

AMP Logistics T.A. Report

Republic of Liberia

in support of

National Malaria Control Program

LLIN

Door-to-Door County Campaigns

Glossary of Terms

ANC	Antenatal Clinic
CBA	Comparative Bidding Analysis
CHT	County Health Team
CHSD	Community Health Service Department
CMA	Commodity Management Assessment
DHO	District Health Officer
gCHVs	general Community Health Volunteers
ITNs	Insecticide-Treated Nets
JSI	DELIVER
LLINs	Long Lasting Insecticide Treated Nets
LNRCS	Liberia National Red Cross Society
LPoA	Logistics Plan of Action
LSC	Logistics Sub-committee
MOH&SW	Ministry of Health and Social Welfare
NGOs	Non – Governmental Organizations
NMCP	National Malaria Control Program
PMI	President’s Malaria Initiative
PPS	Pre-Positioning Sites
PSI	Population Services International
RFQ	Request for Quotations
T.A.	Technical Assistance
ToRs	Terms of Reference
UC	Universal Coverage
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WARN	Western Area Roll Back Malaria Network
W.H.O.	World Health Organization

Proviso

In preparation of all “draft” documents, every effort has been made to represent the most current, correct, and clearly expressed information possible. Nevertheless, inadvertent errors in information may occur. The information and data included have been gathered from a variety of sources and through collaborative meetings, but are subject to change as Liberia NMCP program decisions are made at various levels.

These documents represent a summary of the collaborative process/discussions engaged in between January 20 to February 2, 2011, and are not necessarily complete as detailed information from some sources was not available.

They are meant to serve as a draft framework that provides a guide for the campaign logistics planning and will continually require updating as NMCP program strategies, context and information is updated or changed.

AMP Logistics Technical Assistance
Republic of Liberia
NMCP

Duration of Visit: January 18 to February 2, 2011 (travel time included)
Prepared By: Doug Mole
Report Dated: February 7, 2011

Subject: Support to NMCP Logistics Activities for National Universal Coverage
LLIN Campaign – Republic of Liberia, January 2011

- References:**
1. ToRs – Logistics Support to Liberia National Malaria Control Program, dated January 3, 2011
 2. Liberia National Strategic Plan 2010-2015
 3. Vector Control Unit – “Excel” LLINs Workplan 2010-2011
 4. Liberia National Strategic Plan and Operational Guidelines, DRAFT 2011-2015

Background

Liberia’s entire population of approximately 3.5 million people is at risk of contracting malaria. In 2009, a Malaria Indicator Survey took place and illustrated that net use in the country, despite the efforts of the National Malaria Control Program and partner organizations, remains low at 33%. Malaria prevalence (based on rapid diagnostic tests) was 37%.

Liberia is in the middle of a 5-year, \$37 million malaria grant from the Global Fund to Fight Aids, Tuberculosis and Malaria (Global Fund), which is paying for personnel, technical assistance, infrastructure development and commodities. Several international and local non-governmental organizations (NGOs) provide major support to malaria prevention and control efforts as well through importation and distribution of ITNs, antimalarial drugs and training of healthcare workers and community health volunteers. The NMCP recently revised its 2005-2010 National Malaria Control Strategy.

The Liberia National Malaria Control Program has made extensive efforts to improve malaria prevention and control in the country. Approximately 2.6 million ITNs were distributed in Liberia between 2005 and 2009 through various channels: door-to-door, antenatal clinic (ANC) and during health outreach activities. The 2009 Malaria Indicator Survey (MIS) showed that household ownership of ITNs was 47%, but only 27% of children under five and 33% of pregnant women had slept under a net the night prior to the survey.

Objectives of Mission

In an effort to better understand the effectiveness of the distribution channels that have been used to date to inform future planning, and to respond to donor requests for a clear LLIN distribution strategy, Liberia’s NMCP has requested technical support from the Alliance for Malaria Prevention (AMP). AMP has committed to work closely with the WARN focal point to ensure that efforts to support Liberia’s NMCP are well coordinated.

The following activities, as outlined in the ToRs (reference 1), are the goals of this logistics T.A. mission to Liberia:

1. Assist in the development of a comprehensive draft strategic plan and policy for LLINs in Liberia to replace the 2004 ITN policy.
2. Develop a draft logistics management plan to support the new LLIN strategic plan and policy. This draft logistics management plan will include all aspects related to supply chain management, including commodity management assessment to evaluate the effectiveness of logistics operations moving LLINs throughout the country.
3. Work with the NMCP and partners involved in the upcoming distribution of LLINs (350,000 funded through USAID) to develop distribution and logistics.
4. Provide technical support to the NMCP Vector Control Unit as per in-country discussions.

An AMP program T.A. visit, carried out by Mary Kante, was conducted during the same timeframe.

Approximately 40% of logistics T.A. mission days were dedicated to assisting with the strategic policy guideline, working with NMCP, Vector Control, local partners and NMCP staff. The balance of this T.A. was focused on the remaining deliverables in the logistics development.

Visit Contacts

During this Logistics T.A. mission the following key contacts / representatives were met:

- Dr. J. Jones - Program Manager, NMCP (MoHSW)
- Mr. T. Nyenswah - Deputy Program Manager, NMCP (MoHSW)
- Mr. P.K. Nyansaiye - Asst Program Officer, Technical Services, NMCP
- Gracella W. Cooper - Vector Control Coordinator, NMCP
- Mr. C. Williams - Asst Vector Control Coordinator, NMCP
- Mr. R. Benson - Vector Control Supervisor, NMCP
- Mr. K. Pellewuwan - Vector Control Supervisor, NMCP
- Mr. G.W. Gweh - Vector Control Technician, NMCP
- Mr. J. Enders - M & E Coordinator, NMCP
- Mr. D. Somah - IEC/BCC Coordinator, NMCP
- Mr. J. S. Tamba - IEC/BCC Officer, NMCP
- Mr. O. Johnson - Logistics Coordinator, NMCP
- Mr. K.E. Tenbroh - LNRCS Logistics Coordinator
- Mary Kante - AMP Public Health Consultant

Partners in attendance at the January 26th partners' meeting included

- Dr Noe Rakotondrajaona, - PMI Malaria Advisor
- Moses Jeronlon, - WHO NPO HIV/AIDS, TB and Malaria
- Roland Nyanama, - UNDPS
- Joshephine Freeman - UNICEF
- Teah Doegmah, - MOH&SW Rebuilding Basic Health Services (RBHS)

Representatives from the following implementing partners were also in attendance: JSI/Deliver, PSI, Liberian National Red Cross Society, Nets for Life, Starks Foundation, and ADAM.

NMCP T.A. Support

Country reception for this T.A. visit was very positive from the start with secure transport pickup on arrival at airport. The NMCP Program Manager made his entire team available, with support from the Vector Control Unit, Logistics Department and other department work streams.

Situation on Arrival

The NMCP has planned to provide a county (roll out) of LLINs door-to-door campaigns joined with an in-country implementing organization, scheduled for 2011. The goal is to effectively distribute nets based on Universal Coverage (UC). The planned quantities of LLINs to be moved by NMCP and partners will be 350,000 nets. Later in the coming months, NMCP is expected to receive approximately 400,000 nets from GFATM/UNDPS. ETA of shipments is forecasted for end March to early April 2011.

The stakeholders involved in this 2011 NMCP 350,000 LLINs distribution are:

- a. NMCP will be distributing 230,000 LLINs in the following 4 counties:
 - Grand Gedeh,
 - Montserrado,
 - River Cess,
 - River Gee
- b. LNRCS will be distributing 120,000 LLINs in the following 3 counties:
 - Grand Kru,
 - Maryland,
 - Sinoe

Initial briefings on January 20, 2011 in Monrovia indicated that the NMCP Logistics unit had completed the request for exoneration of taxes and excise duties on the 350,000 LLIN shipments. On January 26, 2011, NMCP was notified by DELIVER that the shipping containers had arrived in the port of Monrovia. This was a problem for NMCP since they had not secured a central warehouse in Monrovia for the shipment. This then became a priority to confirm warehousing space was available. It is important to highlight that even with the short timelines, the NMCP logistics team worked on securing a central warehouse and, at the time of departure, they seemed to indicate they would be successful.

LLIN Strategic and Policy Activities

A strategic policy guideline was developed and the logistics component within this document was expanded to reflect the responsibilities of both NMCP and in-country implementing partners. Liberia's NMCP has included in these guidelines the development of sub-committees at National level for each of the main inputs work-streams supporting LLIN activities. The Logistics Sub-committee (LSC) will work and report to the Liberia Malaria Steering Committee (LMSC). It consists of NMCP departments, in-country partners and stakeholders' organization for movement of LLINs from central level to county, district and village/DPs prepositioning sites (PPS).

The LSC will develop procedures, timeline schedules, documents and tools for the management of the LLIN supply chain from central level (Monrovia) to county, health district and to village/DPs PPS. These tools will only be effective if those responsible are trained in their proper use. The LSC will ensure that this is part of the cascade training at central, county and health district levels.

Specific tasks proposed for the LSC include:

- To closely monitor, on a weekly basis, the status of LLIN procurement and pipeline;
- To provide support to counties and health districts: technical assistance and training;
- To develop a detailed logistics chronogram;
- Monitor LLIN procurement arrival status in country, counties and/or health districts;
- Ensure regular meetings are organized and minutes and actions points are circulated and validated;
- Provide technical assistance to counties and health districts;
- Resolve bottlenecks;
- Oversee finalization of logistics plans and budgets;
- Train MoH&SW, county, health district logistics volunteers regarding use of appropriate tools for supply chain management;
- Provide technical assistance with planning and implementing storage and transport plans from county to village PPS;
- Provide technical assistance with budget planning from village up to county to National level for incursion of operational costs into program global budget;
- Collect logistics tools from all supply chain activities and ensure proper filing;
- Prepare final logistics report, based on county/health district distribution reports; and
- Conduct a Commodity Management Assessment (CMA) to validate success percentage of logistics supply chain.

During this T.A. visit plans, were developed in conjunction with NMCP logistics, Vector Control and the implementing partner. Due to lack of detailed population figures in health districts and the breakdown of health centers by districts at the time of development, some of these tools (attachments) are in a “draft” form and will be updated by NMCP Logistics/partners once figures are provided by NMCP (Vector Control Unit). Documents developed included: NMCP (Draft) Logistics Management Plan, LPoA for current 350,000 LLIN upcoming campaigns 2011, and Timeline Chart (Chronogram).

Areas of Challenge within the NMCP Logistics Operations

The Logistics team did not appear to have a good planning process in place in advance of the arrival of the shipping containers of LLINs. For example: in the case of when the nets were arriving at the port of Monrovia; NMCP logistics had not developed or secured a central warehouse or a delivery schedule plan. Practically, this aspect of central warehousing should have been developed prior to LLIN shipment arriving.

The NMCP LSC will have a challenge, since both program and logistics timelines are behind schedule, if program decides on March or mid-March for the door-to-door distribution dates of the 350,000 nets. The value of having regular logistics sub- committee meetings is important but in this case it may be particularly critical.

With limited staff, individual responsibilities are numerous and suggested weekly coordination meetings may become difficult. Constant changes, adjustments or developments by the NMCP program or partnership will especially effect logistics events, which will need change and planning adjustments. It is important to continually verify that existing documents are correct, accurate and current to the country’s present strategy and direction.

NMCP Logistics Follow-up Actions

NMCP logistics needs to develop the following plans ASAP to facilitate LLIN movement once NMCP Malaria Program determines campaign dates,

- Develop a central dispatch plan to health districts, (with LNRCS);
- Complete comparative bidding analysis for transport selection from Monrovia to health districts;
- Obtain population figures of health district areas to input into already developed logistics templates;
- Obtain PPS areas for all selected village/DPs locations to input into logistics templates;
- Arrange training of logistics functions and tools at all health district/peripheral storage areas; and
- Gather all logistics costing figures at Micro level to input into program global budget.

NMCP CMA

One important area that needs to be addressed following all supply chain activities of the 350,000 nets is to determine success with security and integrity in the flow of these LLINs by using the CMA process. Approximately 30 to 45 days after completion, it is recommended that NMCP and LNRCS select two counties and 2 health districts (within each county) to be tracked. This would provide valuable information for future countrywide logistics activities. The areas that should be looked at are:

(Example)

1. (x) County – starting at central warehousing location to health district locations, track the flow of documents,
2. (x) Health District – starting at health district warehousing location to PPS / villages track the flow of documents.

To have success in this supply chain CMA, it will be imperative to follow tracking tools; documents and receipts from central warehousing to the last supply chain storage facility (PPS). CMA would look at the following tools:

Logistics Tools	Information Recorded
Stock-card in central warehouse	Confirm stock “IN”
Stock-card in central warehouse	Confirm stock “OUT”
Waybills out of central warehouse	Confirm quantities & location of delivery
Waybills received by districts	Confirm quantities
Stock-card in district warehouse	Confirm stock “IN”

Stock-card in district warehouse	Confirm stock “OUT”
Waybills out of district warehouse	Confirm quantities & location of delivery
Waybills received by PPS, (or identified storage point)	Confirm quantities
Stock-card in PPS warehouse, (or identified storage point)	Confirm stock “IN”
Stock-card in PPS warehouse, (or identified storage point)	Confirm stock “OUT” to distribution team

All data gathered from these tools should be entered on the CMA Excel sheet (attached), resulting in a clear picture of losses, leakages or shortfalls within a specific supply chain path. This information is valuable to realign/adjust future logistics training, stressing areas that did not perform well based on this assessment.

During development of these plans for a CMA with NMCP logistics, it was stressed how important this follow-up assessment was and they understood the value of such a supply chain verification. It was also discussed that resources need to be allocated for a CMA and a budget needed to be identified and approved if this activity was to go ahead successfully.

NMCP Logistics Management Plan “Draft”

A project management plan is defined as a formal, approved document that defines how the project is executed, monitored and controlled. It may be a summary or detailed and may be composed of one or more subsidiary management plans and other planning documents. The creation of a project management plan must include input from the project team and key stakeholders. The plan should be agreed to and approved by at least the project team and its key stakeholders.

A “draft” Logistics Management Plan, specific to the Liberian NMCP LLINs campaign strategies, outlining general logistics flow of activities and responsibilities, was developed and presented in a chronological order to assist NMCP logistics department. Once reviewed and refined by NMCP LSC this will hopefully become a good procedural document that can provide strong guidelines for all partners, local stakeholders and implementers for future LLIN campaign. This Logistics Management Plan will need to be updated, adjusted and expanded as the NMCP program changes, evolves and must remain current to be a valuable asset to Liberian campaigns.

T.A. Debrief with NMCP

A debrief was conducted with NMCP on February 1, 2011 with the NMCP Program Managers, Vector Control Unit personnel and NMCP Logistics Department coordinator. It was conducted in two segments: Mary Kante provided a review of program T.A. support followed by a review of logistics T.A. support and developments.

Conclusion

It was felt and explained clearly to both Vector Control Unit and NMCP logistics department and implementing partner (LNRCS) that their campaign timeline was very short and success in their campaign, specifically logistics activities, could be affected. Commencing all planning activities

was a priority if campaign dates were confirmed by NMCP for mid March 2011. As of end of mission, no confirmed dates for this campaign had been provided.

I would like to extend my sincere thanks to the Liberian NMCP logistics team and logistics partners for all their cooperation and support provided during this Technical Assistance visit. Dr. J. Jones, NMCP Program Manager was very responsive and supportive throughout the mission with making his program staff available. I wish both the NMCP team and the Liberia National Red Cross Society team continued success with the final planning and implementation of the 350,000 nets door-to-door campaign.

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Attached Electronic Files:

1. NMCP Logistics Management Plan
2. LPoA (for 350,000 LLINs) Current Upcoming Campaign 2011)
3. Timeline Chart (Chronogram)
4. Excel Tables:
 - a. General Notes
 - b. NMCP LLIN Positioning Plan
 - c. NMCP LLIN Storage Facility Plan
 - d. NMCP LLIN Preliminary Transport Plan
 - e. NMCP LLIN Dispatching Plan
5. Warehouse Stock Sheet/Card
6. Waybill / Delivery Note
7. Receipt for Goods (form)
8. Micro Logistics LLIN Questionnaire
9. NMCP Logistics LLIN Training Objectives (for cascade training)
10. NMCP Logistics LLIN Budget (example template with activities)
11. NMCP Logistics LLIN CMA Stock Movement Report (example template)

Note: Many of attached files above are DRAFT as population figures, LLIN numbers by county, etc had not been established.