconciliation of supply chain transactions and accountability for all products managed in the supply chain, as well as review and validation of final stock reports.
19. Participate in national coordination committee meetings on a regular basis to report on progress with all activities.