

# Review of the use of national consultants for supporting country-led insecticide-treated net mass distribution campaigns

October 2023

## Summary

The Alliance for Malaria Prevention (AMP) provides technical assistance (TA) to national malaria programmes (NMPs) and partners to meet global malaria prevention targets through distribution of insecticide-treated nets (ITNs) via mass campaigns and continuous distribution channels. To complement support received from an established international team of AMP TA providers, national malaria programmes can also recruit national consultants (NCs) to provide coordination or technical expertise. AMP requested a review to identify best practices for strengthening national programme ITN campaign leadership by selecting, orientating and collaborating with national consultants in conjunction with distance- and in-person international AMP technical assistance.

The review revealed that NCs can provide substantial value added to NMPs and partners for supporting ITN campaigns. The NCs typically complemented NMP and international AMP TA provider functions, strengthening campaign organization, filling timely staffing gaps in the national programme, and often sharing previous campaign or other experience. They are presumed to have cost less, understood the country context and local languages, had fewer travel restrictions than international consultants, helped build local organizational and technical capacity, and could follow up action items identified by the international AMP TA providers and in-country campaign stakeholders. At the same time, NMPs have not always budgeted for NCs in their Global Fund grant requests. Terms of reference have not always been shared with AMP TA providers or leadership for background, nor have they spelled out how NC roles and responsibilities complement rather than overlap those of AMP TA providers. Recruitment processes can be lengthy and cumbersome, with some NMPs facing challenges to identify qualified individuals.

Key recommendations included: actively promote inclusion of NC funding as part of country funding requests through Global Fund grant proposals; ensure that NC terms of reference identify how they complement rather than overlap with AMP TA providers; define the supervisory, reporting and communication lines for NCs; recruit and hire NCs early in the campaign planning process, using the most efficient and appropriate recruitment mechanisms; conduct structured, time-limited orientation for newly hired NCs; and create a network among NCs and AMP TA providers to allow NCs to learn lessons and promising practices from other NCs and TA providers engaged in other malaria or health campaigns, both in-country and internationally.

## Background

The Alliance for Malaria Prevention (AMP) is a global partnership, housed and chaired by the International Federation of Red Cross and Red Crescent Societies (IFRC), which focuses on three main objectives:

- (1) Coordination of partners involved in ITN campaign and continuous distribution activities.
- (2) Development of operational guidance for planning and implementing ITN distribution through all channels.
- (3) Technical assistance to national malaria programmes and partners based on requests.

An integral part of the RBM Partnership to End Malaria's (RBM Partnership) Country/Regional Support Partner Committee (CRSPC), AMP responds to requests for technical assistance from national malaria programmes and partners working to meet the WHO Global Technical Strategy targets for malaria prevention with ITNs through mass distribution campaigns and continuous distribution channels. Mass campaigns are organized every three years in most countries (some large countries implement rolling campaigns over several years to cover their at-risk populations) and planning and implementation can take place over a period ranging from months to more than a year depending on the campaign strategy and roll-out plan.

A 2021 evaluation of AMP's distance-based technical assistance during the COVID-19 pandemic highlighted the potential benefits and challenges of having national consultants embedded in national malaria programmes to support ITN campaigns. These host country nationals can provide critical coordination or technical support to national programmes on campaign planning, implementation, monitoring, evaluation and reporting. They provide additional human resource capacity to ensure that the campaign and other programme activities stay on track. They can also serve as in-country "liaisons" for international partners, including AMP TA providers, by working with national programme and in-country partner staff to address issues and move forward actions discussed through virtual and in-country support. The evaluation noted that "linking national consultants with [AMP] TA providers early in the campaign planning process and having AMP TA providers orientate or train them could update and reinforce their technical engagement, clarify expectations and solidify working relationships"<sup>1</sup>.

The RBM Partnership has funded national consultants to support national malaria programmes in preparing Global Fund grant applications to secure resources for national malaria strategic plans, conducting malaria programme reviews and resolving implementation bottlenecks. RBM has also supported funding for national consultants for planning and implementing mass ITN campaigns on a time-limited basis (usually three months) to fill gaps arising as campaign planning begins (typically) or at later periods. As possible, Global Fund grant funds or partner funds have been used to extend the period of the national consultants funded through RBM. In a limited number of cases, the budget of the overall Global Fund grant application covers the national consultant(s). In other situations, AMP has also directly funded and recruited NCs.

Both the level and quality of support provided by NCs to national programmes and NC engagement with AMP TA providers have varied. As AMP transitions to a hybrid approach to TA, it seeks to learn how NCs add value to NMP campaign leadership, what resources they need to ensure their performance quality, and how these consultants can contribute to the efficiency of both distance-based and in-country AMP TA for ITN campaign or continuous distribution activities.

Under the Bill and Melinda Gates Foundation (BMGF) investment focused on improving ITN campaign efficiency, AMP engaged a consultant to conduct a review of the role of national consultants in supporting ITN campaigns. The overall objective was to support high-quality TA for country-led ITN campaigns by exploring the use of national consultants in conjunction with distance and in-person AMP technical assistance. The review, conducted between April and June 2023, was to highlight the experiences of national malaria programmes, partners and consultants in engaging NCs, and focused on

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<sup>1</sup> Alliance for Malaria Prevention. (2021, May). *Evaluating the effectiveness of distance support for mass insecticide-treated mosquito nets (ITNs) campaigns in the context of the COVID-19 pandemic*. [https://allianceformalariaprevention.com/wp-content/uploads/2021/05/AMP\\_Evaluations\\_Distance\\_TA\\_report\\_EN\\_052021.pdf](https://allianceformalariaprevention.com/wp-content/uploads/2021/05/AMP_Evaluations_Distance_TA_report_EN_052021.pdf)

five to seven countries in Africa with different sources of donor support, languages and geographic diversity.

For the purposes of this review, the definition of TA by West *et al* is used: “A dynamic, capacity-building process for designing or improving the quality, effectiveness, and efficiency of specific programs, research, services, products, or systems.”<sup>2</sup>

## Methodology

The consultant obtained copies of NC terms of reference from AMP staff, AMP TA providers, and NMP representatives covering six countries and campaigns between 2017 and 2024 as follows:

Country	Campaign	Technical scope
Benin	2017	Planning, operations
Liberia	2021	Coordination
Sudan	2022	SBC
Sudan	2022	Logistics
Sudan	2022	Operations/M&E
Chad	2023	Operations
Guinea Bissau	2023	Coordination, social and behaviour change (SBC), logistics, finance
Uganda	2023	Digitalization

Based on discussions with AMP staff, the consultant developed a questionnaire to guide individual or focus group discussions with three national consultants, three representatives of national malaria programmes, six AMP TA providers, and 10 partner staff including representatives of AMP, RBM and the Global Fund. Of the 22 total interviewees, 17 were male and five were female, and all respondents except two NCs had extensive previous experience with malaria control programmes and ITN distribution campaigns. Discussions were recorded with permission to confirm content of written notes as needed.

## OBSERVATIONS

### Rationale for engaging national consultants:

From the perspective of *partners to NMPs*, NCs serve as the first line of support to NMPs. They bring clarity and simplicity to the director’s work and complement rather than replace the programme’s functions. With clear terms of reference, they can help bring order and advise on organization and management of a campaign. Some programmes see NCs as filling in staffing gaps based on needed skill sets, or simply freeing up NMP staff to focus on other campaign and non-campaign responsibilities. However, one partner voiced concern about national malaria programmes perceiving NCs as just additional human resources rather than having the potential to provide focused technical skills support.

<sup>2</sup> West G, Clapp S, Davidson Averill E, Cates W, (2012). Defining and assessing evidence for the effectiveness of technical assistance in furthering global health. *Global Public Health*, 7:9, 915-930, DOI: 10.1080/17441692.2012.682075. <https://pubmed.ncbi.nlm.nih.gov/22606939/>

Compared with international consultants, according to review interviewees, NCs cost less than international consultants, have the potential to provide longer-term support, have an in-depth understanding of country context, programmes, and systems, speak local languages, and often can access established professional networks to facilitate the campaign process. They can also travel with fewer restrictions than international consultants. In working with international consultants, NCs can improve the dynamics of campaign operations by transforming external technical assistance in a way that is more acceptable to a country. Finally, NCs have a role in building national programme capacity, gaining experience to assume future malaria programme leadership positions within countries and becoming part of an international consultant pool themselves. While RBM interviewees regarded use of NCs favourably, one noted that it requires RBM/CRSPC to relinquish control and potentially lose oversight over their recruitment and performance: thus, even though RBM/CRSPC funds these processes, NMPs manage them based on national policies and procedures.

For *AMP TA providers*, NCs served as critical links with the country given that international TA providers could not be in the country or accessible virtually for the entire duration of the planning and implementation of campaigns. With NMP staff occupied with multiple duties and deadlines, NCs helped with programme management and followed up actions requiring resolution. Engaging NCs was seen to reduce the burden on international TA providers being asked to carry out these management functions without adequate in-country time or sufficient understanding of country context.

For *NMP staff* interviewed, NCs served a critical role especially when programme staff were entangled with crises such as Ebola and COVID-19 responses and AMP TA was limited to distance support. The NCs could often provide a perspective to AMP TA providers that was independent from that of AMP and the NMP — “playing a neutral card” according to one observer.

Among the *NCs* interviewed, one reported helping to keep AMP TA providers in contact with Global Fund programme management unit staff supporting the campaign and ensuring that campaign planning and implementation did not disrupt ongoing Global Fund-supported activities (including grant proposal development as in Liberia). If focused on overall coordination, NCs supported all campaign sub-committees and helped clarify roles and responsibilities of key campaign actors.

## **Terms of reference**

For purposes of this review, the NC roles have been divided into two categories: *coordination-strategic focus*, which entails supporting the national programme with overall planning and operations, with the NC taking on a more managerial or administrative function; and *technical focus*, in which the national programme engages the NC to support specific technical areas such as logistics and social and behaviour change. Depending on country needs, the coordination and technical functions could overlap, but the separate categories appeared to hold based on interviews and written documents. Often NCs are former NMP coordinators who can offer both their expertise and well-established networks of leaders and in-country technical experts. An illustrative outline for NC terms of reference in the annex (also downloadable as a separate adaptable tool<sup>3</sup>) incorporates elements from the interviews and document reviews along with additional inputs from AMP staff.

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<sup>3</sup> [https://allianceformalariaprevention.com/wp-content/uploads/2023/09/TOR\\_National\\_Consultants\\_Adaptable\\_Tool.docx](https://allianceformalariaprevention.com/wp-content/uploads/2023/09/TOR_National_Consultants_Adaptable_Tool.docx)

The period of hire requested in the six countries reviewed ranged from 30 days for a focused digitalization NC in Uganda<sup>4</sup> to 120 days for a hybrid coordination and technical NC in Benin<sup>5</sup>, to five to eight months in Sudan<sup>6,7</sup> and Guinea Bissau<sup>8,9,10</sup> respectively for technically focused NCs, to nine to twelve months for coordination-strategic focused NCs in Liberia<sup>11</sup> and Chad<sup>12</sup>.

### *Coordination-strategic focus*<sup>13</sup>

When a single NC (versus multiple NCs) is engaged to support a campaign, partners observed that NMPs tend to expect the NC to focus on day-to-day functions to help ensure coordination and collaboration rather than provide a technical role. National malaria programme staff often ask NCs to call meetings, set agendas, take minutes, and disseminate them to participants, and follow up on specific action items. This does, however, vary by country. In Liberia, the NC focusing on coordination also provided targeted assistance in specific technical areas depending on needs identified by the NMP and implementing partner. In Sudan, the coordination NC supporting the national technical sub-committee helped develop the campaign macroplan and microplan, and supported engagement of campaign staff through reviewing their terms of reference. In Chad and elsewhere, NCs helped develop plans of action, followed up activities in the field, and supported development of microplans for AMP TA providers to review.

### *Technical focus*

The terms of reference examples reviewed for technically focused roles highlighted NC support responsibilities under the following categories: planning, pre-positioning and logistics; monitoring and evaluation; social and behaviour change; digitalization; and financing. See the annex for more detailed suggested roles and responsibilities by technical area. Common elements of these terms of reference included:

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<sup>4</sup> Alliance for Malaria Prevention (2023). *Terms of reference: Consultancy to support digital data collection for insecticide-treated net (ITN) mass campaign distribution in Uganda.*

<sup>5</sup> République du Bénin, Ministère de la Santé, Secrétariat du Programme National de Lutte contre le Paludisme (2016, Septembre). *Proposition technique pour l'appui à l'organisation de la campagne de distribution de moustiquaires imprégnées d'insecticides à longue durée (MIILD) 2017.*

<sup>6</sup> Alliance for Malaria Prevention (2022). *Terms of reference for Sudan 2022 national mass insecticide-treated net (ITN) logistics national consultant.*

<sup>7</sup> Alliance for Malaria Prevention (2022). *Terms of reference for Sudan 2022 national mass insecticide-treated net (ITN) campaign social and behaviour change national consultant.*

<sup>8</sup> Governo da Guiné-Bissau, Programa Nacional De Luta Contra O Paludismo (n.d.). *Termo de referência para recrutamento de um consultor nacional para o comité de comunicação da campanha Milda 2023.*

<sup>9</sup> Governo da Guiné-Bissau, Programa Nacional De Luta Contra O Paludismo (n.d.). *Termo de referência para recrutamento de um consultor nacional para o comité finança da campanha Milda 2023.*

<sup>10</sup> Governo da Guiné-Bissau, Programa Nacional De Luta Contra O Paludismo (n.d.). *Termo de referência para recrutamento de um consultor nacional para o comité logístico.*

<sup>11</sup> Chemonics International Inc. (n.d.). *Scope of work: short-term national technical assistant, Liberia 2021 LLINs mass campaign.*

<sup>12</sup> République du Chad, Programme National de Lutte Contre le Paludisme (2023). *Termes de référence : Recrutement d'un consultant national en appui à la campagne de distribution de masse de moustiquaires imprégnées d'insecticide à longue durée d'action (édition 2023).*

<sup>13</sup> In addition to previously cited coordination terms of reference, see Alliance for Malaria Prevention (2022). *Terms of reference for Sudan 2022 national mass insecticide-treated net (ITN) campaign operations/monitoring and evaluation national consultant* and Governo da Guiné-Bissau, Programa Nacional De Luta Contra O Paludismo (n.d.). *Termo de referência para recrutamento de dois consultores nacionais para o comité técnico da campanha Milda 2023.*

- Microplanning for the technical area of focus (e.g. operations, logistics, SBC, etc.)
- Updating documents and tools for the technical areas of focus (or sections of campaign-wide documents)
- Defining campaign evaluation indicators
- Supporting organization of, and participating in, training of trainers
- Updating timelines and budgets
- Monitoring field-level implementation
- Collecting and analysing data from different campaign processes

#### *Specific roles highlighted in interviews*

- Training and capacity-building: NCs usually come with substantial previous campaign experience and can provide both formal and informal capacity-building. This was the case in Benin with the NC having been a former NMP leader. At the same time, a partner encouraged AMP TA providers to work with NCs on technical documents for two reasons: to gain NC inputs on the country context, and to help increase the NCs' own technical capacity to be able to advise others. Interviewees reported that NCs often had a role in organizing and conducting training of trainers' sessions. Several partners advocated for AMP TA providers to include NCs in these sessions not only to increase their skills but to share their own experience with trainees. The digitalization NC in Uganda developed a checklist for deployment of the system in the campaign, but otherwise did not have a clear capacity-building role. If NMPs engaged NCs to focus mostly on campaign operations and coordination, some AMP TA providers observed that those NCs could not contribute significantly to technical capacity-building.
- Advocacy (in terms of fundraising, technical strategies, engaging stakeholders): Partners saw a clear advocacy role for NCs, depending on the roles assigned by the NMPs. In Sudan, the NCs supporting the technical sub-committee helped advocate for national supervisors to be assigned to organize data at the local level and participated in discussions to identify country funding and in-kind contributions. The TA providers could not identify an advocacy role for the NCs in Liberia or Guinea Bissau. The Liberia NMP and NC did highlight the NC's efforts to resolve operational bottlenecks as in negotiating a memorandum of understanding (MOU) between Plan International Liberia and county health teams to clarify SBC-related roles. In Chad, the NC assisted the national malaria programme with general advocacy related to the campaign. The Burundi NMP saw the NC as an "ambassador" to AMP and the Global Fund in relaying their technical or other concerns. One NC on digitalization would have liked to have had an advocacy role but lacked knowledge about the malaria programme and its stakeholders.
- Campaign coordination mechanisms: All interviewees mentioned the NCs' role on coordination or steering committees and technical sub-committees. The NCs' knowledge of the working environment and influential stakeholders on teams can be important to campaign success. Timing of NC recruitment was seen as important to the NCs' effectiveness with teams, especially their presence at the start of microplanning and development of guidance documents. The Liberia NC, being Muslim himself, had a particular role in advising the committees on mobilizing the Muslim communities.
- Addressing inconsistencies between global guidance and national campaign plans: As NCs often arrive after macroplanning is completed and guidelines are updated, one partner observed that NCs cannot have much of a role in developing or updating the campaign normative and technical guidelines or plans. Other partners found that NCs can be overlooked and not receive RBM or other

global guidance to compare with national campaign plans.

Still, the NCs in several countries did help adapt AMP plans and methods for quantification to their local context. The NCs in Sudan found the number of supervisory and ITN distribution teams required for the context of the country was higher than those recommended by AMP and thus modified them to establish new national standards. In Liberia, the NC may not have been familiar with AMP or NMP guidance at the start of his work but used his country experience and sought advice from the AMP TA providers. Later he helped simplify the terminology used in the campaign plans and adapted the waste management strategies in Liberia's logistics plan of action to field practicalities—i.e. retaining waste at health facilities until collected by the NMP rather than incinerating after inspection. In Chad, the NC was recruited before attending a technical committee workshop to review and modify macroplans drafted by the AMP TA providers. In Uganda, the NC focused on implementing rather than adapting existing digitalization guidelines. Burundi's NC worked with AMP TA providers to modify NMP distribution practices and establish a hybrid fixed point and door-to-door strategy.

- Data access: Interviewees were asked whether NCs played a role in facilitating access to data by partners and stakeholders from the national programme. Those assigned to Liberia and Sudan did facilitate collection of population and/or logistics data especially at the sub-national levels. The implementing partner in Liberia helped access household and other data from the NMP. The NC in Chad had access to all data but was not authorized to share those data outside the National Technical Committee. In Uganda, the Ministry of Health (MoH) did not delegate authority to the NC to share data: however, the NC created data dashboards to help ensure stakeholder access via the MoH. The NC in Burundi helped share campaign data with the Global Fund with concurrence of the national programme coordinator.
- Impact of COVID-19 on NCs' roles and responsibilities: Four partners, two TA providers, one NMP staff and two NCs noted that NCs largely helped implement the adapted guidance already in place rather than supporting development of new plans and strategies. The AMP TA providers in one country mentioned playing a greater role than the NC to promote adherence to COVID-19 precautions (e.g. mask wearing) based on field photos. However, that same country's NC noted helping the AMP TA providers identify inconsistencies in the mitigation measures described in the campaign plans and accessing and sharing COVID-19 guidelines from the National Health Institute to support continuous campaign adaptations. Another NC provided guidelines to campaign teams but found that they were "not taken seriously".

In some cases, NCs had to perform duties beyond their specific terms of reference. In Sudan the coordination-strategic NCs had to cover actual programme implementation where there were weaknesses and manage overall campaign coordination when an MoH official had not been selected to fill a vacant position —creating a huge workload for the NC. In Liberia, there were differing expectations for the NC role, with the national malaria programme and the implementing partner focusing on his coordination duties while the AMP TA providers suggested specific technical tasks to perform such as supporting monitoring and evaluation, and data collection and analysis.

#### *Process used for developing terms of reference*

Partners see development of terms of reference as a clear responsibility of national malaria programme leadership, although AMP or (less often) the RBM CRSPC may provide feedback. Such was the case in Uganda, when AMP provided feedback on the terms of reference that the MoH developed for a

digitalization-focused NC. The negotiation process has varied considerably among countries. Over a six-week period in Liberia, Chemonics coordinated the partners involved in ITN distribution (NMP, Plan International Liberia, Global Fund and AMP) to negotiate the terms of reference. For Sudan, AMP drafted the terms of reference based on standard documents developed for specific areas of expertise, and RBM worked with the Federal Ministry of Health (FMoH) to finalize them. Addressing FMoH concerns, AMP had to demonstrate that the NC roles and responsibilities would complement rather than overlap with those of the international AMP TA providers. The approval process for Sudan took about three months, which created pressure on campaign planning.

The AMP TA providers have generally not been involved with negotiating the NC terms of reference and may not even see them in advance or at all. In one country, the TA providers found the skills of the people recruited by the NMP to be out of line with their terms of reference. The TA providers interviewed advocated for the opportunity to review and provide feedback on NC terms of reference in advance of recruitment to ensure they do not conflict with those of AMP TA providers.

NMPs have either used previous terms of reference developed for other NCs or for AMP TA providers to compose those for NCs, or they have created them anew. In Chad, the NMP defined the deliverables, disseminated the job announcement and developed the selection criteria. Normally NCs are not involved in developing their terms of reference. An exception was the NC in Burundi, who was funded by a partner rather than the NMP; thus, he could create a list of priority activities for the programme, AMP and Global Fund to consider for his terms of reference.

Interviewees strongly recommended that NCs and AMP TA providers come on board at the same time and at least nine months before the campaign launch. They both should review their respective terms of reference as part of their orientation and document review. In Guinea Bissau, the AMP TA provider had seen the NCs' terms of reference, but the NCs were recruited and involved in the training of trainers without final contracts in place and after the TA providers had started in-country advising. In this case, the NCs' contracts were finalized only after the TA providers had left the country. Timely engagement of NCs is critical; if hired too late, then the NC may have to focus on "work arounds" according to one respondent.

#### *Issues in implementing the TORs*

Partners emphasized the need to clearly distinguish the roles of NCs from those of the AMP TA providers, as NCs provide a link to support in-country activities such as gathering meeting participants, connecting with sub-national teams, and transmitting technical advice provided by AMP international TA providers to in-country campaign actors. Some AMP TA providers expected NCs to have a certain level of expertise with ITN campaigns to complement the advice of TA providers. They noted general complementarity of roles with some overlap especially when AMP is providing distance support. Collaboration between international AMP TA providers and NCs can be closest during campaign planning: the AMP TA provider can be in-country to work with the NC and others on the plan of action followed by support from the AMP TA provider by distance as needed during the implementation phase.

#### **Recruitment of NCs**

##### *Qualifications:*

Overall, the qualifications reflect the roles and responsibilities requested by NMPs, whether for general coordination or specific technical support. The qualifications highlighted by the interviewees are



combined with those from written documents reviewed to comprise the illustrative terms of reference in the annex.

### *Recruitment process*

Recruitment processes for NCs varied depending on the country and funding source. Many national Ministries of Health or Finance recruited NCs themselves, which could involve cumbersome administrative processes. Others were recruited through key partners and campaign stakeholders who were members of the joint technical or coordination committees for the campaign. The United States President's Malaria Initiative (US-PMI) partner Chemonics under the Global Health Supply Chain Programme-Procurement and Supply Management Project recruited and contracted the Liberia NC (whom the Liberia NMP had identified as a candidate), in part to avoid the burdensome government processes, and (according to one NMP interviewee) to avoid potential programme bias in the selection process. Finding the appropriate skill set proved challenging for Chad's NMPP: it had to advertise the NC position three times which delayed campaign planning.

The reported duration of recruitment ranged from two weeks to three months, again depending on who is involved. MoH processes are typically slow, something interviewees cited in Chad, Malawi, Mauritania, Sudan and Uganda. For this reason, Global Fund Principal Recipients (PRs) may prefer recruiting international technical assistants or a national consultant through a partner, as in Liberia. Benin's NC recruitment took longer because the Global Fund questioned the terms of reference and asked AMP to review them before approval. Recruitment of AMP-funded NCs ranged between two to four weeks.

### **Funding of NCs**

NMPs typically funded NCs through partners such as via their Global Fund grants or through US-PMI, while AMP and (less frequently) the Malaria Consortium and Population Services International also provided funding. Substantial funding delays could occur during the RBM contracting process through UNOPS, especially if the national consultant was not previously on an RBM TA roster.

One partner voiced concern that NMPs often forget to include NC funding in their Global Fund grants. Should NMPs request more technical assistance for ITN campaigns or continuous distribution in their grant proposals, the partner would advocate for prioritizing funding of NCs over AMP or other international TA providers.

The interview process did not allow adequate time to cover the remuneration issues for NCs. The written terms of reference reviewed identified the funder (i.e. Global Fund via RBM/UNITAID, AMP or implementing partner as with Chemonics in Liberia) but did not provide remuneration details. Thus, the review could not address any potential issues with the level of NC remuneration per country versus international rates. That said, interviewees consistently mentioned substantial cost savings, which presumably referred to lower salaries and travel expenses for NCs. Interviewees did not mention any problems with double recruitment, namely the use of different funding mechanisms for different periods of service.

### **Training and orientation of NCs**

Partners and AMP TA providers viewed some form of orientation for NCs as important, but not formal training. One partner recommended including some kind of structured “induction training” in the terms of reference. However, the narrow timeframes for recruitment and hiring coupled with the assumption that NCs already come with adequate knowledge about ITN campaigns mitigated against allocating time for formal training. Overall, interviewees recommended that AMP TA providers and NMPs allocate *orientation* time to share any campaign guidelines and tools with NCs, to brief them on past campaign experiences, and to provide NCs with materials from AMP Annual Partners’ Meetings to review. One RBM partner promoted orientation as a way to help build the capacity of NCs to support ITN campaigns, so that they could eventually assume the role played by the AMP TA providers. Even if NCs focus on a certain campaign element, several interviewees felt NCs should be orientated on all parts of the campaign for context.

In practice, orientation of NCs tended to include document review and meeting the key campaign in-country players and global partners including AMP TA providers and Global Fund (often virtually). AMP TA providers reported providing informal, on-the-job orientation to NCs. Several partners observed that AMP TA providers had not included NCs in technical updates they provided to NMP staff. One NC provided support for scale-up of digitalization but with no previous ITN campaign experience did not receive all critical campaign documents to review, including the AMP technical guidelines related to digitalization. As only one NMP official briefed him, the NC had to pursue other staff himself to get background information. This NC felt additional orientation about ITNs and on campaign planning and implementation would have helped his work.

For orientation to be effective, several interviewees mentioned the need to have NCs in place early enough in the campaign planning process to allow AMP TA providers to identify gaps in the NCs’ knowledge or skills. This is especially important when the NCs themselves express an interest in broadening their technical competencies. Having NCs recruited and in place only around the time when the training of trainers is conducted—which some interviewees did report—makes organizing and tailoring of orientation difficult.

### **NC communications and working relationships**

Interviewees described NC working relationships with NMP programme managers and their staff, with global and local partners, and with AMP TA providers. As one partner noted, successful communications depend on clear roles and supervisor relationships with the NC as defined in the terms of reference.

- *Country programme managers:* Partners noted excellent relationships between NCs and NMP managers and staff generally, given their language capabilities (which in Arabic-speaking Sudan could be a challenge with AMP TA providers) and their “patience in working with the programme”. An RBM partner noted having to intervene between the NMP and NCs in only one country where the officials had a “falling out”. One partner stressed the need to clarify the working relationship between the NMP vector control staff and NCs. The AMP TA providers, NMP staff and NCs interviewed also noted good working relationships, especially where NCs knew national programme staff already. In one country the NC only had contact with one national programme official, and while communication was good, that official did not always have answers to all questions.

- *Global and country-based partners:* Some partners noted good relationships with partners where the NC was authorized to update them on campaign progress. Others noted only NMP staff could communicate with partners, not NCs. In Liberia, Chemonics, a US-PMI implementing partner, hired the NC and maintained direct links with him. One AMP TA provider observed conflicting loyalties of the NCs even though their primary loyalty should be to the NMP. The TA provider noted that NCs tend to answer to their funder: if the Global Fund splits funding among several PRs and the funder is an implementing partner, the NC may have challenges in balancing the needs and expectations of the partner and the NMP. The national programme and NC interviewees who responded found either cordial relationships or no specific communication channels established.
- *AMP TA providers:* All respondents noted generally good, “cordial” relationships between the AMP TA providers and NCs. Regardless of the funder, NCs could reach out to TA providers, sometimes with the national programme staff present, for technical guidance and strategy options to suggest. One national programme noted that the NC sent progress reports directly to AMP (the funder) but should have copied the programme in the communication channel.

To help understand the level of authority that NMPs delegated to NCs, interviewees were asked whether NCs could represent the national programme or campaign partners when dealing with the media. The authorities in Liberia and Sudan allowed the NCs to present on radio or television about the campaigns. This was the case with the NC in Liberia who was Muslim and gave a presentation designed as outreach to Muslim communities. AMP TA providers noted that the NC in one country could present to the Global Fund and other partners, but not to the media and never on behalf of AMP. Otherwise, interviewees considered media engagement to be strictly an NMP function.

In the AMP evaluation of distance-based technical assistance that preceded this review, some TA providers identified challenges with key NMP officials being diverted to other duties—e.g. COVID-19 response, developing Global Fund grant proposals—and unavailable to finalize decisions to move campaign planning forward. The potential for the same situation holds for NCs. Unless specifically authorized by the NMP in their terms of reference, NCs cannot sign off on critical strategic actions, such as authorizing final campaign guidelines and budgets, revising the modalities for transport or warehousing, or representing the NMP to the media. To address these concerns, programme managers and partners should ideally clarify these programme responsibilities before recruiting the NC.

### **Supervision, reporting and evaluation of NCs**

The review could not allocate enough interview time to cover supervision and evaluation in depth. Two partners described supervisory relationships: in Sudan the FMOH’s Integrated Vector Management head supervised the NC while in Liberia both the NMP manager and the head of the coordination committee (WHO) served as supervisors. In terms of *reporting*, interviewees mostly mentioned that NCs report to the national programme, other MoH officials, and/or to the campaign coordination committee members. However there appeared to be some unease with NCs being required to report to their funder versus national programmes alone. In Liberia the NC reported to Chemonics (the funder) at the end of the campaign. In Sudan, the AMP-supported NCs reported both to the head of Integrated Vector Management and to AMP. One TA provider noted conflicts with NCs reporting to funders, who in turn felt NCs should report to both funders and national programmes and not just to the programmes. Situation reports (SITREPs), often written jointly with AMP TA providers and copied to NMPs, were submitted to AMP for sharing with AMP partners and follow-up by AMP staff.

In the case of confidential or sensitive issues, NCs were advised to handle them with AMP and the NMP through internal country meetings rather than documenting them in SITREPs.

According to the few responses received, evaluation of NCs did not appear to be formalized or routine. AMP completes evaluations for the NCs it funded, as in Sudan. One partner mentioned there was “tacit acknowledgement” that the NCs in Liberia and Chad were added value, while another partner noted that the NMP did complete an evaluation on the NC but it was not shared with partners.

## **Conclusions**

This review demonstrated that NCs can add significant value to ITN campaign support. The NCs typically complemented NMP and AMP TA provider functions, strengthening campaign organization, filling short-term staffing gaps or surge capacity in the national programme, and often providing previous campaign experience. National consultants had fewer travel restrictions and were presumed to cost less than their international counterparts. Capacity-building occurred both for the national programme and field campaign staff as well as for the NCs themselves, who eventually could be engaged for leadership positions within the MoH or as future consultants (national and international). Some NCs brought a more independent perspective on campaign strategies versus that of AMP TA providers and national programme staff, which facilitated NC efforts to advocate for change and address bottlenecks.

For AMP TA providers, NCs have been critical links with NMPs, in-country partners and stakeholders especially during periods of distance-based technical assistance. The NCs provided country context, local language capability (as in Sudan), and timely follow-up to action items identified by the AMP TA providers and in-country campaign stakeholders.

At the same time, the review identified numerous challenges to be addressed in engaging NCs. Although NMPs appeared to value NCs, they may forget to include them in their Global Fund grant requests: such an omission will increasingly be difficult to resolve given constrained funding envelopes. Terms of reference have not always spelled out how NC roles and responsibilities complement rather than overlap with those of AMP TA providers. Perceptions of the NCs’ most critical roles varied somewhat among the interviewees. Partners and NMPs especially valued the NCs’ coordination and strategic roles that fill gaps in staffing and management time and expertise. In contrast, some AMP TA providers felt that NCs could be used more effectively in technically focused, capacity-building functions rather than performing some of the routine administrative duties assigned by national programmes.

Some government recruitment processes have been cumbersome and delayed the engagement of NCs in time to contribute to defining campaign strategies, macroplanning, microplanning, materials and tools development and training. Identifying qualified candidates for the NC position could be difficult, as noted in Chad. Once hired, NCs have often received inadequate orientation by national programme staff, consequently lacking the background about campaign plans and players needed to ensure the NCs’ effectiveness. Finally, in carrying out their duties, NCs have faced conflicting loyalties between the NMP and donors, causing confusion at times in their reporting lines including with the AMP TA providers.

While engaging NMP-based NC support for ITN campaigns is fairly new and increasing in importance, countries and global partners have employed local staff to support public health initiatives for years.

Varly<sup>14</sup> articulated the value added in using national consultants to complement international advisers, such as understanding the local context, travel flexibility and lower costs. The emerging promotion of engaging national consultants and reducing reliance on international TA to support ITN campaigns reflects recent trends in rethinking development assistance for health. Among nine “syndromes” representing systematic barriers to change identified by the Interagency Initiative for Capacity Strengthening, the first was: “Reliance on external implementing partners undermines strengthening and sustaining national capacity”<sup>15</sup>. Complementing AMP’s international technical assistance with increased use of national consultants may help AMP boost its localization efforts and address the long-held criticisms in global health that “TA is not aligned with country priorities or coordinated effectively with governments and other stakeholders”<sup>16</sup>.

In terms of capacity-building, participants in the Re-Imagining Technical Assistance for Maternal, Neonatal, and Child Health and Health Systems Strengthening project in the Democratic Republic of Congo and Nigeria observed that “an embedded approach, with TA providers working side-by-side and mentoring government staff, would ensure greater ownership by governments”<sup>17</sup>. To increase the effectiveness of NCs, the project participants recommended “creating realistic... timelines and work plans that incorporate sufficient time...to lead, contribute to, coordinate, and implement TA”, and to regularly evaluate their TA approach<sup>18</sup>. Previous studies of TA in development observed, as in this review, familiar challenges such as “...defining expectations, agreeing on priorities, establishing collaboration with program staff, and providing TA with sufficient ‘dose’ strength...”<sup>19</sup>.

Some findings of this NC review are also consistent with an external evaluation of WHO National Programme Officers (NPOs), country nationals who made up 27 percent of WHO’s country level staff in 2019. While the TA models are different—NPOs are placed in WHO country offices rather than embedded into health programmes for a finite period—the theme of value added is similar. The evaluators identified seven key attributes as NPOs’ “unique contributions”: (1) language; (2) cultural fit; (3) geographical knowledge and access; (4) institutional knowledge of the country’s health system; (5) network within MoH, government and society at large; (6) continuity of presence in a country; and, (7) social proximity to national health outcomes. These attributes “translated into a specific commitment and dedication to the role”. The evaluators advocated for a “learning and development strategy” that promotes “coaching” of NPOs<sup>20</sup>. While NCs are assumed to come with the requisite management and/or technical skills expected of consultants, their orientation and support from AMP TA providers and others remain critical to their success.

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<sup>14</sup> Varly P. (2018). *Engaging national consultants in international development* [Note for presentation at CIES 2018 conference, March 28, 2018, Mexico City]. Accessed 27 April 2023 at <https://varlyproject.blog/engaging-national-consultants-in-international-development/>.

<sup>15</sup> Knittel B, Coile A, Zou A, *et al* (2023). Critical barriers to sustainable capacity strengthening in global health: a systems perspective on development assistance [version 2; peer review: 2 approved, 1 approved with reservations]. *Gates Open Res*, 6:116, p. 6. (<https://doi.org/10.12688/gatesopenres.13632.2>).

<sup>16</sup> Kanagat N, Chauffour J, Ilunga JF, *et al*. (2021). Country perspectives on improving technical assistance in the health sector [version 1; peer review: 2 approved]. *Gates Open Res*, 5:141, p. 3. (<https://doi.org/10.12688/gatesopenres.13248.1>).

<sup>17</sup> Kanagat *et al*, 2022, p. 7.

<sup>18</sup> Kanagat *et al*, 2022, p. 19

<sup>19</sup> West G, Clapp S, Davidson Averill E, Cates W, (2012). Defining and assessing evidence for the effectiveness of technical assistance in furthering global health, p. 923. *Global Public Health*, 7:9, 915-930, DOI: 10.1080/17441692.2012.682075. <https://pubmed.ncbi.nlm.nih.gov/22606939/>

<sup>20</sup> World Health Organization Evaluation Office (2019, July). *Evaluation of the utilization of national professional officers (NPOs): Report and appendices*. pp. iv-viii. Retrieved at [https://www.who.int/docs/default-source/documents/about-us/evaluation/npo-evaluation-report.pdf?sfvrsn=cee21859\\_0](https://www.who.int/docs/default-source/documents/about-us/evaluation/npo-evaluation-report.pdf?sfvrsn=cee21859_0).

### **Limitations of review**

The review faced a number of limitations in its scope and depth. The number of interviewees in all four categories depended on the individuals identified and introduced by AMP staff—a convenience sample—thus the responses do not reflect the full experience of all ITN campaign NCs and their collaborators. Fielding a questionnaire to complement the interviews and document review could have yielded additional insights, although the limited review timeframe plus the use of one consultant probably made that option unfeasible. The 45-to-60-minute limit on interview time resulted in excluding some questions regarding, for example, NC evaluation and remuneration, which could have given more in-depth information about engagement of NCs.

### **RECOMMENDATIONS**

RECOMMENDATIONS	Funding partners	Operational partners	NMPs	AMP TAPs
<b>GENERAL</b>				
Actively encourage NMPs to include funding for NCs during Global Fund grant proposal and budget development; ensure sufficient funding for the full duration of campaign planning, implementation and reporting.	✓	✓		✓
<b>TERMS OF REFERENCE</b>				
Ensure that terms of reference clearly identify the complementarity of roles and responsibilities among NCs, NMP and partner staff and AMP TA providers.	✓	✓	✓	✓
Define the capacity-building functions expected of NCs, whether through coordination or technical advisory roles, and through training or on-the-job mentoring.		✓	✓	
Define the supervisory relationships between the NCs and key staff of the NMP, partners and AMP TA providers.		✓	✓	✓
Determine the reporting requirements for NCs (e.g. weekly or activity-based reports, etc.), including the frequency and audience for reports. As possible, align the reporting format, content and frequency with needs for reporting back to funding partners.	✓	✓	✓	
Clarify the level of authority delegated to the NC to represent the NMP on ITN campaign strategies and progress in terms of the media and implementing partners.			✓	
Incorporate procedures and criteria to evaluate NC performance and consider encouraging a wide-scope evaluation including key NMP and partner staff and AMP TA providers, as well as other key stakeholders, as contributors.	✓		✓	
Encourage NMPs to share draft NC terms of reference with RBM sub-regional network coordinators and AMP staff for feedback and, if appropriate, AMP staff can in turn share with designated AMP TA providers.	✓		✓	
Orientate campaign coordination committee members, other NMP staff, key partners and stakeholders and AMP TA providers on the NC's final terms of reference to generate understanding of and support for the			✓	

RECOMMENDATIONS	Funding partners	Operational partners	NMPs	AMP TAPs
NC's role as value added to the programme.				
<b>RECRUITMENT</b>				
Early in the campaign planning process, develop and implement a realistic timeline for recruiting and hiring NCs, at least 3—6 months before the start of macroplanning.	✓		✓	
Support NMPs to determine the best recruitment mechanism for NCs, via government and/or partners, to ensure placement according to the qualifications defined in the terms of reference and campaign timeline.	✓	✓	✓	
Consider whether NCs could be engaged in multiple types of malaria prevention campaigns (such as ITNs and seasonal malaria chemoprevention) to help keep these campaigns on track and complement routine programme activities.	✓	✓	✓	
In countries with specific technical needs, with limited in-house programme expertise available, or with limited resources for contracting international consultants directly (versus using RBM resources), consider proposing recruitment of NCs with appropriate skills that are outside the malaria or overall health sectors. For example, experts in logistics from immunization campaigns or mass drug administration for neglected tropical diseases could support the logistics needs of ITN campaigns. Similarly, an expert in the scaling up of digital technology in the private sector may have the appropriate skills to inform upgrades to new or existing digital systems for ITN campaigns. All scenarios could require more intensive orientation and continuous technical support from the NMP, in-country partners and AMP. If successful, these multivalent NCs could become more valuable to future ITN, health and cross-sectoral initiatives in-country and potentially internationally.	✓	✓	✓	
<b>ORIENTATION</b>				
Create and conduct structured, time-limited orientation for newly hired NCs to ensure understanding of roles, gaps to be addressed and familiarity with key campaign players. Even for NCs with previous ITN campaign experience, ensure the orientation covers the latest campaign strategies, NMP structures, updates to global and national campaign guidance, lessons learned from past campaigns in-country and regionally, and the desired roles and communication modalities for interaction with key government officials, partners and stakeholders. A sample list of tasks to orientate NCs is included in the illustrative terms of reference in the annex.		✓	✓	✓



RECOMMENDATIONS	Funding partners	Operational partners	NMPs	AMP TAPs
Create a network among NCs and AMP TA providers to allow NCs to learn lessons and promising practices from NCs and international consultants engaged in other malaria campaigns, both in-country and internationally. AMP has facilitated successful country-to-country exchanges between NMP ITN staff to learn from other country experiences. Similarly, AMP and other partners can work with NMPs to incorporate a structured, virtual introduction to other NCs and TA providers (beyond those assigned to their country) as part of their orientation. NCs can also participate in technical updates provided during periodic calls with AMP TA providers, 85 per cent of whom come from the global south. This new network can encourage a south-to-south model of “peer mentoring to TA staff” described by West <i>et al.</i> (2012, p. 926) <sup>21</sup> .		✓	✓	✓
<b>NC COLLABORATION WITH TA PROVIDERS, NMP, PARTNERS AND THE GENERAL PUBLIC</b>				
Clarify through the terms of reference and orientation the appropriate communication channels for strategic, technical and potentially sensitive discussions between the NC, NMP and other MoH and government staff, AMP TA providers, campaign stakeholders, and the general public including the media.			✓	✓
Ensure NMP leadership availability and commitment to authorize campaign-related decisions that the NC and campaign stakeholders require to achieve their work plan and campaign objectives.		✓	✓	
Encourage NC participation in weekly AMP calls, including the opportunities to report on country campaign progress and give technical presentations as appropriate.		✓		✓

<sup>21</sup> West G, Clapp S, Davidson Averill E, Cates W, (2012). Defining and assessing evidence for the effectiveness of technical assistance in furthering global health. *Global Public Health*, 7:9, 915-930, DOI: 10.1080/17441692.2012.682075. <https://pubmed.ncbi.nlm.nih.gov/22606939/>

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# Annex: Developing terms of reference for national consultants to support ITN mass campaigns: template

Also available for download as an adaptable tool in MS Word. See:

[https://allianceformalariaprevention.com/wp-content/uploads/2023/09/TOR\\_National\\_Consultants\\_Adaptable\\_Tool.docx](https://allianceformalariaprevention.com/wp-content/uploads/2023/09/TOR_National_Consultants_Adaptable_Tool.docx)

Country:

Planned dates of ITN campaign key components:

- Macroplanning:
- Microplanning:
- Household registration:
- ITN distribution:

Start and end dates required for national consultant (NC) services:

## **SKILLS AND QUALIFICATIONS: Examples** (adapt)

### **Academic qualifications**

- University degree or advanced diploma in pertinent field (e.g. medical administration, public health administration, logistics, social and behaviour change [SBC], finance and economics, information and communication technology, etc.)
- Bachelor's degree, Master's preferred

### **General country-specific public health experience**

- 5—7 years' field-based coordination, operations, monitoring and/or survey experience, including 3—5+ years' experience in health sector, with health strategy and policy formulation
- Knowledge of country health system and national context
- Project and programme development and management experience, preferably health-related

### **Malaria and ITN experience**

- Previous experience with the national malaria programme (NMP) and funding partners
- Knowledge about malaria generally and ITNs specifically
- Experience with ITN distribution campaign processes
- ITN campaign-related skill sets as determined by NMP (e.g. coordination, logistics, SBC, digitalization, operations etc.)

### **Communication and personal skills**

- Clear, concise written and oral communication skills in (language)
- Excellent listening skills
- Excellent interpersonal skill
- Negotiation and flexibility skills
- Ability to work both independently and in a multidisciplinary team
- Demonstrated ability to follow standard practices, procedures and supervision guidance

**Computer literacy and hardware**

- Experience with Microsoft Office Suite
- Access to laptop computer
- Experience with digitalization of health activities/campaigns (depending on context of campaign)

**Other requirements**

- National citizen or resident
- Experience working for a partner (technical, funding, implementation) organization
- Immediate availability if offered position

**ROLES AND RESPONSIBILITIES: COORDINATION FOCUS****Overall functions**

- Serve as primary coordinator in NMP to ensure coordination with partners; ensure meetings are organized, action points recorded and follow-up completed
- Identify key challenges and timely solutions; problem-solving
- Support thematic sub-committees (e.g. logistics, SBC, digitalization, operations/M&E, etc.) of national campaign coordination mechanism
- Respond to partner feedback on campaign, including macroplan documents, microplans and other activities and issues
- Conduct advocacy activities with local partners
- Maintain, update campaign timetable and risk assessment and mitigation plan
- Ensure continuity, progress of campaign planning and implementation

**Specific functions**

- Attend coordination meetings (weekly or at defined frequency + ad hoc meetings) and prepare minutes
- Update campaign documents and tools; organize technical working sessions with key stakeholders to review and finalize all materials in time for implementation
- Support administrative processes linked to fund release for activities (such as preparing terms of reference and other supporting documentation)
- Support on planning, management, coordination, training for logistics
- Support development of SBC tools, materials and messages
- Monitor ITN transport and storage
- Prepare weekly situation report for NMP/AMP
- Participate in AMP and country-specific campaign calls
- Support training of trainers, intermediate and peripheral level actors; supervise trainers
- Coordinate and help conduct workshops on campaign elements: macroplanning, microplanning, SBC, post-campaign national review meeting, report writing
- Technical report: summary of findings and presentation of recommendations to NMP and partners

**ROLES AND RESPONSIBILITIES: TECHNICAL FOCUS****Planning, pre-positioning and logistics**

- Develop macroplans and supporting annexes

- Develop microplanning package (templates, agendas, presentations, standard operating procedures) and support organization of training of facilitators and microplanning workshops
- Support coordination and monitoring of household registration and voucher issuance
- Support update of micro-transport plan based on household registration
- Identify risks and mitigation plans for campaign planning and implementation
- Prepare training manuals for different thematic areas (logistics, implementation, SBC) and related agendas, presentations and supporting materials
- Support facilitation of training of trainers for central level team
- Monitor ITN transport and storage throughout the supply chain, including for reverse logistics

### **Monitoring and evaluation**

- Develop table of campaign indicators, including for logistics, SBC, digitalization ([others as applicable](#))
- Support development of supervision and monitoring checklists for all activities
- Support review of reports from supervision and extraction of key issues for reinforcement or resolution for future campaigns
- Support development of protocols for in/end process monitoring or post-distribution evaluation, as well as questionnaires
- Prepare monitoring/evaluation manuals and training tools
- Select, train independent (or internal as applicable) monitors
- Support coordination and implementation of monitoring and evaluation activities
- Organize and participate in post-campaign review meetings at sub-national and national levels

### **Social and behaviour change**

- Finalize SBC plan of action, including strategy, messages and dissemination plans
- Develop timeline for SBC activities
- Develop risk and mitigation plans for SBC, as well as rumour management plan
- Finalize SBC microplanning package
- Support facilitation of training of central team supporting SBC microplanning workshops
- Test, finalize materials/tools for implementing SBC activities (agendas, media briefing materials, key messages, rumour management plan, visual and audio supports)
- Support facilitation of training for implementation for central team on SBC
- Support organization of advocacy, awareness-building, social mobilization meetings for different cadres of stakeholders at all levels
- Organize official launch ceremony
- Support media briefings
- Monitor community leader engagement and outcomes
- Support data compilation, analysis, feedback specific to SBC, as well as extraction of key issues from supervision and monitoring reports
- Prepare SBC report with lessons learned

### **Data management and digitalization**

- Support NMP on decision-making for digitalization (e.g. scope and scale of digitalization, campaign components to be digitalized, etc.)
- Draft digitalization PoA and timelines, budget
- Propose system architecture and processes (mobile application, middleware, web system development, server and database configurations, data flow)
- Support system integration and development of application programming interfaces

- Support initial user acceptance testing
- Develop mobile client end user policy
- Recommend ways to ensure transmission of operational data to central level
- Develop tracking tools, including development and maintenance of dashboard to monitor activities and indicators
- Finalize configuration and validation of digital data collection tools
- Prepare device management plans
- Prepare storage and transport plans for devices
- Develop set of technical tests for digital system
- Develop risk and mitigation plan for digitalization
- Support recruitment and training of ICT4D personnel and data managers
- Review household registration and ITN distribution data and provide feedback to supervisors
- Review independent (or internal) monitoring data and extract key issues requiring resolution each day of activity implementation
- Coordinate data compilation and final reporting

#### **Finance sub-committee support**

##### *Before the campaign:*

- Follow up validation of sub-committee budgets
- Prepare overall campaign budget and identify financial gaps
- Support mobilization of additional financial resources in timely manner
- Participate in preparing training modules and tools for finance management to ensure accountability and adherence to policies and procedures
- Support organization and facilitation of training focused on finance management
- Support development of financial accounting instruments and standard operating procedures
- Follow up on submission of expenses in a timely manner

##### *During the campaign:*

- Follow up on funding availability, disbursements and status of campaign implementation
- Ensure justifications are submitted on time for expenses linked to specific campaign activity phases

##### *Post-campaign:*

- Document lessons learned
- Support preparation of campaign financial report

#### **DELIVERABLES**

(To be listed according to the roles and responsibilities determined for the NC)

#### **ADMINISTRATIVE REQUIREMENTS**

##### **Orientation**, to include at minimum:

- Time allocated for orientation (e.g. 1—2 working days)
- Detailed review of terms of reference with NMP, members of national campaign coordination committee, and others as identified by the NMP
- Document review: national campaign guidelines and tools, reports from previous campaigns, AMP guidelines, RBM and WHO technical documents, campaign documents from previous campaigns or implementing partners
- Meet key players (in person and/or virtual): MoH/NMP and other government officials engaged in campaign, global funding partners, local implementing partners, campaign stakeholders

- Virtual discussion with NCs and TA providers in other countries to learn lessons from consultants to apply in-country
- Detailed in-country and/or virtual discussion with AMP TA provider(s) assigned to support the country's campaign

**Supervision**

- First-line supervisor
- Second-line supervisor

**Reporting**

- Report to NMP/MoH/Programme Management Unit (PMU): *[to whom, how often, in what format]*
- Report to implementing partner: *[to whom, how often, in what format]*
- Report to AMP: *[to whom, how often, in what format]*
- Prepare weekly SITREPS for NMP and AMP, which also serve as an important justification for the financial review of expenditure for the campaign overall and the NC
- Develop global campaign report and reports by phase

**Remuneration**

(To be determined per negotiation with NMP and/or funding partner[s].)