

VISIT REPORT

Logistics Technical Assistance - NMCP, Uganda

Duration of Visit: Jan 26, 2010 to Feb 15, 2010 (travel time included)

Prepared By: Douglas Mole

Report Dated: February 17, 2010

Subject: Support to LLIN Logistics Activities for Phase I – MoH (NMCP) Uganda

References: A. Consultant Report – Logistics TA, Uganda dated Dec 15, 2009
B. ToRs - Logistics Support Mass LLIN Distribution, Uganda dated Feb 2, 2010

Objectives of Visit:

1. To support the NMCP¹ and partnership with the further development of an in-country logistics plans.
2. To support the NMCP and partnership to finalize a logistics budget for the central region campaign, notably for the micro logistics activities (sub county / village warehousing & transportation).
3. To support the NMCP with the logistics sub committee structure and the Central Logistics Team (CLT) in their developments of roles and responsibilities.
4. To support the NMCP and partnership with development and finalization of macro/micro logistics planning templates.
5. To visit key potential regional storage points to assess capacity, infrastructure and security. To advise on storage capacity in country for the total number of 7.5 million LLINs.
6. To build logistics competency and capacity at NMCP and with partnership through work with their logistics staff in order to facilitate roll out of Phase II GFATM LLINs.

Key Individuals contacted and/or visited:

NMCP	– Dr. R. Ndyomugenyi	- Program Manager
NMCP	– Mr. M. Shibeke	- Program Administration
NMCP	– Ms. Connie Balayo	- ITN Focal Person (Snr Health Environmentalist)
PACE ²	– Dr. S. Mukasa	- Executive Director
PACE	– Dr. L. Sekabembe	- Programs Director
PACE	– Mr. D. Kakooza	- Programs Deputy Director
MC ³	- Dr. G. Magumba	- Uganda Country Director
MC	- Mr. Z. Lubwama	- Operational Coordinator
MC	- Mr. G. Mugabi	- Logistics Manager
SMP ⁴	- Dr. M. Mulwooza	- Deputy Chief of Party (Snr Malaria Technical Adv)

¹ National Malaria Control Program

² Inventions for Health Impact

³ Malaria Consortium

⁴ Stop Malaria Project

PMI ⁵	- S. Nasr, MD	- CDC/PMI – (Malaria Technical Advisor, Uganda)
UNICEF ⁶	- M. Castelijns	- Logistics Specialist
RBM ⁷	- P. Mbabazi	- Focal Point (Eastern Africa Regional Network-EARN)
SPEDAG	- Mr. M. Bubendorf	- Commercial Mgr Spedag Logistics Group

Background Situation on Arrival:

1. NMCP and partner organizations received me well upon my arrival in Kampala. After discussions with NMCP during the first few days it became obvious that areas of logistics planning were behind in overall timelines. One positive note was the agreement that PMI would be providing funding for the first-wave (Central Region) of Phase 1; this enabled the process to start moving forward. The final stage of the CSO MoU is targeted to be completed soon with all CSOs. A major outstanding concern was that there had not been a logistics sub committee held since the beginning of 2010. A secondary area was that there were new stakeholder brought on board at the start of the year and limited connect/coordination had been established.
2. As previously agreed, PMI is channeling first-wave funds through Stop Malaria Project (SMP) under Malaria Consortium, Uganda. Basically SMP is responsible to control funding to all 16 Civil Society Organizations (CSO) and provide technical assistance in all areas of the campaign, including logistics support at sub county and village levels.
3. Since the central region registration and micro planning information had not been gathered the development of a logistics budget was still an issue as well as other costing items.

Meetings/Discussions:

- 29 Jan 10 - NMCP planning of Logistics T.A. schedule:
- 01 Feb 10 - NMCP briefing on priority logistics action items:
- 02 Feb 10 - Malaria Consortium (Stop Malaria Project):
- 04 Feb 10 - Malaria Consortium (logistics planning):
- 08 Feb 10 - with NMCP and SMP (logistics sub committee planning):
- 09 Feb 10 - NMCP Tech/Log committee meeting:
- 10 Feb 10 - NMCP logistics sub committee working/planning meeting:
- 11 Feb 10 - NMCP hosted CSO meeting & planning session:
- 12 Feb 10 - NMCP hosted CSO meeting & proposed budget & MOU development:
- 12 Feb 10 - Logistics T.A.⁸ debrief with NMCP and logistics partners in MC/SMP.

General Summary of Key Points:

1. The first important step forward in logistics planning was to facilitate a meeting between NMCP and SMP to discuss and determine the agenda items and approach for the first combined technical and logistics sub committee. This was an opportunity for both NMCP and SMP to look at logistics methodologies and partnership responsibilities for this LLIN Central Region campaign. This meeting was held on Feb 8, 2010.

⁵ President's Malaria Initiative (USAID)

⁶ United Nations Children's Fund

⁷ Roll Back Malaria

⁸ Technical Advisor (Logistics)

2. A technical and logistics meeting was held on Feb 9, 2010 for all partners with valuable information being disseminated. As a result of this first meeting, it was determined that a Logistics Sub Committee meeting was urgently needed the following day (Feb 10, 2010).
3. Partners worked to develop a draft Plan of Action (PoA) for logistics, update the Master Positioning Plan and Preliminary Transport Plan with relevant information. Tools were adapted for use to enable tracking and accountability during the supply chain movement of LLINs down to village level and distribution points (DP).
4. A brief visit was conducted to the central warehousing facility in Kampala, which is approximately 1.600 square metres. One observation was the limitation of one door access. This may restrict unloading/loading functions affecting the dispatch timings.
5. PACE, Uganda has developed detailed plans on the receiving of the Voluntary Pooled Procurement (VPP) LLINs and is working on the "Macro" Preliminary Transport plans down to sub counties. Once completed the transport plan should become Annex A to the Logistics PoA.
6. A two-day workshop was held by NMCP (11/12 Feb 2010) with District Health Officers, CSOs and partners to further advance the MoU, action plans and budget development. It was fairly well attended. One limitation was that the budget item was introduced on Friday (12 Feb 2010) and it was not possible to reach agreement on a proposed budgetary framework. Further discussions were to be held the following week (15-18 Feb 2010) with NMCP communicating with all concerned stakeholders.
7. "DRAFT" logistics training objectives were developed and provided to NMCP for review and approval by the Logistics Sub Committee. These training objectives when finalized will become part of the NMCP Campaign Training Manual.

Next Steps:

1. Logistics Sub Committee must identify a partner (organization), who is on the committee, who will action/update data as NMCP completes final planning with districts/CSOs.
2. Logistics Sub Committee amend (if required) and approve Logistics Plan of Action (Ver2)
3. Finalize Logistics Chronogram for input into global chronogram. Presently the committee members are awaiting shipment information, registration data and budget details before final completion is possible.
4. Finalize and approve Logistics Tools and provide to NMCP for printing in required quantities.
5. Finalize MACRO transport plan (PACE responsibility) and insert it into the PoA as Annex A.
6. Finalize and approve cascade logistics training objectives in conjunction with NMCP training guidelines and ensure logistics training is done at micro levels.
7. Finalize MICRO sub counties/village storage and transport plans.
8. Update all logistics templates once registration survey is completed in late Feb 2010.
9. Prepare a collection method to gather logistics tracking tools (end campaign information) in conjunction with overall NMCP guidelines.
10. Logistics sub committee to complete a logistics final report (for Central Region) detailing how well the Supply Chain functioned including lessons learned for improving the remainder of the Phase I campaign.

Immediate Action Required by Logistics Sub Committee:

1. Select a “lead” on the NMCP Logistics Sub Committee to action committee items.
2. Give committee approval on logistics tools and procure through NMCP.
3. Give committee approval on PoA. and Logistics Training Objectives.
4. Provide macro logistics details to NMCP so they can finalize program chronogram.
5. Develop contacts with CSOs and commence detailed planning.
6. After “registration” information is obtained, analyze and update positioning and transport plans.

Challenges Ahead:

1. One area that needs to be addressed soonest is who will have the responsibility for taking on various issues or tasks. NMCP should agree who will champion given activities at the sub committee level. For example:
 - who will update data on the master positioning plan template?
 - who will provide the update material to the logistics committee?
 - who will be dedicated to finalize the logistics chronogram (timelines) of activities?

These points above can only be addressed correctly when using the logistics sub committee as the steering mechanism for planning. NMCP is aware after discussions that they may not have the time to handle all areas of logistics and must delegate to other members of the logistics sub committee.


2. As well, the logistics documents developed are designed to be applicable for all waves in phase 1 and a starting template for developing Phase 2. Example – the Positioning Plan is developed for the complete 4 regions of Uganda presently. Once update data is provided for these areas, this document can be updated with valid information and provide needed logistics planning direction.

Conclusion:

1. This TA visit was successful and produced positive logistics planning. However, it was not possible to address all of the TA visit objectives due to the planning stage that the NMCP and partners were at.
2. Once NMCP and all partners were able to dedicate more time to this process, it was obvious that there were areas in logistics that were developed but not common knowledge to all players. Having regular logistics sub committee meetings will be important for the success of the upcoming campaign. It is imperative that the planning team continues working frequently together: isolated planning will eventually cause items and/or activities to be missed or planned based on incorrect information. All partners have a role in the logistics planning stages.
3. A final debrief was conducted on 12 Feb 2010. Unfortunately Dr. R. Ndyomugenyi, Program Manager was not available, so the session was held with Mr. Martin Shibeke and Ms Connie Balayo to discuss this Logistics TA visit including: amount of work outstanding, general concerns and the next steps forward. It was highlighted that if any additional technical assistance was required, it was imperative for NMCP to officially make a formal request to Alliance for Malaria Prevention and/or Roll Back Malaria

soonest.

4. Once again, I would like to thank NMCP and partner organizations for all the cooperation and support during my Technical Assistance visit. I wish the entire team continued success with the planning and implementing of the upcoming national campaign



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ATTACHMENTS: (4)

Draft Logistics Plan of Action (PoA)

Logistics Cascade Training Objectives

Updated Master Positioning Plan

Updated MICRO Preliminary Transport Plan