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9: Campaign Reporting

Reports on large scale mass LLIN distribution campaigns that highlight successes, challenges and lessons learned are essential and, unfortunately, rare. A post-campaign report provides the MoH, contributing partners and donors with information that can be used to advocate for continued support, and perhaps more importantly, provide lessons learned that can help guide future campaigns, both nationally and in other countries. Comprehensive post-campaign reports have not been routinely prepared, and this represents a serious lost opportunity. To ensure objectivity and accuracy, it is particularly important to prepare a report by gathering data and experiences from personnel and partners involved at all levels of campaign planning and implementation, ranging from those at central level to those on the ground at district and community level.

This chapter provides a suggested outline for the report and guidance on the most useful content. Not all sections and questions, however, will be relevant to all distribution campaigns and in some cases, a country may wish to increase, adapt or modify the elements included in the outline to meet their own reporting objectives.

The final post-campaign report should provide an objective assessment of the strengths and weaknesses of the campaign, including the challenges faced and the solutions found to overcome them. The report should describe the process, answering as many of the questions posed below as possible, and should detail results of action taken compared to planning outcomes. It should contain an analysis of what worked well and what was not so successful, i.e. the lessons learned, and any recommendations stemming from the overall activity from the point that planning began up to the point that the activities have been completed and the report is being drafted.

The value of good and timely reporting cannot be emphasized enough. Objective reports on events, processes and outcomes in country universal coverage campaigns help the both the country and the international community to learn lessons and to improve the implementation of future campaigns.

The NMCP should assign responsibility for different sections and take the lead in ensuring adherence to timelines for report writing, and should also be responsible for approval, production and dissemination of the final document. While information for the report needs to come from many people at all levels, the NMCP should consider assigning or hiring one person who will be responsible for collecting and assembling that information and finalizing the report. Final reports should be completed within two to three months of the end of the campaign. This will ensure that the experience does not become dated, and that lessons learned are documented for use in planning future campaigns and for donor proposals.

It is paramount to provide an overview of the performance of the campaign based on process and administrative outputs. This can later be linked in with a post-campaign coverage and use survey if one is done. Outcomes such as administrative coverage, and those linked to the process, such as the number of people trained, the number of radio spots aired, and so on, should be reported.

Those aspects of the campaign report focused on process and administrative outputs should be developed while records and personnel at all levels are still readily available to make a contribution, i.e. within two to three months of the campaign.

Kenya. © Sarah Hoibak/UNHCR

9.1 Suggested outline content of a campaign report

Below is a recommended table of contents, with an outline of what might be included in each section and some questions that should be considered. Adaptation and modification of this outline are inevitable but each report should describe the key elements and outcomes of:

- planning and coordination
- implementation
- logistics
- communication
- budget/finance
- administrative results indicating coverage

This report on the performance of the campaign should be combined with any post-campaign survey results showing coverage and utilization when they are available.

The report should be prepared by gathering contributions from a range of personnel and partners at all levels and all stages of the campaign to ensure accuracy and objectivity, and to give a wide-ranging viewpoint.

The narrative part of the report should not exceed 30 pages, but a number of annexes are likely to be included to ensure that all relevant data are represented. Some guidance is given below on suggested section lengths.

See Resources R9-1 and R9-2 for examples of final reports from Ghana and Mali and Resource 9-3 for a report template.

Main title

Executive summary (one to two pages)
This should be a brief summary of main points of content, emphasizing important processes and outcomes. It can be useful as an advocacy aid in future campaigns, and may also be used to interest the media in the results of the campaign.

Table of contents including annexes, list of figures and tables, list of acronyms and abbreviations

Introduction (one page)
This covers the background, including a country overview, justification for the campaign, goal, objectives and expected results.

The overall campaign plan of action should provide information for this brief background section, and it is not necessary to repeat it if the plan of action is annexed. The campaign plan of action will provide data such as map of country, population numbers and percentage urban or rural, geography and climate, health system structure and access, health and socio-economic indicators. It will also provide the justification for the campaign in terms of malaria specific data and the goal and objectives against which the campaign is being measured, e.g. 100 per cent coverage of population at risk, 80 per cent utilization of LLINs distributed, etc. If available, mention the coverage data on ITN ownership and use from the most recent national population-based survey, such as the Demographic and Health Survey (DHS), the Malaria Indicator Survey (MIS), or the Multiple Indicator Cluster Survey (MICS). The plans proposed by each different sub-committee will provide more detailed information, together with information on the roles and responsibilities of each partner. Ensure that the campaign planning documents are annexed to the campaign report (plan of action, communication plan, logistics plan of action, monitoring and evaluation plan) and refer to them appropriately.

Key points (two to three pages)
This section provides more detail than the executive summary, describing very briefly those aspects of the campaign that should be highlighted, from both the overall campaign and from the viewpoint of each of the sub-committees. What was successful? What were the main challenges? What were the results of each phase of activities? What lessons have been learned? It is important to refer back to the goal and objectives in the campaign plan of action to measure results against plans and expectations.

This section will probably be easiest to write at the end of the report writing period since challenges and lessons learned will come out of each of the sections of the report.

Recommendations for future activities (two to three pages)
As above, this section will probably be easiest to write at the end. It is closely linked to the key points.

Recommendations should be clearly explained and should be based on lessons learned during all phases of the campaign. Recommendations are most useful when they give an objective view, and are realistic and achievable. While they are often focused on roles and responsibilities of the different areas and partner organizations and on specific activities, they should be presented in a constructive and positive rather than a critical way.

9.2 More detailed information

Up to this point, the report gives a more general overview of the campaign as a whole. From here on, the narrative should describe each process, and the results of each process, in greater detail.

Overview of planning and coordination (two to three pages)

Development of plan of action and macro-planning
Who was responsible for developing the plan of action, for example, was it developed jointly by the NMCP and partners? Was any external advisory support required? What were the main challenges or points of discussion in developing the plan of action? How were LLIN needs quantified? Were there gaps in LLINs or operational costs from the point of macro-planning?

> ▶ **Annex the overall plan of action to the campaign report, including timeline.**

Budget
This is a brief section to describe the process of developing the budget. The main section reporting in detail on the budget and finance management is at the end of the report.

Did major cost gaps occur and if so, where and why? How was the issue of cost gaps addressed? How did partners contribute to filling gaps? What lessons were learned for the future?

> ▶ **The budget should be annexed to the campaign report. See also the section on Budget and financial management below.**

Coordination
When were coordination structures officially established? Were meetings scheduled on a regular basis and attended regularly by all the partners? Describe each committee at central, regional and district level. What deliverables were sub-committees expected to produce? Did they do so? How were regional level and district level officials involved in the planning and implementation? Describe the lines of communication and note any barriers to good communication between partners and committees. If there were barriers, what was done to improve the situation?

▶ **Annex any terms of reference for committees/sub-committees.**

Implementation overview (three to five pages)

Micro-planning
Who was responsible for development of the micro-planning templates? What was the process for micro-planning (e.g. were messages sent to regions and districts, did staff from the central level go to the lower levels to support the micro-planning process)? Did training take place for micro-planning? Who was involved with micro-planning at each level? What were the responsibilities of the people involved from the bottom levels to the top levels? How did planners ensure that there was input from the lowest levels, and how was that information incorporated into the overall detailed plan? What timing was planned at the outset for micro-planning and when did it actually take place? Was micro-planning completed in sufficient time to identify potential gaps and advocate for filling them? How were data collected, managed, communicated, revised and validated? What were the key challenges with the micro-planning exercise and how were they addressed?

Training activities and outcomes
Note that training may be planned for a number of different processes: household registration, LLIN distribution, social mobilization and BCC, logistics, monitoring and evaluation. For social mobilization/ BCC and logistics training, add the detailed information in the respective overviews below.

▶ **Annex final results of micro-planning. Where possible, present a comparison of differences between the macro- and micro-planning figures.**

Insert a table for number of people projected for training and number of people actually trained. Describe reasons for any variation and how any gaps were filled. Insert a table for expected dates of trainings versus actual dates for trainings. Did trainings involve any practical exercises, such as role plays or filling in forms? At each level, who was responsible for training? What were the challenges with the training? What was the overall quality of the training? How was the quality tested? If the quality was found to be poor, how was this issue addressed pre- and during the campaign. What lessons have been learned for the future?

For household registration, was the definition of a household made clear to trainees? What was the operational definition for persons undertaking household registration? Did the definition change according to region of implementation?

▶ **Annex any training materials to the campaign report.**

Household registration, beneficiary identification and outcomes
How was household registration organized, e.g. how many households were volunteers expected to visit? Did a micro-planning exercise take place to ensure there were adequate numbers of volunteers relative to population and the geographical situation? Were households informed about the registration beforehand? If so, how?

Namibia. © Malaria No More UK

How did beneficiary identification take place, e.g. household visits to register and receive vouchers, wristbands etc.? Were existing nets accounted for? What information was collected about each household? How were registrars supervised? What method was used to check that all households had been visited?

Did the activities remain on schedule? If not, why were planned dates and actual dates different?

Were criteria established for the selection of volunteers, and if so, what were they? Did volunteers have job aids? Were they compensated? What means of identification did volunteers receive to show them working for the campaign activities when approaching households?

How many households were registered versus how many were included in the plan? What was the method used for allocating numbers of LLINs to households? How many beneficiaries were identified? Did households contain the expected number of people? Did the registered need for LLINs align with the number of LLINs available for distribution based on micro-planning? If not, how were gaps or surpluses addressed?

Did any challenges arise during or after the household registration and beneficiary identification? How were these addressed?

> **Annex a table with the results of household registration activities. Annex any other data collection forms and tools used (e.g. job aids).**

Distribution strategy and outcomes

What distribution strategy was adopted? How were target populations informed of the distribution strategy? Was the distribution fixed site (if so, how many distribution points and how were they organized?), door-to-door or through another methodology?

Were the scheduled dates for distribution kept? If not, why not, and how were beneficiaries informed of any changes?

How many staff and volunteers were involved in the distribution? What specific tasks were personnel responsible for at distribution sites? What training did distribution site personnel receive? How was crowd control addressed? Were plans for distribution in urban and rural locations different and, if so, what were the differences?

Which elements went well during the LLIN distribution? What challenges were experienced during the LLIN distribution? Which measures were put in place to ensure security of the LLINs? Were there any shortages of nets? If so, what caused these shortages and how was this addressed? Were shortages of nets due to an insufficient number available in total or due to problems with inaccurate quantities positioned at specific sites? Was it necessary to redistribute nets between sites and, if so, how was this managed? If there were real net shortages (e.g. no more nets available), how was this situation managed? If there were nets remaining at the end of the distribution, what was done with those nets?

What were the major issues arising during the distribution and what was done to resolve them? What were key lessons learned during the distribution?

> **Annex tables with number of nets distributed in each district and number of nets pre-positioned for the campaign. Annex roles and responsibilities of distribution site personnel if available. Annex training and data collection materials used for distribution.**

Management and collection of data
Describe the reporting chain and how information was communicated and summarized. How well were data collection tools used? What training was provided to ensure data were collected systematically? What were the challenges with the data collection and management and how were these challenges overcome? How was the information collected and analysed? What were the key lessons learned from the data collection, management and analysis activities? How were data acted upon during the campaign and how will these data be used to improve future performance?

> **Data collection tools should be annexed to the campaign report.**

Supervision, monitoring and evaluation and outcomes
At which levels did supervision and monitoring occur, e.g. central, regional, district, health facility, community, and for which activities, e.g. household registration, distribution, hang-up? What monitoring system was put in place? How many supervisory and monitoring visits took place? How were supervisors and monitors trained? Were supervisors and monitors provided with tools for undertaking their activities? Did supervisors and monitors provide reports, and to whom? Were they given clear guidelines on what to provide and when? What was the quality of the reports? How were monitoring data analysed and what were the results? Were monitoring data used to modify implementation of the household registration, distribution and hang up activities? Were supervisory reports shared? If quality of the reports was not adequate, how was this issue addressed during the campaign?

Did an overall process evaluation take place? If so, which indicators were measured, including end process indicators? What methodology was used, and who conducted the evaluation? What were the results? How will the data be used to improve future campaigns?

> **Supervision, monitoring and evaluation tools, including checklists and questionnaires, should be annexed to the campaign report.**

Senegal. © Maggie Hallahan /Sumitomo Chemical

Administrative results indicating reach and coverage of the campaign (one to two pages of tables)

- percentage of districts (or lower geopolitical division) where there was a surplus of LLINs
- percentage of districts (or lower geopolitical division) where not enough LLINs were available to meet the need
- total LLINs distributed
- total LLINs left over
- total number of people estimated covered

Logistics overview (three to five pages)

For the section of the report giving information on the logistics operation, input from personnel at all levels of the campaign is required. It is particularly important to report on how well the logistics operation worked at every level, and on lessons learned for future campaigns, as well as any applicable to continuous or routine distribution. Personnel and partners working at community level, for example, should contribute information on availability and timing of funding and information and their impact on implementation.

Procurement of LLINs

How were LLINs ordered, e.g. through third party, independent, etc.? What were the timelines for the different processes: preparation for tender, publication of tender, bid opening, evaluation of bids, award of contract, issue of contract, shipping and receipt, and were they kept? Were there any issues about waiving of taxes, duties etc.? Was there sufficient finance available at the right time to pay supplier(s)? Did LLINs arrive at the expected time, in the right place and in the right quantity and quality?

Macro-planning/development of logistics plan of action

Once quantification of LLINs had been determined (overall campaign plan of action), who was responsible for developing the logistics plan of action (LPoA), e.g. joint development by NMCP and partners from the central logistics team? Was external advisory support required? Did the LPoA work well as an implementation tool? Was it complete and did it cover every aspect of in-country logistics? What were the main challenges, e.g. adequacy of number of LLINs? What was the impact of the plan on the implementation at community level? How can logistics planning and the LPoA be improved for the future?

Micro-planning

Micro-planning will be based on the selected national delivery method as stated in the overall campaign plan of action. The report will contain contributions from districts, villages and communities, such as providing detailed information on routes, road conditions, transport costs, labour costs, positioning plans, etc.

Who was responsible for developing the logistics micro-plan? How were the staff at the lowest level consulted and how was their information incorporated? When were micro-plans finalized? Was there sufficient time to advocate to fill any gaps identified? Was sufficient training and guidance supplied from central level? Were standard templates used for micro-positioning/transport plans and for micro budgets? Were timelines realistic and were they kept? What lessons were learned for future campaigns?

Delivery and storage

Was delivery centralized or decentralized and what were the reasons behind the choice? How successful was the choice? How many, when and where were nets delivered and pre-positioned? Which measures were used to ensure physical security of the LLINs? Which methods were used to combat LLIN leakage and what were the overall commodity/accountability controls (cross reference to supply chain management tools)? Report on both macro and micro storage levels.

Transport

What type of transport was used? How was it organized? Was transport efficient and timely? How long did it take to transport nets from one level to the next, and how long to distribution points? How many LLINs were transported? What was the overall cost of transport, and therefore what was the cost of transporting one LLIN? What were the challenges and issues (e.g. access, climate), and how were they solved? What specific lessons were learned and how would they impact on future planning for campaigns? Report on both macro and micro level transport.

See the Resources R9-3 for a template reporting on transport.

▶ **Annex schedules and dispatch control tools with details of timelines and quantities.**

Training and outcomes

Insert a table for number of people projected for logistics training and number of people actually trained. Describe reasons for any variation and how any gaps were filled. Insert a table for expected dates of trainings versus actual dates for trainings. At each level, who was responsible for training? What were the challenges with the training? What was the overall quality of the training? How was the quality tested? If the quality was found to be poor, how was this issue addressed pre- and during the campaign? How was training integrated into the overall campaign training?

▶ **Any logistics training materials should be annexed to the report.**

Supply chain management tools

This describes the logistics tracking tools (waybills, stock sheets and tally sheets) used to control and track LLINs to final destination points. See Resource R9-3 for a template reporting on commodity tracking.

Kenya. © MENTOR Initiative

Which tools were developed and how were personnel trained to use them? Were the tools used systematically at all levels, e.g. throughout the in-country supply chain at both macro and micro level? Were they user-friendly? Were there common errors, and if so, how were these issues addressed during the campaign? What recommendations are there for the future, e.g. should the tools be modified or should training be improved?

> **Annex results of tracking tools to the report.**

Commodity management assessment (CMA)
If CMA has been completed, include the overview, major findings and important recommendations. If CMA is ongoing when the report is being prepared, include the proposed dates of completion.

A CMA is based on collaboration between MoH/NMCP/partners to review a limited sample of the internal supply chain in order to assess and verify degree of success, areas for improvement and/or weak tracking methods, etc. Information might include:

- what the CMA focused on and the types of sampling used
- selection of routes from start point to finish point at distribution point (DP).
- quantitative data (e.g. how many nets were moved from point A to point B with proper tracking)
- qualitative data (e.g. feedback from the field logisticians on the usefulness and effectiveness of tracking tools and processes)
- list of documents tracked (waybills, warehouse stock sheets, tally sheets, etc.) and examples
- data on other areas related to the logistics supply chain (training, planning process, communications, etc.)
- which individuals conducted the CMA
- budget, resources and timelines against actual expenditure, time, etc.
- findings and recommendations resulting from CMA

> **Annex results of CMA and if available, the logistics final report.**

Communication overview (three to five pages)
Planning and objectives
What were the planned objectives for the campaign's communication and social mobilization activities, and how were these objectives determined? What was the process for developing and validating the plan, and who was involved in the planning process? How were the various target groups and channels determined?

Strategies, key activities and outcomes
Which activities were carried out to meet the objectives at national, regional, district, community and household levels? Which activities were planned for advocacy at both international and national level? Which activities were planned for social mobilization and behaviour change communication? Which channels were used and what were the key messages for the various target groups? Were materials pre-tested before production, and if so, how? Were changes to materials made based on the pre-test and, if so, why were these changes important? How many and which local organizations and leaders were involved in communication activities? Were any job aids developed? How were activities prioritized given budget constraints? How did partners contribute to the plan and to the budget? What were the results compared to the plans?

> **Annex the communication plan to the final report.**
>
> **Any materials developed for communication, social mobilization and behaviour change communication should be annexed to the report. Include radio dissemination schedules or reports if possible.**

Training and outcomes
Insert a table for number of people projected for advocacy, social mobilization and behaviour change communication training and number of people actually trained. Describe reasons for any variation and how any gaps were filled. Insert a table for expected dates of trainings versus actual dates for trainings. At each level, who was responsible for training? What were the challenges with the training? What was the overall quality of the training? How was the quality tested? If the quality was found to be poor, how was this issue addressed pre- and during the campaign? How was training integrated into the overall campaign training?

▶ **Annex any communication, social mobilization or BCC training materials.**

Supervision, monitoring and evaluation
Was supervision of communications aspects integrated into the supervision and monitoring forms/tools? If so, how did this work? If not, how was supervision of communications activities organized? What monitoring system was developed, and how were monitoring data analysed? Were monitoring data used to modify or intensify communication activities nationally or in certain areas? How were communication activities evaluated and what were the results of the evaluation?

Relationship with media
What role did the media play in the campaign? Were there any issues and what were the solutions? How were media contributions monitored? How many contributions were there (e.g. articles, radio spots, etc.)?

Challenges
What were the major communications challenges? Were households well-informed about the campaign? How was this evaluated? Were there any negative rumours, and how were these addressed?

Budget and financial management (one page)
What was the total expenditure versus the original budget? How were variances dealt with? Was there overspending, and if so, were additional funds needed? Were there unspent funds, and if so, what happened to them? How was the budget controlled? Were funds available in a timely manner throughout? Was the budget process transparent? What were the challenges and how were they solved? What lessons were learned and what are recommendations for future control of budgets? What was the overall cost of the campaign? What was the cost per net delivered?

▶ **The budget spreadsheet should be annexed to the final report.**

Conclusion (one page)
Brief summary.

9.3 Annexes to the main report

While all areas work under the umbrella of the main campaign plan of action, and will be overviewed in the overall campaign report, they will have developed detailed plans for their own areas of expertise, as well as guides, forms, manuals, and so on. These should be annexed to the main report. They include:

Plan of action
- Terms of reference for committees and sub-committees
- Training materials
- Results of household registration activities
- Tables with number of nets distributed and number of sites with surplus or deficit of nets
- Data collection tools
- Supervision, monitoring and evaluation tools, including administrative coverage results

Logistics plan of action
- Transport schedules and dispatch control tools

- Logistics training materials
- Results of LLIN tracking tools
- Results of CMA, if available
- Logistics final report (if applicable)

Communication and social mobilization plan

- Materials developed for communication, social mobilization and behaviour change communication
- Communication, social mobilization and BCC training materials

Monitoring and evaluation plan

It may be possible to annex survey results from a population-based survey on net coverage and use. It is, however, rare that such a survey can be completed within the two to three months post-campaign recommended for the development of the final report. If a timely population-based survey is conducted, it will take precedence over administrative results which need not be reported. If the survey is conducted later, results should be added to the final report when available, but should not hold up prompt publication. At a minimum, include in the report the results obtained for the RBM Monitoring and Evaluation Reference Group (MERG) core indicators listed in Chapter 8, Appendix 8B.