

Mission Report – Republic of Malawi

AMP Logistics Technical Assistance

Mission Dates:	March 23 rd to April 22 nd , 2012 (inclusive of travel time)
Locations:	Lilongwe, Malawi
Consultant:	Douglas Mole
Date of Report:	May 1 st , 2012
Subject of Report:	Malawi UAC LLIN Campaign 2012

References:

1. Terms of Reference - Logistician to support mass LLIN distribution planning and implementation in Malawi; dated April 1st, 2012
2. Malaria Strategic Plan 2011-2015 – Towards Universal Access; dated November 22nd, 2010
3. MoH NMCP LLIN Distribution Plan for Mass Campaign in October 2011; not dated
4. Draft Implementation Campaign Guidelines dated October 2011
5. Logistics Plan of Action dated April 18th, 2012

Background:

Malawi is preparing to distribute over 5.3 million nets in a national campaign to reach universal access coverage (UAC) with malaria prevention. LLINs are primarily from The Global Fund (TGF) (over 4.7 million) with an additional 601,000 contribution from the President's Malaria Initiative (PMI). Malawi received AMP technical support in August/September 2011 for logistics planning; this previous technical support mission highlighted that there were still a number of areas that remained to be clarified, in addition to a number of areas that were delayed.

On the present 30-day mission, the AMP consultant will work in collaboration with the NMCP, providing logistics support under its leadership. It was agreed that a work plan will be developed with NMCP, once the consultant is in country.

1. Objectives of Mission

The objectives laid out in the mission Terms of Reference (ToRs) dated April 1st, 2012 are as follows:

- a. Work with the logistics sub-committee and the distribution agents identified to ensure that the necessary supply chain management tools are developed, reproduced and delivered to where they are needed prior to the arrival of the LLINs.
- b. Verify that training of personnel involved in supply chain management has taken place. If it has not, work with the distribution agents to train individuals based on timing for arrival of the LLINs.
- c. Review the micro planning and budgeting to ensure that the calculations and planning for the LLIN movement between the various levels of the supply chain are accurately done.
- d. Monitor the LLIN deliveries to various levels within the supply chain. Work with the selected distribution agents to establish/modify transport plans and calendars for loading, offloading and delivery based on delivery timelines provided by TGF / VPP.
- e. Support the NMCP and partners in all activities related to logistics to ensure good management and control of the LLINs throughout the supply chain.
- f. Work with the NMCP to respond to TGF queries and clarifications related to logistics.

Note 1: Reference the ToRs concerning the logistics budget mentioned in sub-paragraph c (above) - this item was not achievable in the deliverables due to the fact that macro logistics activities were contracted out from MoH through their Procurement Unit. This point was discussed during mission with Malaria Programme Manager.

Note 2: Sub-paragraph d (above) - this monitoring of deliveries by distribution agents was not possible, as this process had not begun.

2. General Overview of Planned Distribution (as of April 19, 2012 Task Force Meeting)

4,740,480 LLINs will be distributed as part of The Global Fund (TGF) supported campaign in Malawi. The procurement of LLINs has been through the Volunteer Pool Procurement (VPP) process, facilitated through the GFATM and the Ministry of Health (MoH). The 4,740,480 nets have been ordered with the strategy of covering 24 of the 28 districts based on 1 net per 1.8 persons. As well, USAID (PMI) Malawi has pledged approximately 601,000 LLINs to augment quantities for this UAC campaign.

The LLIN supplier in Tanzania through VPP is responsible for delivering the LLINs to designated regional warehouses in the four zones. The targeted allocations for the VPP consignment of approximately 4.74 million LLINs within Malawi are:

Zones	Warehouse Town - District	Number of Districts	Distribution Sites	Quantity of LLINs
North – Lot 1	Mzuzu - Mzimba	5	1,479	750,490
Central – Lot 2	Lilongwe - Lilongwe	8	1,239	1,785,562
Southeast – Lot 3	Liwonde - Machinga	5	1,278	940,949
Southwest – Lot 4	Blantyre - Blantyre	6	1,082	1,263,480
Total		24	5,078	4,740,481 *

* This amount does not include the 601,000 LLINs from PMI

Local distribution agents have been contracted for the delivery of all LLINs from zone level warehousing through districts down to distribution sites. The contracted distribution agents and their general area of geographical responsibility are:

- Allied Freight Agencies - covering the Southwest Zone; and
- Mulli Brothers - covering the Southeast, North and Central Zones.

Malawi will be starting the UAC LLIN campaign in the Southeast and Southwest zones with an anticipated campaign launch in mid-May 2012. Once all the nets are received in these two zones, supplier delivery of LLINs to the North Zone and then the Central Zone will begin. Once the restriction on movement of LLINs out of the zone warehouses has been lifted by TGF, the designated distribution agent will begin the process for the nets in the Southeast and Southwest zones to move to districts and onwards to distribution sites.

The delivery of nets into Malawi and zone warehouses began the week of March 25-31, 2012. MoH has arranged the customs process and has provided total tax exoneration on LLIN shipments received in country. The responsibility for custom clearances rest with MoH's contracted freight forwarder, Allied Freight Agencies, and VPP. TGF has only authorized movement of the LLINs into zone warehousing in Malawi. Before further authorization is granted to move LLINs down to district/distribution levels, NMCP must address all shortcomings stated in the District Warehouse Assessment – Annex 1 received by NMCP on March 30, 2012 from TGF. USAID (PMI) distribution in the Lilongwe rural areas was not part of this TA logistics planning.

The campaign logistics activities have been contracted out to distribution agents, with the intention that delivery, control, accountability and security would be their responsibility from zone warehousing down to distribution sites. NMCP envisioned that once at the distribution sites LLINs would be distributed to beneficiaries and no/limited storage would be needed.

3. Campaign Planning / Implementation Situation on arrival

a. Logistics

- i. Prior to consultant's arrival, Malawi NMCP and the MoH Procurement Unit had contracted two distribution agents (transporters) using the RFP process. Oversight was provided by the LFA in Lilongwe. Basic contract requirements were to warehouse and transport LLINs from zone levels to district warehousing, then onward to designated distribution sites, based on the DHMT district micro movement plan;
- ii. Both the DHMT and distribution agents in each district developed these micro movement/delivery plans;

- iii. NMCP received notification from VPP that LLINs were authorized for movement into Malawi as of March 23rd, 2012. In the same communication, TGF restricted any movement of LLINs out of zone warehouses pending resolution of outstanding planning issues, etc;
- iv. Distribution agents conducted logistics training for all their district warehouse staff, which included warehouse management, security awareness and fire fighting to assist in controlling the supply chain of LLINs from zone to distribution sites.

b. Planning

- I. Limited implementation activities had commenced with distribution agents due to no movement of LLINs to country. With LLINs movement authorized, resumption of weekly NTFC meeting began and at this time NMCP core group became the main planning group for logistics vice a logistics subcommittee; and
- II. Minimal visits had been scheduled with distribution agencies to verify tracking procedures. Confirmation of their proper documentation for accountability, security and safety systems had not been recently updated.

4. Mission Rollout and Main Accomplishments

a. Logistics

- i. NMCP and core planning group began meeting regularly to re-start planning and coordinate activities and decision-making on the upcoming campaign;
- ii. NMCP has determined that Malawi's preferred delivery method from supplier is to deliver to two southern zones concurrently until completed (i.e. total number of the LLINs required in both zones). This programme choice in delivery methods/schedule was communicated to VPP and TGF during week of 9-15 April 2012. LLIN distribution will start when all LLINs are received by Southwest and Southeast zones, then LLINs will be concurrently dispatched to all district warehouses within a 3 to 5 days period. Similar approach will be followed with the other two zones but at a later date;
- iii. Revised all NMCP LLIN tracking tools. These tools will be used to independently verify LLINs received and dispatched by contracted distribution agents at all levels of the supply chain, i.e. zones, districts and distribution points;
- iv. NMCP core group correlated all warehouse inspection reports from the period of April 11-13, 2012 and completed the requested report queries from TGF. Five teams were engaged in this review of warehouse concerns from the NMCP core group and NTFC. Results were emailed to TGF on April 20th, 2012;
- v. NMCP core group completed the final Logistics Plan of Action (LPoA) and distributed it to members of the NTFC on approval of the Malaria PM;
- vi. NMCP core group conducted a detailed meeting with Allied Freight Agencies and Mulli Brothers to provide clear communications and discuss points such as the approved LPoA, warehousing, backup plans, security and delivery schedules. A brief summary of discussion points was prepared by Logistics T.A. and sent to all participants the same day (attached for review);
- vii. NMCP core group has received the third delivery summary from the freight forwarder, updated to April 18th, 2012; presently southwest zone has 871,341 LLIN – with a identified shortage of 659 LLINs compared to quantities listed on official delivery note, (Allied Freight summary); and
- viii. As well, numerous bales (255) had identified water damage when delivered. The extent of damage is not presently known since mildew/mold may affect the quality of the individual net later considering the humid climate. Allied Freight has documented all delivery shortages and/or damages accordingly.

b. Communication

- i. Weekly logistics situation reports (Sitreps) were incorporated into the NMCP Malaria Program update and sent weekly by the Malaria Program Manager after all pertinent information was correlated;

- ii. NMCP sent update to VPP LLIN delivery schedule. The country preference was to take delivery first in the Southwest and Southeast zones of all allotted LLINs. Once in place, these zones would commence distribution;
- iii. The NMCP Program Manager chaired (host) Malawi's attendance on TGF teleconference call on April 16th, 2012. Warehouse concerns were discussed and updates provided, with the inspection report sent to TGF on Friday, April 20th, 2012; and
- iv. The operational programme T.A. mission was completed as of April 15th, 2012. The following documents were received by NMCP malaria programme on April 15th, 2012:
 - UAC Roadmap - (Annex 1),
 - Mission Report RM,
 - LLIN Campaign Technical Report format - (Annex 18),
 - Tally Sheet - (Annexes 2-17),
 - Malawi LLIN Technical PoA - (Annex 19).

5. Key Challenges and Recommendations

- a. NMCP may still incur delays in LLIN deliveries due to shortage of supplier trucks. It is prudent for NMCP to communicate with VPP and see if this situation can be improved for logistics delivery activities;
- b. Districts will need to review detailed scheduled deliveries by catchment areas within districts to fulfil distribution in all areas. Distribution agent supply chain transport schedules may need to be reviewed (adjusted) to align with programme changes/direction;
- c. NMCP will need to provide constant oversight on distribution agent activities; each agent must be part of the DHMT (teams) and work closely providing advice and adhere to NMCP LPoA and campaign guidelines;
- d. Increasing communications between NMCP, distribution agents and DHMTs is paramount at this point of the campaign to ensure planning goals are met; and
- e. Close monitoring of fuel supply problems within Malawi is critical by all parties. Alternative plans may need to be activated to ensure security of LLINs is maintained if fuel causes delays along the supply chain. Distribution agents have been requested to develop these backup plans and communicate to all stakeholders. The Malaria Programme Manager mentioned she will be drafting a letter to submit to the appropriate government ministry to request assistance in fuel acquisition if shortages occur.

6. Next Steps

To accomplish a successful campaign, areas in logistics that need to be considered for further development and/or improvement:

- a. Developing a NMCP report template to be completed by distribution agents once LLINs are received and dispatched according to an agreed to schedule. The NMCP ITN Coordinator should provide this template. This report document along with the signed distributor's "Delivery Note" will confirm receipt of LLINs at each distribution point;
- b. NMCP to consider what additional technical support (implementation, communications & logistics etc.) that they may require and submit a request for assistance through the appropriate channels;
- c. Review Implementation Guidelines and adjust as needed and communicate to all stakeholders;
- d. Disseminate Logistics Plan of Action (LPoA) within NTFC members and improve/update as necessary;
- e. Distribution agents to increase communication with DHMTs and their logistics teams to ensure security, suitable warehousing, and tracking tools are understood and implemented;
- f. Distribution agents to circulate the developed Standard Operating Procedure (SOP) for district warehouse staff and ensure staff has an understanding of the procedure;
- g. NMCP / distribution agents to reconfirm micro logistics planning in all district levels with DHMTs;

- h. NMCP should review district distribution sites: for resources, security and programme delivery understanding by DHMTs, HSA and selected volunteers;
- i. Consider logistics Commodity Management Assessment (CMA) an important post campaign activity needed to determine success of the supply chain activities provided by the distribution agents. A modified version of the present NMCP “End User Verification” tool may be suitable for LLIN post tracking; and
- j. Having regular core group logistics meetings will be important for the success of the upcoming campaign. It is imperative that the planning team continues working 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 campaign logistics planning.

7. T.A. Debriefs with NMCP

Conducted with NMCP on April 19th, 2012 with Doreen Ali, Malaria Programme Manager, NMCP and John Zoya, National ITN Coordinator, NMCP.

General logistics areas discussed were:

- a. Encouraged increase importance of communications was stressed between distribution agents and DHMT with the clear focus on a team execution;
- b. Consider a post planning session on logistics “lessons learnt” once Southwest/Southeast zones are completed before starting North and Central zone campaigns;
- c. Be proactive in reporting all LLIN damages/shortages of VPP deliveries with full documentation support at end of each zone delivery completion;
- d. Future TA requirements (if applicable/available) recommended NMCP would benefit with programme support vice logistics, since present core group, assigned NMCP logistics officer, distribution agencies and planning seems to be well developed;
- e. Confirm with VPP/TGF the existence of a verification count at supplier location prior to LLIN shipments to Malawi. This inspection would include checking the condition and weight of traded goods help to control quantity and quality, and meet all relevant regulatory requirements. Was this part of the VPP purchase contract with the supplier? Presently, inaccurate deliveries are arriving and could escalate as LLIN deliveries increase;
- f. Fuel supplies within Malawi were discussed with NMCP ensuring that follow-up with distribution agents would be on going; and
- g. All logistics documents prepared during visit were electronically provided to NMCP prior to departure.

8. Conclusion

I would like to extend my sincere thanks to Malawi NMCP team and partners for all their cooperation, especially Malawi USAID and Malawi WHO. The support provided by them during this Logistics Technical Assistance visit was much appreciated. The NMCP core group was very responsive and supportive throughout this mission. I am grateful for the opportunity to assistance Malawi in their LLIN UAC campaign planning. I wish NMCP, stakeholders and all partners continued success with their planning and implementation of their campaign.

Proviso

In preparation of all 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 Malawi NMCP program decisions are made at various levels. These documents represent a summary of the collaborative process/discussions engaged in between March 23rd to April 22nd, 2012.

Attached Electronic Files:

- 1) Logistics Plan of Action (LPoA)
- 2) Master LLIN Positioning Sheet -
- 3) MACRO Planning Template
- 4) NMCP Comprehensive Reporting Templates
- 5) LLIN Bale Shortage Report Template
- 6) Allied freight District Warehouse Space & Delivery Days
- 7) Allied Freight MICRO Delivery Action Plan - Allied Freight Agencies
- 8) Mulli Brothers District Warehouse Space & Delivery Days - Mulli Brothers
- 9) Mulli Brothers MICRO Delivery Action Plan - Mulli Brothers
- 10) Allied Freight Agencies; - Delivery Note
- Good Received Note
- Warehouse Stock Card
- 11) Mulli Brothers - Delivery Note
- Good Received Note
- Warehouse Stock Card
- 12) Distribution Meeting April 18th, 2012 - Discussion Areas / Points
- 13) Allied Freight LLIN Arrival Notification - April 18th, 2012

Meetings and/or visit contacts: (individual or group meetings)

Doreen Ali	-	Malaria Programme Manager, NMCP initial briefing on March 26 th , 2012 and mission debriefing on April 19 th , 2012
John Zoya	-	National ITN Coordinator, NMCP initial briefing on March 26 th , 2012 and mission debriefing on April 19 th , 2012
Wilfred Dodoli	-	WHO - Malawi
Jenda Gomezgani	-	PMI USAID - Malawi
Regis Magauzi	-	Operational / Programme Technical Assistance, SARN – March 24 th – April 15 th , 2012
Distribution Agents	-	Meeting March 28 th , 2012 w/Mulli Brothers and Allied Freight
NTFC	-	Meetings held on March 29 th , April 5 th and April 19 th , 2012
Dr. C.V. Charles Mwansambo	-	Principal Secretary, MoH courtesy visit on April 2 nd , 2012
Oliver Lulembo	-	PMI USAID - Malawi
Mulli Brothers	-	Meeting with agents on April 4 th , 2012
Allied Freight	-	Meeting with agents on April 4 th , 2012
Kanengo and Area 36 (Lilongwe)	-	Meeting with contracted agents on April 11 th , 2012 in central zone to review the warehouse space shortage
Dedza District	-	Meeting with DHMT on April 11 th , 2012 to review the warehouse space shortage
Ntchisi District	-	Meeting with DHMT on April 12 th , 2012 to review the warehouse space shortage
Dowa District	-	Meeting with DHMT on April 12, 2012 to review the warehouse space shortage
Salima District	-	Meeting with DHMT on April 12 th , 2012 to review the warehouse space shortage
Harvey Msokera	-	Meeting with Allied Freight on April 18 th , 2012 to review overall planning
Aaron Chitsonga & Boyd Mhango	-	Meeting with Mulli Brothers on April 18 th , 2012 to review overall planning
Flora Kalimba	-	Meeting with NMCP Logistics Officer on Apr 18 th , 2012.

List of Acronyms

CDC	Centers for Disease Control and Prevention
CHSU	Community Health Sciences Unit
CMS	Central Medical Stores
DS	Distribution Sites
DHO	District Health Officer
DHMT	District Health Management Team
DMCC	District Malaria Control Coordinator
DMO	District Medical Officer
EOB	End of Business
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
HC	Health Centre
HEU	Health Education Unit
HSA	Health Surveillance Assistants
IEC	Information, Education and Communication
LLINs	Long Lasting Insecticide Treated Nets
LSC	Logistics Sub-committee
LPoA	Logistics Plan of Action
MoH	Ministry of Health
NGOs	Non – Governmental Organizations
NMCP	National Malaria Control Program
NTFC	National Task Force Committee
USAID	United States Agency for International Development
PMI	President’s Malaria Initiative
PSI	Population Services International / Malawi
RFQ	Request for Quotations
RFP	Request for Proposal
SARN	Southern Africa Rollback Malaria Network
TA	Technical Assistance
TGF	The Global Fund
ToR	Terms of Reference
UAC	Universal Access Coverage
VHC	Village Health Committee - member
VPP	Volunteer Pool Procurement
WHO	World Health Organization