

ITN campaign planning in a resource constrained context



Macroplanning

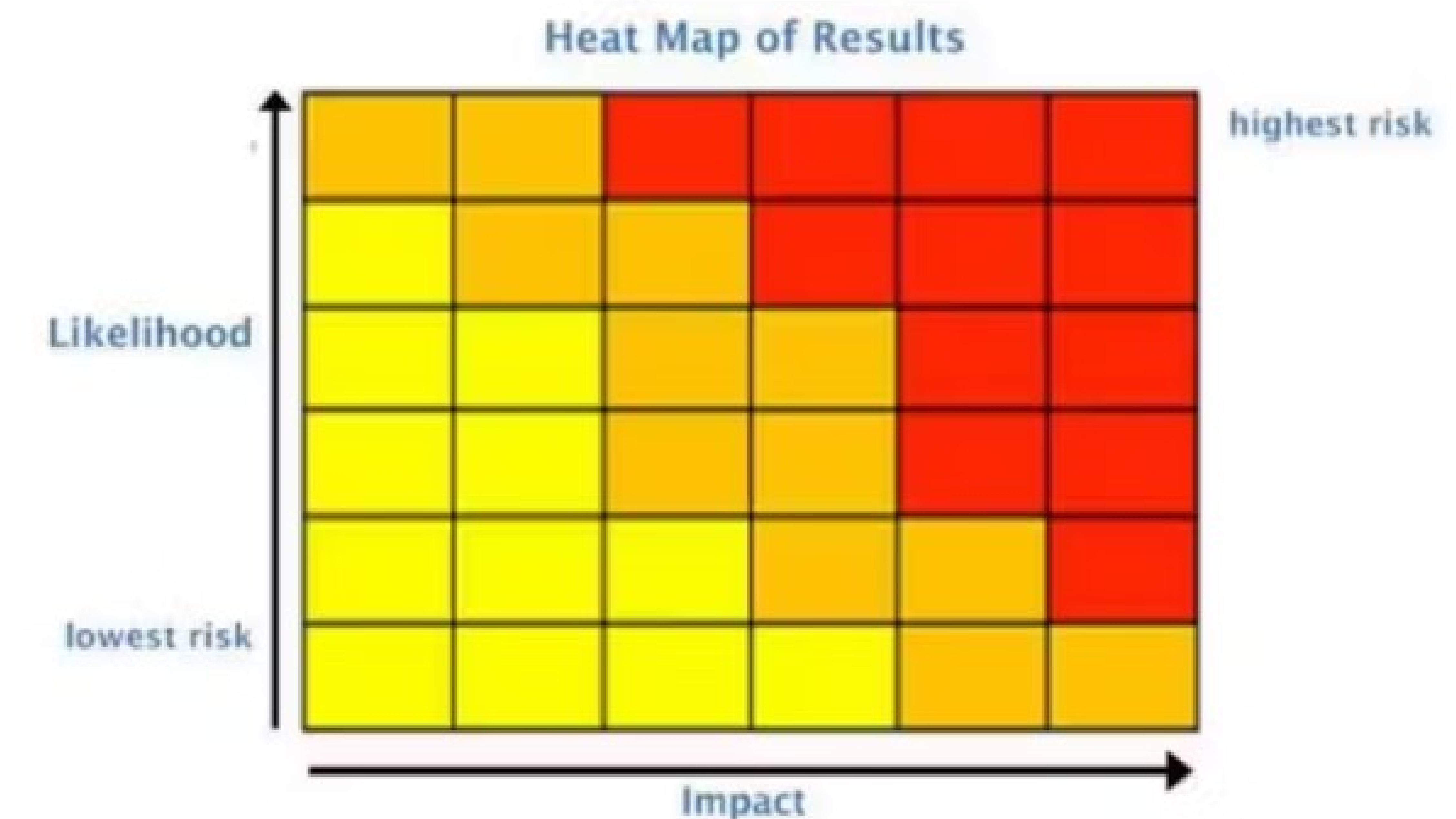


Macroplanning

- Stage at which strategies, implementation arrangements, operations, roles and responsibilities, etc. are defined
- For three-year campaign cycles, particularly if there is a need to change previous approaches, this phase cannot be missed (but doesn't need to cost anything!)
 - Recycle old plans (needed information – see updated template) that were agreed with sub-national levels, engage sub-national levels virtually on key strategy decisions, etc.
- For rolling campaigns (e.g. continuous campaign cycle – like Nigeria, DRC), no need for macroplanning for each campaign BUT maybe a need for sub-national levels to develop specific plans based on national guideline, resource context and degree of change from existing guidelines

Risk assessment and mitigation

- Risk = Likelihood x Impact
- Mitigation: reducing the likelihood that a risk will occur and/or reducing the effect of a risk if it does occur
- More important than ever and not an afterthought:
 - Procurement and payment procedures vis-à-vis strategy shifts
 - Accountability vis-à-vis reduced training and oversight
 - Rumours related to shifts in targeting
 - Security of teams related to shifts in targeting
 - Etc.



Campaign phases where budgets can be optimized ;-)

For most campaigns, costs are driven by three main activities that can be significantly adjusted and one that can be adjusted less:

- Macroplanning, coordination
- **Microplanning**
- **Household registration** (including training, SBC, data collection and analysis, supervision, monitoring)
- **Logistics and supply chain** (including training, tracking, supervision, waste management)
- **ITN distribution** (including training, SBC, data collection and analysis, supervision, monitoring)
- **Post distribution activities** (SBC, end process data collection, waste management, reverse logistics)

What are the main cost drivers in ITN campaigns (non-ITN procurement)

Training

Transportation

Warehouse / storage

Logistic : transportation
micro and macro

Stationaries

Training

Trainings

Digitization

What are the main cost drivers in ITN campaigns (non-ITN procurement)

Household registration
Distribution Training
Supervision

Trainings

Supervision

HHR and distribution

Micro planning
workshop

Allowances

transportation

visibility materials

What are the main cost drivers in ITN campaigns (non-ITN procurement)

Payments to the
community personnel

Microplanning

transportation

supervision

Digitalization,
procurement of
gadgets, data bundles

Microplanning

Printings

Fixing mistakes in
upstream planning

What are the main cost drivers in ITN campaigns (non-ITN procurement)

printing materials

Reverse logistics

Campaign launch

Household Registration

Community actor
payment

Transport

Online / Virtual Meetings

Remote supervision
using dashboards

ITN campaign distribution strategies

Single phase D2D approach: Registration and distribution in a single visit to HH – Recommended, can apply to COE

Advantages

- Quick, reduce human resources/time for getting nets to households
- Registration can be done or fixed number of ITNs allocated
- Training is a one-off event
- Low risk of missed HH (see people with ITNs)
- Reduces need for vouchers

Challenges

- Quantification of ITNs and HR required ☐ reliance on microplanning data
- Security of D2D teams
- Last mile transport and resupply to distribution teams
- Heavy workload for teams (particularly if increase households per day as part of cost cutting)
- Determining which materials are needed and procuring on time + added costs (e.g. bags for carrying ITNs)

Single phase D2D registration / fixed site distribution: ITN collection at fixed sites immediately after registration – Recommended, can apply to COE

Advantages

- Quick, reduce human resources/time for getting nets to households
- Assists with controlling flow of HH to distribution points (may reduce need for vouchers/identification)
- Training is a one-off event
- Low risk of missed HH (see people with ITNs)
- Removes stress of organizing D2D distribution
- May reduce need for vouchers depending on strategy

Challenges

- Many people required at once to run registration and distribution ☹ implications for training / timing
- Quantification of ITN needs reliant on microplanning (no time between registration and distribution to position more nets)
- HH missed during HHR phase will need to be managed at DPs

Two phase D2D registration / fixed site distribution:

Standard campaign process -

Not recommended, difficult to significantly cut time, needs additional funding vs one-phase, COE considerations

Advantages

- Allows for pre-positioning of ITNs based on data / actual needs
- Generates lists of households and allows for allocation to be done either during or after the HHR to align with ITNs available
- More accurate allocation of ITNs to households and pre-positioning sites

Challenges

- More time is needed and more human resources
- More training required
- More supervision and monitoring required
- HH missed during HHR phase will need to be managed at DPs
- Requires a voucher or alternative for people to receive nets

Human resources parameters

Household registration

- As possible, increase the number of households per day in line with the context ☐ may not be the same everywhere (higher HH per day in densely populated areas, less in sparsely populated areas)
- Reduce the number of days for registration
- Reduce the ratio of supervisors to teams with a focus on ensuring high quality community supervision → consider one supervisor to 10 teams (20 people) or more (densely populated areas) and provide funds for transport if possible
 - Rely on community leaders, teachers or others for quality supervision in the context of limited training
- Reduce upper-level supervision and monitoring and target where it is needed
 - Same things are not needed everywhere
 - Leverage on digital systems for follow up and providing feedback where possible
 - Identify local partners working in the area that may be able to provide feedback independently of the campaign structure
- Do not plan/budget for mop up or hang up

ITN distribution

- Increase the number of people to be served (or ITNs to be distributed) per day (context-specific)
- Decrease the number of people per distribution team - need vs nice roles
- Reduce the number of days for distribution → phase should be a maximum of 5 days
 - Rely on community leaders to support crowd control, community members to support waste management
- Reduce the ratio of supervisors to teams with a focus on ensuring high quality community supervision
 - consider one supervisor to 10 teams (20 people) or DPs or more (densely populated areas) and provide funds for transport if possible
 - Rely on community leaders or others for quality supervision in the context of limited training
- Reduce upper-level supervision and monitoring and target where it is needed
 - Same things are not needed everywhere
 - Leverage on digital systems for follow up and providing feedback where possible
 - Identify local partners working in the area that may be able to provide feedback independently of the campaign structure
- Do not plan/budget for mop up or hang up

Are there other parameter adjustments?

Last mile log

Community involvement
for transportation

Vehicles vs motos vs
bicycles

Microplanning

Monitoring from national
level will reduce costs for
travelling

SBC

Vehicle hiring

Online Meetings

Are there other parameter adjustments?

Remote supervision

Microplanning

storage and transport
cost at community level

SBC

Remote supervision

Formation

E-learning for ToT at
central and District level

Engagement
communautaire ++

Are there other parameter adjustments?

Virtual trainings

Use of HIMS focal points
for digit support

leveraging on
Government
warehouses

Workshop / training
venues

Central level and region
level trainings:

Remote training

Warehousing

For 2Phase Fixed Point,
just make distribution 2
days. 3 max.

Are there other parameter adjustments?

Using same digital
platform

yes

The challenge with population-focused (e.g. “UC”) campaigns is HR

- Where campaigns require a registration, costs are driven by the HR needed to reach and register HHs
- Possible to “optimize” (e.g. ask poorly paid people to do more per day over less days), but at some point that approach will incur greater risk than benefit (note payment issues in many countries, dissatisfaction with unchanged daily rates, etc.)
- If available resources are severely constrained, a different approach may be needed that either (1) leverages existing systems or (2) drops the registration phase for the campaign

Recommended where community structures/CHW systems in place or for COE

Advantages

- Leverages on investments made to strengthen community health structure or systems
- If people previously trained or community leaders are well engaged, may improve data collection and reporting
- May provide data up front to replace the registration phase (and eliminate need for vouchers)
- Decisions about what to do if too few ITNs are made locally
- Overall process is managed locally, using guidance from NMP
- May also support e-payments where systems for routine incentives are employed

Challenges

- Accountability and data requirements for ITNs may need to be adapted to strategy / personnel involved
- Not a good option where community structures or CHWs are not in place (costly to establish)
- Insufficient trained CHWs (may increase time or cost for distribution)
- Use of local transport options in the context of finance and procurement procedures in place
- Decentralizing funds for payments if needed

Under five campaigns – Standalone - Recommended where appropriate based on funding available

Advantages

- Easily identifiable target group → no registration needed
- High priority target group (understandable from a social and political level)
- Commodity is valued, fixed site distribution will likely still achieve high participation of target group with limited SBC

Challenges

- Will miss households with no U5
- Logistics may be expensive due to reduced economy of scale vs campaigns targeting full population access

Integration - Recommended (within/across programs)

Advantages

- Allows for limited resources to be used across different health programs/services
- Combines tasks and reduces human resource requirements vs separate standalone interventions
- Potential for cost-savings where reuse of information and data are prioritized
- Does not need to be “all in integration” - can be components or activities or data → be creative

Challenges

- Timing of service delivery for different interventions
- Where integration is between health programs (e.g. malaria and EPI), coordination needs to be established early ☐ programs are not working closely together

What are the opportunities for integration (data, activities etc) within or across health programs?

Joint microplanning

Data sharing

Household registration

ITN campaign with EPI

Addition of nets into humanitarian packages.

Identifying and targeted approaches for hard to reach populations.

Using same digital platform

Supervision - same supervisors

What are the opportunities for integration (data, activities etc) within or across health programs?

Combined Meetings

ITN with MTN

SMC Leveraging on
door to door approach

Joint microplanning and
training

Shared data collection
tools/platforms

Joint trainings and
coordination meetings

Joint macoplanning

Integrate ITN Campaign
with another national
Campaign

What are the opportunities for integration (data, activities etc) within or across health programs?

Other programs
leveraging on INT
campaign digital tool

1

Lot of work to be done
upstream by national level
to facilitate this option

What challenges might arise when integrating components within or across health programs?

Assuming you have enough ITNs for a “UC” campaign, how do we get to an under 30-day campaign implementation...

Scenarios to think through

Both options - Preparation period

- Preparation period:
 - Macroplanning → simplified plan of action + logistics plan of action + budget + risk assessment + timeline
 - Focus on: Strategy, allocation, parameters/HR, data, accountability
 - ITN arrival and delivery to initial destination
 - Supply chain should be streamlined, ITNs moved to district or equivalent level in advance
 - Virtual microplanning → no central teams in field, online training and capacity building, clear SOPs and simplified templates, reuse of data and parameters/justification for changes
 - Virtual training of trainers → virtual training at levels where possible, ensure tools (SOPs) are available to “gap fill” for quality of training and lack of oversight

Option A

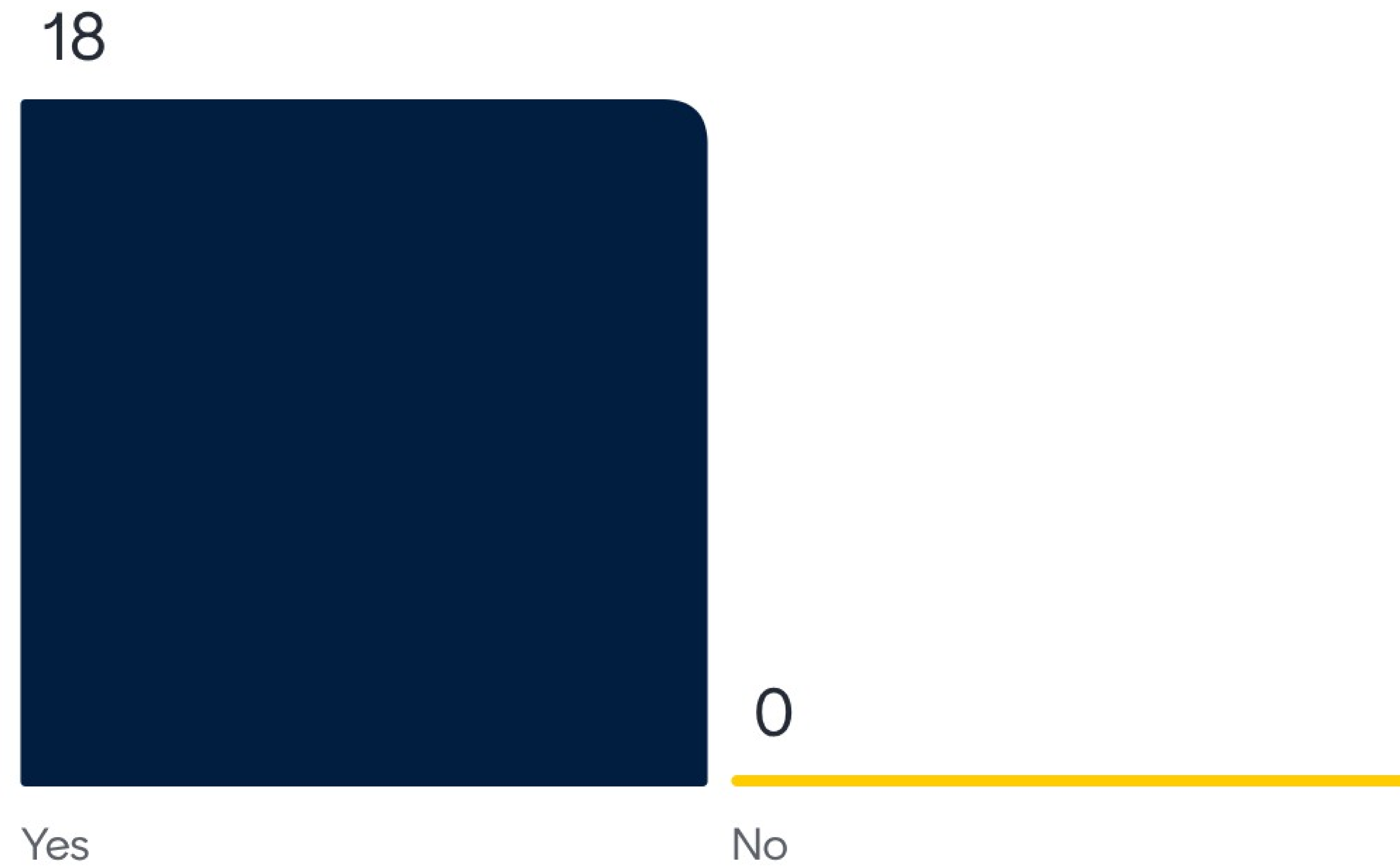
- **20-day campaign implementation** (single phase D2D or “hit and run”):
- Field time:
 - Pre-position nets based on microplanning data (contingency/no) – **5 days****
 - Nets being pre-positioned is main driver for implementation starting
 - Training for implementation – **max 3 days** across thematic areas → reduce training time, in-person training for lowest level campaign personnel (assess if online is possible), use training to update/finalize the microplans for the team movement
 - Implementation – **max 7 days** → D2D registration and distribution, reduce LML costs as much as possible (major driver of costs), simplify allocation approach, rely on dashboards and digital tools to support virtual supervision and monitoring (focus physical supervision on community supervisors), SBC through teams (IPC) and use laminated materials to support post-distribution communication
 - Post-distribution – **max 5 days** → waste management, reverse logistics (aim for closest health facility, ensure transfer of ITNs documented), final data collection and payments

Option B

30-day campaign implementation (HHR followed by fixed site distribution):

- Review and validation of microplans combined with training for implementation of HHR - **4 days**
- Implementation of household registration, collection and analysis of data - **5 to 7 days**
- Post-registration microplanning - **3 days**
 - Finalize and validate HHR figures and nets needed for fixed DPs and for mobile DPs
 - Development of micro-transport plans for movement of ITNs to DPs
- ITN transport - **5 days** (depends on context)
- Training and implementation for ITN distribution, collection and analysis of data - **7 days**
- Post-distribution –**max 4 days** → waste management, reverse logistics (aim for closest health facility, ensure transfer of ITNs documented), final data collection and payments

Are either of the options feasible?



What do you see as the risks with Option A?

Change management

Misplacement of ITNs
due to poor
microplanning data.

Payment- a lot in short
time

Last mile logistics

Last mile log costs

High dependency on
capacity of state teams

Coverage may be
affected

Too intense for teams

What do you see as the risks with Option A?

Mauvaise données de micro planification

Workload

Over and under supply of ITNs with prepositioning before registration

Availability of transport with ITNs moving everywhere all at once

Limited turnaround time to address stockout of ITN.

Poor quality of microplanning data

Ensuring attendance and engagement for online trainings

What do you see as the risks with Option B?

Poor microplanning data

Limited time for transport especially with difficult terrains

Poor HHR data

Perte de temps,

Poor training

Delays with HHR data and decision making delay distribution

Resource constraints

last mile logistics

What do you see as the risks with Option B?

Qualité de formation

Augmentation de coût,

What do you suggest (other than finding more money) for a tightened/short campaign implementation timeframe?

Combinaison de de
dénombrement et
distribution

Using multiple
Integration of health
activities

Switching to virtual
meetings and trainings

Reusable registration
data??

Digitalizing more of the
campaign process and
mandating data driven
decision within our campaign
process and encouraging the
use of historic data generate
from previous digital
campaigns

Use of state, community
structures to implement
some prior activities

lot of hard work to be
done upstream

lot of hard work to be
done upstream

What do you suggest (other than finding more money) for a tightened/short campaign implementation timeframe?

Adhésion de la
communauté locale

Bien maîtriser son
planning

Switching to virtual
trainings and evening
review meetings

Reusable microplanning
data



Thank you