

# Process Evaluation

## Nampula LLIN Distribution Campaign: Observations and recommendations

November 2016

# Objectives

- Identify “best practices” and draw lessons for the national campaign
- Understand what processes could be improved upon
- Develop recommendations for operations in subsequent regions / provinces

## Actual geographic coverage

- 3 communities - training in Angoche
- 4 communities - registration in Memba
- 13 communities – distribution in:
  - Nampula city, Mussoril, Ilha Mozambique and Monapo
- 5 districts - distribution:
  - Mogovolas, Angoche, Liupo, Meconta and Muecate

3 major issues:

COORDINATION

PLANNING / MICROPLANNING

REGISTRATION / DISTRIBUTION PROCESS

## COORDINATION - RECOMMENDATIONS

- Review and strengthen management structure described in operational manual (including roles and responsibilities)
- Coordination at national level was good between NMCP, PR and SRs and should be maintained
- Reinforce the role of the national supervisors in supporting establishment of provincial / district coordination structures

## COORDINATION - RECOMMENDATIONS

- Need for high-level engagement at central (Minister of Health) level to ensure that this activity is understood in terms of scale and investment to receive needed push at decentralized levels

## COORDINATION – RECOMMENDATIONS

- Identifying campaign specific focal points for each organization / partner (MOH at central and provincial levels, PR, SRs) and for each technical and implementation area (e.g. logistics, finance / admin, communication, M&E, coordination) that have decision-making powers



## COORDINATION - RECOMMENDATIONS

- Organize regular coordination meetings at all levels and ensure minutes and action points (including who is responsible for follow up) are shared



## MACRO PLANNING – RECOMMENDATIONS

- Review the household registration and LLIN distribution process, as well as data collection and management
- Review the quantification to include margin of error for procurement
- Review timeline to understand where and why delays occurred
- Review the budget (macro) and analyse differences between planned and implemented, etc.

## MICROPLANNING – RECOMMENDATIONS

- Microplanning templates are well developed but should include information on network coverage (Mpesa), banks, etc. and any other information needed based on experience
- Undertake refresher training “light” for next provinces
- Info should be collected at least 4 weeks in advance & NMCP / PR / SR should verify this is taking place through regular follow up

## MICROPLANNING – RECOMMENDATIONS

- Ensure that microplanning results are harmonized, cleaned and validated in advance of activities
- Ensure retro-info of final plans and budgets for each to all districts / provinces

## HUMAN RESOURCES – RECOMMENDATIONS

- Human resources constraints and challenges must be addressed in a timely manner to avoid negative repercussions on the campaign planning and implementation
- Human resources for the campaign for all partners must be identified well in advance and not changed mid-activity, creating quality and administration challenges



## TRAINING – RECOMMENDATIONS

- Training sessions observed were generally well organized, included role play and of sufficient time – reinforce this aspect
- Ensure early procurement and delivery of materials and do not reduce time for training because of these being late (delay training instead)

# HOUSEHOLD REGISTRATION – RECOMMENDATIONS

- Reinforce strong organization of volunteers in terms of areas of responsibility
- Involvement of local communities was both beneficial and problematic – review communication and supervision
- Incorrect filling of forms was corrected relatively quickly, but could be reinforced (more supervision)



# HOUSEHOLD REGISTRATION – RECOMMENDATIONS

- Redefine supervision and monitoring
  - Supervision = immediate corrective action with level being supervised
  - Monitoring = quality control of process and identifying areas for concern and follow up by supervisors
- Need for more control on process and catching inflated numbers early – consider outsourcing independent monitoring

# HOUSEHOLD REGISTRATION – RECOMMENDATIONS

- Ensure that supervisors are tracking volunteers or supervisors they are responsible for and taking corrective action to catch problems and correct early
  - Reduce inflation of numbers
- Ensure that high quality materials for HHR are available on time (centralize procurement for all provinces)

## HOUSEHOLD REGISTRATION - RECOMMENDATIONS

- Ensure that supervisors R&R are clear for each level
- Review selection criteria and process for supervisors
- Avoid supervisors supervising areas that they are from
- Review means for transport for supervisors (and verify that operational plans were actually implemented for this aspect)
- Supervision checklists should be used and adhered to

# HOUSEHOLD REGISTRATION – RECOMMENDATIONS

- Finalize HHR and have data available for decision-making prior to LLIN distribution
- Determine whether or not to set a cap on nets per HH and, if so, what it should be

## LLIN DISTRIBUTION – RECOMMENDATIONS

- Continue to ensure that sites are well identified with visibility materials and that tools available in advance of the distribution
- Review the LLIN distribution process (verification, distribution, etc.)
- Ensure roles and responsibilities of DP team members are well understood
- Review / put in place waste management process and include in training of DP teams

# LLIN DISTRIBUTION – RECOMMENDATIONS

- Review urban distribution approach in terms of security and safety of teams and commodity (e.g. no back of truck / air drop distribution features in the operational manual)
  - Engage security forces on time, particularly for urban areas
- Ensure that nets are pre-positioned in advance of starting distribution as per the operational manual
- Management of verification of coupons done well for catching falsification, but should be reinforced in the training based on experiences from Nampula



## LLIN DISTRIBUTION – RECOMMENDATIONS

- Strengthen DP team leaders training on security, end of distribution process (add one day for logistics and data management specifics, including reverse logistics)
- Ensure that there are contingency and back up plans for managing problems (clear communication protocol)



# SUPERVISION AND MONITORING – RECOMMENDATIONS

- Continue and reinforce the evening meetings to discuss day's activities and find solutions to problems
- Supervision personnel were sufficient at all levels (localidades, districts, provinces, central), but ensure planning for communication and transport
- Reinforce supervision of the logistics aspects of the campaign

# SUPERVISION AND MONITORING – RECOMMENDATIONS

- Reinforce and monitor use of supervision tools
- Set supervision teams early (e.g. members) and do not change them during the implementation of activities
- CMA be considered to provide recommendations for effective commodity management of next provinces

## LOGISTICS - RECOMMENDATIONS

- Develop logistics plan of action and make sure it is available
- Ensure 2-day logistics training is a stand alone at national, provincial and district levels
- Ensure 1-day logistics training for head of distribution teams
- Ensure training materials (including tracking tools) are available

## LOGISTICS - RECOMMENDATIONS

- Consider refresher logistics training in advance of the LLIN arrival
- Ensure that tools are available in warehouses prior to net arrival
- Ensure that micro transport plans are available prior to

## LOGISTICS - RECOMMENDATIONS

- Strengthen log training at lower levels to ensure understanding of closing distribution and reverse logistics according to guidelines
- Consider outsourcing all transport to a third party logistics provider
- Review security and access mapping for next provinces

## Advocacy, social mobilization and behaviour change communication – RECOMMENDATIONS

- Continue with radio spots and radio programs organized and aired during household registration and ensure these continue for the LLIN distribution phase (and post-distribution phase)
- Organize launch events for each province with high visibility to mobilize population



## Advocacy, social mobilization and behaviour change communication – RECOMMENDATIONS

- Ensure continued identification of volunteers and supervisors as campaign personnel and that visibility materials available /used
- Continue engagement of local authorities to prevent use of nets for fishing



## Advocacy, social mobilization and behaviour change communication – RECOMMENDATIONS

- Review strategy and level for engagement meetings to ensure effective transfer of responsibility / ownership to provincial / district Government / MOH
- Ensure that advocacy and information packages are available prior to engagement meetings and media briefing

# Advocacy, social mobilization and behaviour change communication – RECOMMENDATIONS

- Review planning for post-campaign communication and advocacy meeting

## BUDGET – RECOMMENDATIONS

- Review detailed budget based on recommendations from wrap up meeting
- Determine budget template for microplanning for districts
- Ensure retro-information following microplanning to ensure aligned plans and budgets at all levels

# FINANCIAL MANAGEMENT – RECOMMENDATIONS

- Timely decisions required for the start up of activities in 2017 based on experiences in Nampula and challenges with “mobile money”
- Ensure clear communication on payment modalities and timing, including any delays in payment in order to minimize disruption to the campaign
- Ensure early listing of people who require payment, regardless of system to make payments

## FINANCIAL MANAGEMENT – RECOMMENDATIONS

- Undertake listing of all people requiring payment immediately following microplanning based on validated number of people needed
- Consider performance-based payments for all campaign actors



OBRIGADO  
THANK YOU

