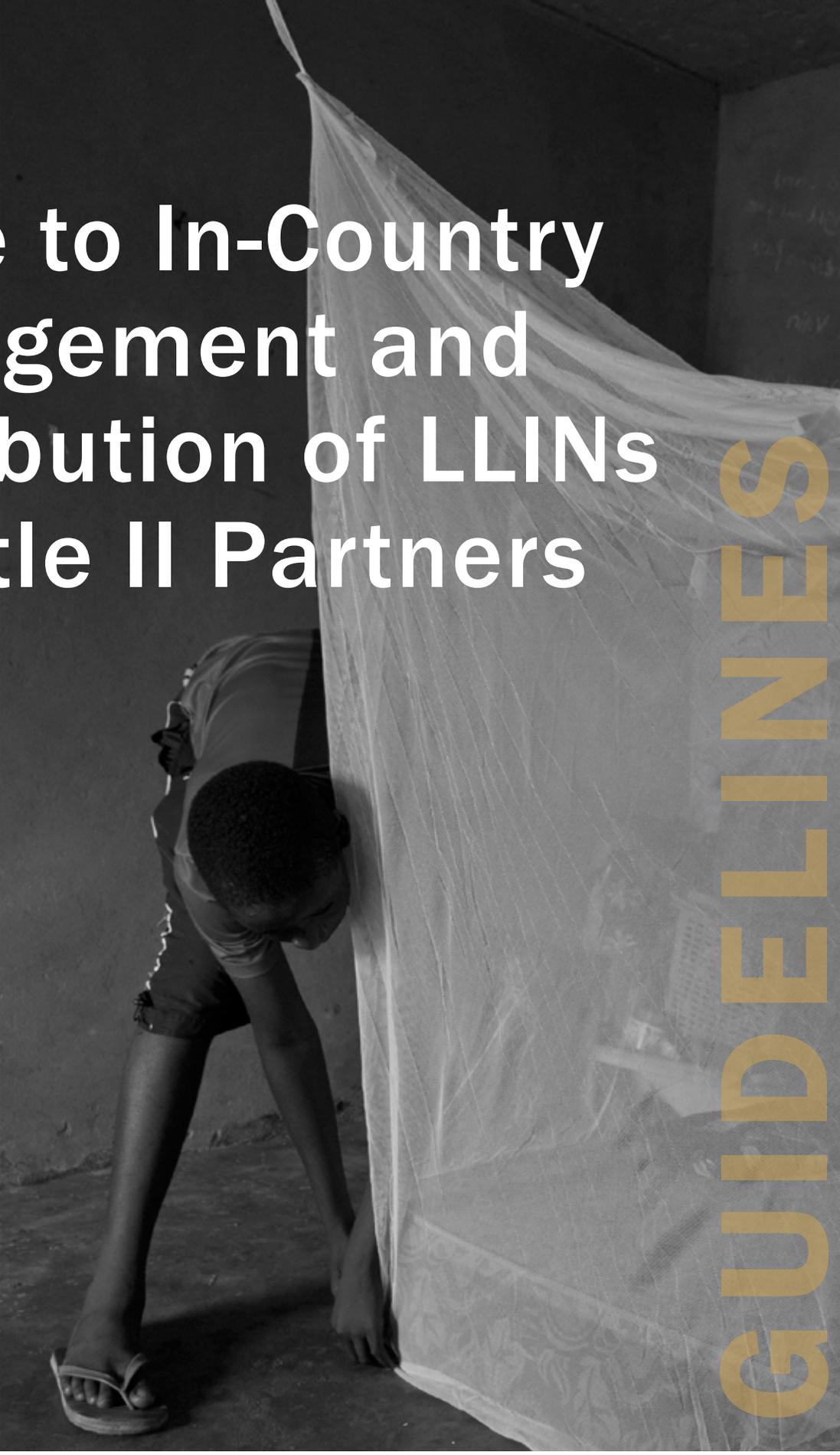


Guide to In-Country Management and Distribution of LLINs for Title II Partners

GUIDELINES



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INTRODUCTION

BRIEF DESCRIPTION OF A TITLE II FOOD AID PROGRAM

Using Title II Food Aid program infrastructure to distribute long-lasting insecticidal nets (LLINs) in a campaign builds on the similarities between the efforts. Both involve procurement, import and transport of large quantities of bulky items; both are targeted towards specific geographic areas within countries, and sometimes towards specific populations within households. There are specific monitoring demands requiring local level organization, and the commodity being distributed is valuable enough that care must be taken to avoid diversion and loss.

However, there are significant differences between mass LLIN distribution campaigns and Title II food programs as well, and this guide has been written as an aide to assist Title II food program implementers in how to implement or assist in a mass campaign distribution of LLINs to prevent malaria.

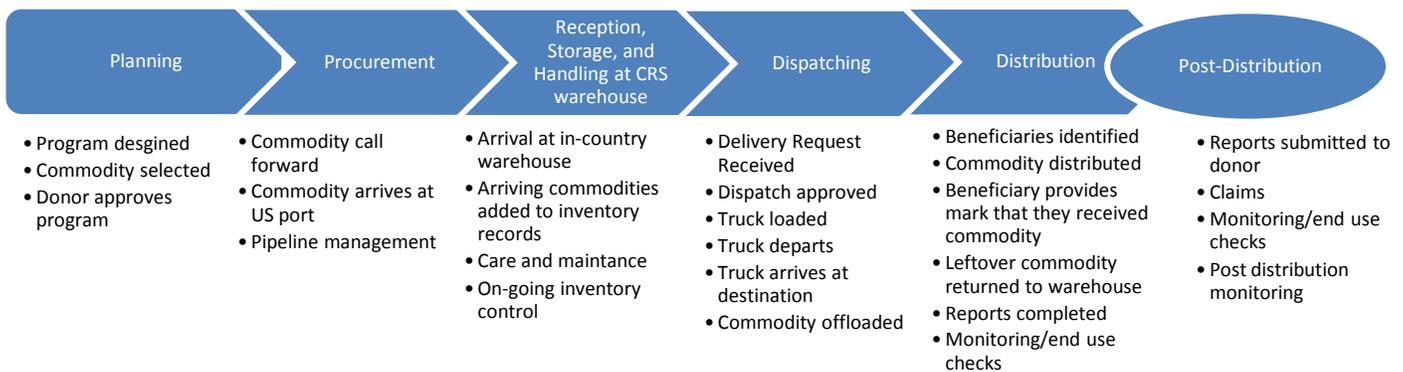
Title II food aid can address both emergency and developmental needs. Emergency programs primarily target vulnerable populations in developing countries in response to malnutrition, famine, natural disaster, civil strife, and other extraordinary relief requirements. Emergency assistance is typically provided through the World Food Program (WFP) and private voluntary organizations (PVOs). Title II developmental assistance, or MYAPs, are typically implemented by PVOs, cooperatives, and other NGOs. MYAPs are the most viable avenue for pairing with bed net distribution programs as emergency programs are focused on fulfilling the most urgent, basic needs.

Title II funding priorities are grounded in USAID's Food Aid and Food Security Policy Paper . This paper sets forth the agency's policy for programming Title II resources to promote sustained improvements in food security. Title II programs provides one of the few truly integrated approaches to foreign assistance by allowing for a multi-sectoral approach to food security in any given country. Though some programs may focus uniquely on nutrition or agriculture, many Title II programs include both, as well as components in water/sanitation, microfinance and/or education.

Title II MYAPs are developed according to detailed assessments of food security needs in the target communities. Cooperating Sponsors examine the various contributing factors to food insecurity including agricultural limitations and opportunities, market factors, household consumption patterns, education levels, and income potential. Based on the assessment of the data, the Cooperating Sponsor identifies an integrated approach to address needs at various levels. The most vulnerable populations are targeted for intervention and, according to the program plan, may vary from pregnant women and children under two, to subsistence level farmers and farmers' associations, to school-age children

and/or orphans and vulnerable children. Programs then work to improve nutritional, economic or educational status through targeted food distributions combined with education and technical assistance. Many organizations work with local partners and seek to promote community empowerment by identifying and training local leaders. MYAPS generally include activities to promote the incorporation of locally available products to help promote sustainability and local solutions. Technical and managerial know-how support innovation and capacity building, while strong logistics operations ensure the orderly distribution and tracking of food commodities.

USAID Regulation 11, provides the standard terms and conditions applicable to Title II programs. The conceptual framework depicted below illustrates a simple Title II program where commodities are dispatched from CRS warehouse to distribution sites. The depiction does provide a good representational view of the commodity management process for the average commodity program that CRS implements.



This guide aims to help organizations with USAID Title II food aid commodity management experience plan and carry out successful distributions of Long- Lasting Insecticide-treated bed Nets (LLIN). It was inspired by the experience of Catholic Relief Services (CRS) in Niger in 2009, when 2.5 million LLIN were provided to children under five in a massive campaign that lasted four days. Funded by the Global Funds to fight AIDS, Tuberculosis and Malaria (GFATM), the program required extensive advance planning and complex coordination between many actors.

Organizations that have experience with Title II commodities distribution programs will find the in-country management of LLIN distribution programs relatively easy, due to the fact that Title II accountability procedures and systems are already strict and well defined, and that the management of LLINs is not very different from that of food commodities. In fact, to a certain degree, the management of LLIN Supply Chain Management (SCM) systems should be easier than that of food commodities because LLINs are non perishable, and logistically easier to handle than food commodities.

CRS created this document in partnership with Johns Hopkins University (JHU) to share the insights gained from the project in Niger. This Guide was written with the support of the USAID-funded NetWorks project, in which JHU is the Lead agency and CRS is an associate partner. Though thorough and detailed, this guide is not intended to provide step-by-step instructions for the planning, sourcing, receipt, storage and distribution of LLIN. Rather, it describes the main features of a well-organized supply chain. Part I focuses on the tools and processes used in forward planning. The second Part describes the processes, steps, inputs, actors, outputs and tools required for an effective LLIN distribution from receipt to final hand-over. Part III discusses reporting and accountability requirements, reporting tools and data retention.

The advice in this guide is based on these assumptions:

- The LLINs to be distributed were donated, not purchased. Therefore no guidance on procurement systems and procedures are included.
- The LLINs are to be shipped by the donating agency (USAID) to a seaport used for normal commercial cargo in the country of destination.
- The organization is to receive the LLIN cargo in the port of discharge and take title and risk until the LLINs are distributed to their intended recipients.
- The receiving country is landlocked, so a discussion of inland transit is included. This Guide can also be used for port-accessible countries.

Organizations using this guide are encouraged to take into account specific funding requirements, their agency's internal processes, as well as the specificities of their local operating environment. In particular, since LLINs are medical supplies, organizations should always consult and coordinate with the Ministry of Health in their respective country regarding rules, requirements, conditions, guidance, policies or other instructions pertaining to the importation, storage, distribution and usage of medical supplies, including LLINs.

There are several reference materials available for consultation on supply chain management (SCM), including import, port operations, storage and warehouse management, and distribution techniques. For example WHO/ AMDS has a Procurement and Supply Management Toolbox website (<http://www.psmtoolbox.org>), which contains a number of tools for health professionals and others working on public health related PSM and other areas. In addition, the Alliance for Malaria Prevention Toolkit includes detailed guidance in planning, logistics, social mobilization and behavior change communication, and monitoring and evaluation of mass distributions (www.allianceformalariaprevention.org). Besides these, the following are some other examples of the resources/tools available online:

- <http://sunsite.icm.edu.pl/untpdc/library/te/docs/Guide8.pdf>
- www.osh.dol.govt.nz/order/catalogue/archive/safestacking.pdf
- www.fao.org/docrep/t1838e/T1838E16.htm
- www.iccwbo.org/incoterms/wallchart/wallchart.pdf
- www.usaid.gov/our_work/humanitarian_assistance/ffp/wfpstandard.doc
- <http://forms.sc.egov.usda.gov/efcommon/eFileServices/eForms/KC334.PDF>

A. PLANNING

**Demonstration of how to correctly
use LLINs in Mainé-Soroa - Diffa.**

Gagara K. Abdou/CRS



The planning process needs to begin well ahead of the distribution dates to allow for sufficient preparation. Due to increased demand and because only a handful of LLIN manufacturers are certified by the World Health Organization, no stocks of LLINs are available for order. All LLIN purchases must be placed in a production queue. As of November 2010, three brands of LLIN have full approval, while six brands have interim approval¹. Organizations planning a distribution of LLIN should combine their needs within a national campaign for bulking of orders and shipments, and therefore a coordinated approach to planning is ideal.

This section describes the planning steps and tools for a good LLIN Supply Chain Management (SCM) process.

A.1. ESTIMATING NEEDS AND PLANNING THE SUPPLY CHAIN

Planning for LLIN supply chain management means determining the following:

- What are the constraints in terms of space and human resource in managing the supply chain?
- When and where will they be sourced?
- When and where will they be received?
- When, where, how many, and in what specifications will the LLINs be needed?
- Where will they be stored?
- How much space is required for storage?
- Is quality storage available?
- How much inventory will be carried?
- How will the LLINs be transported to the in-country central storage area and then onward to distribution points?
- How will they be distributed to end-users?
- What monitoring and information management systems need to be in place to ensure accountability and efficiency in the above processes?

Each supply chain needs to be planned in detail to avoid problems during implementation. This requires a solid understanding of supply chain constraints such as lead times, space requirements, optimal inventory carriage, etc. If not taken into account, these constraints can lead to inaccurate estimation of needs, poor timing of deliveries, poor definition of the needed specifications, insufficient or excessive storage capacity, pipeline jam or breaks, etc. A well-planned supply chain process will ensure that the right goods are delivered on time, when and where they are needed. For this to happen, the seven steps below need to take place. All seven steps are equally important and must happen simultaneously since they influence each other. A minimum of six months should be allocated between the planning process and the distribution date.

¹ See http://www.who.int/whopes/Long_lasting_insecticidal_nets_Sep_2010.pdf for a list of WHOPES approved LLIN as of September 2010.

A.1.1 PLAN OF OPERATION

The plan of operation, also known as a project or program proposal, describes the goals, objectives, activities and results of the project. A complete plan of operation should include a detailed implementation plan (DIP), a budget, and plans related to monitoring and evaluation, human resources, SCM, logistics, and a convincing description of the strategies and systems required to ensure successful implementation of the proposed intervention. It is understood that LLIN distributions do not happen in a vacuum but are part of a larger set of strategies and activities to combat malaria. The Plan of Operation is approved through the signature of a "Transfer Authorization" or "Project Agreement". This is the document through which the donor approves the Project and its funding, and through which the Organization (recipient agency) accepts the donor's funding terms and conditions.

A.1.2 DETAILED IMPLEMENTATION PLAN

The detailed implementation plan is the main project management (PM) tool. Done on a spreadsheet, it details who does what, who reports to whom, who supports whom, who approves what, etc. It also includes the start and end dates, and any dependent or parallel activities. The DIP is a live document and should be updated daily by the project manager to reflect progress, challenges and setbacks.

There are three specific project management tools that, when combined, make up a complete DIP: the Critical Path Method (CPM), the Gantt chart and the RASIC Chart. Together these tools provide clarity and visibility about the management of an LLIN supply chain and distribution, or of any project for that matter.

CPM: The Critical Path Method is a tool that identifies the steps in a process and how they are interlinked.²

GANTT: The GANTT chart (named after Henry Gantt) provides a timeline of activities within a project. It can be configured to show relationships between activities in the same way the CPM does.³

RASIC: The RASIC chart shows who is Responsible for a task, who Approves, who Supports, who is Informed and who is Consulted.⁴

See Annex 1 for a sample DIP⁵ that includes versions of these three components.

A.1.3 NEEDS ESTIMATE AND PIPELINE PLANNING

Within the plan of operation, the SCM Plan should feature a description of intended end-users, including their numbers and locations. The number of LLINs needed – based on estimates from the recipients themselves – should also be included.

2 See http://en.wikipedia.org/wiki/Critical_path_method

3 See http://en.wikipedia.org/wiki/Gantt_chart

4 See http://en.wikipedia.org/wiki/Responsibility_assignment_matrix

5 Created by Debra Lynne Edwards, for CRS/Niger (2009)

Sample Estimation of LLIN Requirements – CRS/Niger, 2009

The distribution will cover 80% of children under five years of age. Total population is estimated at 14,372,834 in 2009 (Source NHIS). Children under five years of age represent 20.91% of total population, or 3,005,360. 80% of children under five years of age come to 2,404,285.

The budgeted number of nets is 2,820,773, allowing for a safety stock of 17.3% or 416,488 nets.

Source: CRS/Niger. Plan de Gestion des Achats et des Stocks, GFATM Malaria Proposal, Avril 2008 (translated in English)

With eight health regions and 42 health districts in Niger, in 2009 CRS/Niger used:

- one main warehouse,
- 42 secondary warehouses,
- 750 rural health centers and
- Over 7000 distribution points.

LLINs were dispatched from the main warehouse to secondary (district) warehouses starting a month before the scheduled mass campaign. One week before the campaign, LLINs were dispatched from secondary warehouses to village health centers, and the day before the distribution, team leaders of each distribution point collected their respective LLIN allocation from rural health centers.

The current global goal for LLIN distribution is for *Universal Coverage*. The application of this goal may vary from one project to another, based on local context. Furthermore, a project involving the distribution of LLIN might target only pregnant and lactating mothers and children under five, for example. Whatever the target population, the estimation of needs should start from population statistics and clearly explain the steps taken to arrive at the number of LLIN needed. A reasonable reserve or security stock should be allowed to cover for losses and estimation errors.

A pipeline should be prepared to show when the LLINs are needed in-country and when they are intended to be distributed. See Annex 2 for a sample pipeline⁶.

A.1.4 PLANNING INTERNAL TRANSPORT, STORAGE AND HANDLING (ITSH)

Generally, LLINs will be received in a central storage area, then dispatched to secondary warehouses and onward to final distribution points. There can be variations to this approach, depending on the number of end users, available storage capacity, distance between warehouse(s) and distribution points, the state of the roads, material handling capacity, etc. In any case, these variables need to be assessed and an ITSH plan needs to be devised. See Annexes 3 and 4 for a sample Transport Plan⁷ and Storage Plan⁸.

A.1.5 PLANNING PROGRAM MONITORING AND INFORMATION MANAGEMENT

The organization has an obligation to deliver the LLIN to the intended end users in the most efficient and effective manner, and has to account for both the resources and the processes involved in the supply and distribution chain. For this purpose, it is important to establish ahead of time the systems for monitoring and evaluation, including an information management system.

In this context, the term “monitoring and evaluation” (M&E) is used broadly to include the tracking of information on reached versus planned recipients, the methodologies used to sensitize them, the tools and processes put in place to ensure accountability, and information related to how the activities are helping to reach the program’s objectives. Therefore, M&E refers to both logistics and program performance monitoring. Some tools are included in the Information Management and Reporting section at the end of this guide, but they need to be prepared and tested ahead of the actual implementation, as part of the planning process.

The organization should have a system for collecting and storing information. The logistics information is always based on signed documentation, including bills of lading, transport waybills, delivery notes, warehouse inventory reports, survey reports, distribution reports, etc. There should be a good filing system for all these documents, and key data should be entered into a database for electronic storage and retrieval, analysis, compilation and reporting. There are several inventory management software options and other simpler electronic databases or spreadsheets that can be used to store information. The decisions

⁶ Created by Ben Safari for CRS/Niger (2009)

⁷ *ibid*

⁸ *ibid*

on what software to use, how it should be configured, and what information is needed should be made ahead of the delivery of the first LLIN to avoid a buildup of unprocessed data and/or loss of documentation.

A.1.6 PLANNING FOR HUMAN RESOURCES

A good SCM process needs qualified staff with the right skills in sufficient numbers and at the right time. It is important to estimate ahead of time, as part of the plan of operation what positions are needed and how they are to be filled. As much as the project budget can accommodate, organizations should aim to have the following positions to ensure their SCM process functions well:

- Project Manager – responsible for the overall project management
- SCM Specialist – to oversee the entire SCM process.
- Logistics Officer – to manage the ITHS Plan
- LLIN Accountant – to manage all logistics documentation and information. The Logistics Officer can also fulfill this role
- Warehouse Officer(s): One for each warehouse
- Distribution Agents: Minimum of four per distribution site. These are often volunteers from within the recipient community.
- Mobile quality controllers: Their number depends on the overall area, available mobility options and number of distribution points.

A.1.7 PLANNING FOR COMPLIANCE AND ACCOUNTABILITY

The Organization's leadership should ensure that all its policies, procedures and practices are in compliance with the provisions of the organizations' legal jurisdiction and comply with all donor rules and regulations, as well as with generally accepted accountability principles.

Conflict of Interest: The organization's management, personnel and contractors shall at all times avoid situations in which their personal interests might conflict, or might be thought to conflict with the organization's, the donor's, the recipients' or the project mandate. All potential conflicts of interest should be declared up front and managed in a transparent manner. In particular, an Organization staff or contractor shall not participate in an activity or decision that involves an actual or potential conflict of interest, unless such participation has been approved in advance by the Organization's leadership and any associated terms or conditions are fulfilled.

Internal Controls and Risk Management Measures should be put into place to safeguard resources. These measures should be clearly stated, as part of the Organization's Code of Conduct Policy, and should include a statement on segregation of duties among positions whose responsibilities include an element of control over each other.

B. FULFILLMENT

**Beneficiaries using a
LLIN in Madarounfa -
Maradi.**

Gagara K. Abdou/CRS



The fulfillment section is divided into eight sections that describe the sequential processes of a supply and distribution chain, in the form of a process flow. The main actors and their roles, as well as the information or documentation required for each process, are also discussed.

B.1. TRANSFER AUTHORIZATION AND LLIN ACQUISITION

KEY FEATURES	A. PROCUREMENT B. SHIPPING
Process Summary	The Transfer Authorization (TA) or project agreement is the document through which the donor agency approves the project and allocates resources. Once the organization has a signed TA, it can start the acquisition process, including the procurement and shipping of LLINs.
Inputs	<ul style="list-style-type: none"> - Proposal documents - TA
Outputs	<ul style="list-style-type: none"> - Purchase Requisition or Call Forward - Procurement Order - Shipping Contract
Actors and Roles	<ul style="list-style-type: none"> - <i>Organization's leadership</i>: To liaise with the donor agency for transfer of resources and to start the acquisition process - <i>SCM Specialist</i>: To communicate with donor's procurement unit to acquire advanced information on procurement and shipping.
Integration Points	N/A
Description	<p>The TA is the main Project Agreement. It includes the amount of resources the donor agrees to commit to the project, and the conditions of the grant.</p> <p>Once the organization has a signed the TA, it should initiate the procurement process through a Purchase Requisition or Call Forward. LLINs are generally internationally procured and need to be shipped from the manufacturer to the organization's warehouse in the recipient country. In this guide, it is assumed that the procurement and international shipping, up to the discharge seaport, are arranged by the donor on behalf of the organization. The guide therefore does not consider the procurement and shipping processes in details.</p>

B.2. PLANNING FOR PORT RECEIPT AND INLAND FORWARDING

KEY FEATURES	A. SERVICE CONTRACTS B. TRANSPORT AND CUSTOMS
Process Summary	<p>In preparation for the receipt of LLINs in the discharge port, the organization needs to have everything ready. Shipping, port operations, inland transit and customs clearing are specialized activities that require contracting third party services providers.</p> <p>In order to preserve the interests of the organization and to ensure good stewardship, the organization's SCM Specialist and Logistics Officer must fully understand the roles and responsibilities of each actor, critical contract terms, as well as usual commercial practices.</p>
Inputs/Outputs	<ul style="list-style-type: none"> - Booking note or shipping contract - Freight forwarding and inland transit contract - Surveyor contracts - Bill of Lading and other commercial documents (certificate of origin, commercial invoice, etc.)
Actors and Roles	<ul style="list-style-type: none"> - <i>SCM specialist</i>: To ensure that LLINs called forward and delivered meet project requirements to prepare or review service contracts. To liaise with donor for shipping documentation. To provide shipping documents to service providers for port operations and customs processing - <i>Organization's leadership</i>: To review and approve contracts. To sign contracts. To endorse bills of lading to selected freight forwarder.
Integration Points	<ul style="list-style-type: none"> - <i>Legal counsel</i>: To review contracts for legal compliance and ensure the interests of the organizations are legally protected. - <i>Freight forwarder</i>: To sign freight forwarder contract and prepare documentation, personnel and physical resources (trucks, lifting equipment, port warehouses) for the receipt and handling of LLIN cargo. - <i>Surveyor</i>: To receive documentation and prepare for port discharge and in-country (warehouse) delivery expertise.
Description	<p>SCM Specialist liaises with donor to obtain shipping documentation and process it as necessary ahead of the arrival of cargo</p> <p>SCM Specialist drafts service contracts for freight forwarders and surveyors. See detailed role descriptions for freight forwarders and surveyors in sections B3 and B5 below.</p>

B.3. PORT RECEIPT

KEY FEATURES	A. INTERMEDIARIES AND THEIR ROLES B. TRANSPORT AND CUSTOMS DOCUMENTS
Process Summary	When cargo berths in the delivery port, the organization (receivers) takes title and risk, according to the terms of the booking note. As port and customs operations are specialized activities, it is preferable that the organization contracts service providers to act on its behalf. The main service providers are the freight forwarder and the surveyor.
Inputs	<ul style="list-style-type: none"> - Service contracts for freight forwarder and surveyor - LLIN shipping and customs documents
Outputs	<ul style="list-style-type: none"> - LLIN received in good order from the shipping contractor
Actors and Roles	<ul style="list-style-type: none"> - <i>SCM Specialist</i>: To supervise and observe port operations on behalf of the receivers; - <i>Freight Forwarder</i>: To take delivery of cargo from ship as per the booking notes and arrange for inland transport. - <i>Surveyor</i>: To observe and report on quality and quantity of cargo delivered by the ship and received by the freight forwarder on behalf of the organization. - <i>Stevedores</i>: Working for either the shipping contractor or the freight forwarder, ensure safe discharge and stacking of cargo within the port area, and onward loading on truck for inland transit - <i>Port Officials</i>: To facilitate the discharge and temporary storage of cargo in bonded area within the port, pending its onward transport to the receiver’s warehouse. - <i>Customs Officials</i>: To facilitate clearing and entry of cargo in the country where the port is. If the cargo is for onward transport to another country, facilitate transit documentation.
Integration Points	N/A
Description	<p>The organization contracts the services of a freight forwarder and a surveyor for the port receipt of its LLIN cargo. It is recommended that the SCM Specialist be present in the port to observe the discharge and provide assistance to the service providers where needed.</p> <p><u>Freight Forwarder</u> is in charge of receiving cargo from the shipping contractor at the port, arranging for temporary storage and onward inland transit, clearing customs and delivering the LLIN to the organization’s designated storage area.</p> <p><u>Surveyor</u> is in charge of monitoring and documenting the quality and quantity of cargo on delivery at the port, on dispatch from port to warehouse and on receipt in organization’s warehouse. The surveyor observes the discharge and delivery operations and writes a survey report which describes the delivery process, the status and quantity delivered at each step, and assigns responsibility for losses and damages to cargo. There should be a surveyor at the port as well as at the receiver’s warehouse.</p> <p>In some cases, shipping is booked on a Thru Bill of Lading, which means the shipping contractor is also responsible for inland transit of the LLIN up to the receiver’s warehouse. If this is the case, the organization does not need to contract a freight forwarder, but still needs to arrange for customs clearing in the receiving country, as well as survey services at port and at warehouse reception.</p>

B.4. INLAND TRANSIT

KEY FEATURES	A. FREIGHT FORWARDERS AND TRANSPORTERS B. CUSTOMS DOCUMENTS
Process Summary	<p>The freight forwarder is responsible for processing port documentation and organizing transport of LLIN from the port to the receiver's main warehouse. The size of the fleet depends on road conditions and the size of the cargo. It is important to ensure minimal port storage or direct delivery, as port warehouses are generally not safe. This is why an early port plan of operation is important.</p>
Inputs	<ul style="list-style-type: none"> - Freight forwarder contract - Customs documentation
Actors and Roles	<ul style="list-style-type: none"> - <i>Freight Forwarder</i>: After taking possession of LLINs from the shipping contractor, arranges for port clearance and onward transport to receiver's warehouse. Clears customs on behalf of receiver. - <i>SCM Specialist</i>: Keeps in contact with freight forwarder to ensure performance as per receiver's expectations.
Integration Points	<ul style="list-style-type: none"> - Customs officials
Description	<p>The appointed freight forwarder is responsible for delivering cargo from the port to the main warehouse of the organization. If the receiving organization is in a country other than where the port is located, this delivery involves transit through the port country into the receiving country.</p> <p>The freight forwarder should arrange for sufficient and adequate trucks to ensure speedy and smooth delivery of cargo, and avoid long port storage or transit time. The appointed freight forwarder is responsible for delivering cargo from the port to the main warehouse of the organization. If the receiving organization is in a country other than where the port is located, this delivery involves transit through the port country into the receiving country.</p> <p>The freight forwarder should arrange for sufficient and adequate trucks to ensure speedy and smooth delivery of cargo, and avoid long port storage or transit time.</p> <p>The freight forwarder should also promptly clear customs in the receiving country. Generally, LLINs are considered medical supplies and benefit from duty-free import status in many countries. If the organization has duty exemption status for its goods, it should also use it to clear customs.</p> <p>Some countries require testing of certain goods to verify their contents. In other countries, only one entity is allowed to import medical supplies, and can do so on behalf of other receivers.</p> <p>Ahead of the LLIN importation, the organization should inquire about entry conditions and required documentation in the receiving country, to avoid getting stuck in customs.</p>

B.5. IN-COUNTRY RECEIPT

KEY FEATURES	A. RECEIVING CARGO
Process Summary	<p>The organization should be ready to receive the LLIN cargo from the freight forwarder as it is delivered. A surveyor should be present throughout the delivery process to witness and report on the delivery. There should be adequate warehouse space for the cargo, a skilled warehouse officer, inventory management documentation (stack cards, warehouse ledger, inventory forms), as well as warehouse equipment (pallettes, etc).</p>
Inputs	<ul style="list-style-type: none"> - Inventory receipt documentation - Waybills
Outputs	<ul style="list-style-type: none"> - Goods received notes or signed waybills - Survey report - Receipt documented in warehouse ledger and stack cards - LLIN received and stacked in good order
Actors and Roles	<ul style="list-style-type: none"> - <i>SCM Specialist</i>: ensures the delivery process is done properly - <i>Logistics Officer</i>: Assists in the delivery process and verifies documentation - <i>Warehouse Officer</i>: Receives cargo from each truck and records received cargo in warehouse documents. Signs truck waybill for receipt and makes appropriate comments. - <i>Surveyor</i>: Witnesses delivery and reports on quality, quantity of cargo. Quantifies and assigns responsibility for losses and damages to cargo. - <i>Freight forwarder's agent and drivers</i>: Deliver cargo to receiver's warehouse in good condition.
Integration Points	N/A
Description	<p>After clearing customs, the freight forwarder transports the LLINs to the receiver's designated warehouse, per the inland transit contract. Cargo should be delivered as soon as it is released from customs, but in reasonable flow to ensure smooth discharge.</p> <p>Logistics officers and warehouse officers should avoid bending to pressure from transporters to discharge trucks fast. Trucks should be discharged in the order in which they arrive at the warehouse, and at a pace that allows for adequate counting by all parties and proper handling and stacking in warehouse.</p> <p>Ideally, delivery terms for the inland transit contract should place the cargo discharge and stacking under the responsibility of freight forwarder, so that any discharge losses are charged to the freight forwarder⁹.</p> <p>Each truck should be completely discharged and recorded separately to allow for proper accountability by drivers.</p>

9 For standard delivery terms, see <http://www.iccwbo.org/>

**Description
(continued)**

Generally, LLINs are packaged in bales. It rarely happens that a bale contains one or two less or more LLINs than is stated. Receivers should always ensure that there is a simple method for randomly checking that the right amount of LLINs is received. Opening each bale might give an accurate quantity, but is not practical as it is very slow and would render the LLINs un-stackable and difficult to dispatch further. It is not recommended. The following tips can be used¹⁰:

- Any bale that appears to be deformed, torn, or otherwise damaged should be closely inspected, and if necessary, opened.

- Each bale has an approximate weight, as does each LLIN. The weight might vary a little, but the variation should never be as large as the weight of a LLIN. One in each ten or so bales should be weighed, and if the weight varies significantly from the standard weight, it should be opened and LLINs should be counted.

Each waybill should be separately recorded in the warehouse ledger with plate number, quantity received and date and time the discharge is complete. The warehouse officer should sign each waybill and keep a copy, or should issue a goods received note to the transporter.

At the end of each day of delivery, the Logistics Officer should collect copies of the goods received notes or receipt- signed waybills for filing and recording in the Inventory Management Database (sometimes this is called Logistics Management Information System (LMIS)).

10 These tips were used successfully by CRS in Niger (2009).

B.6. IN-COUNTRY PRIMARY STORAGE AND INVENTORY MANAGEMENT

KEY FEATURES	A .INVENTORY MANAGEMENT PROCEDURES B .INVENTORY MANAGEMENT INFORMATION AND DOCUMENTATION
Process Summary	<p>In-country primary storage and inventory management are the primary responsibility of the Logistics Officer and Warehouse Officer. It requires both physical management and information management of inventory.</p> <p>Physical stock management refers to the stacking, counting, securing and moving of stock; while information management refers to the recording of information related to the status of inventory either on paper documents and/or into electronic media.</p>
Inputs	<ul style="list-style-type: none"> - Inventory Management personnel and tools (laborers, security guards, palettes) - Inventory management documentation (stack/bin cards, warehouse ledger, inventory forms)
Outputs	<ul style="list-style-type: none"> - Filled in warehouse ledger and stack cards - LLIN stacked in good order - Daily inventory movement reports - Monthly Inventory Reports
Actors and Roles	<ul style="list-style-type: none"> - <i>SCM Specialist</i>: Reviews documentation - <i>Logistics Officer</i>: verifies documentation - <i>Inventory Accountant</i>: Records all inventory information in the master inventory ledger and in the inventory management database. - <i>Warehouse Officer</i>: Is responsible for the physical management of stock, including security, stacks management and segregation, inventory movements and the update of all warehouse documentation.
Integration Points	<p>Inventory Accounting - Electronic inventory management database</p> <p>Finance – inventory valuation and claims processing</p>
Description	<p>The in-country storage of LLIN is very similar to that of Title II commodities, and there are no significant differences in related information or procedures. The main difference is that generally, due to the fact that LLINs are non-perishable, the need for reconditioning or losses management is lower. Nonetheless, care should still be exercised with regards to minimizing theft and damage due to rough handling.</p> <p>Most LLINs are packaged in relatively standard-shaped bales, but the packaging is often slippery (the packaging is generally polypropylene or plastic). When stacked, the piles can be unstable. Bales should always be stacked in alternating rows, in the form of a brick wall construction, in the same way as Title II polypropylene bags are stacked. Where they are too deformed and unstable, a pyramid-like stacking system should be adopted. There are several resources on the internet that demonstrate how to stack bales. One example that might be useful is http://www.wikihow.com/Stack-Hay.</p> <p>Similar to commodities, LLINs should always be stacked separately by lot numbers. This is to ensure that each lot is clearly identified throughout the supply chain, and any issue – such as manufacturing defects can be dealt with easily. In addition to lot number separation, LLINs of different characteristics – such as brand, manufacturer, shape, size, color, etc. should be stacked separately, and each stack should have its own individual stack card. A sample stack card is shown as Annex 5.</p>

<p>Description (continued)</p>	<p>At the end of the reception process, and/ or, if all or some of the LLINs are stored for more than one month in the same warehouse, at the end of any calendar month, the Organization should have a physical inventory count performed independently and simultaneously by three individuals. The individual counts should be compared and reconciled. The result of the physical count should be documented on an inventory report form, signed by all the persons performing the inventory count and the warehouse officer. A sample Inventory Report Form is shown in Annex 6.</p> <p>All documentation should be updated according to the inventory count result, and any discrepancy between documentary inventory balance (what should be there) and physical count (what is there) should be justified. The information update on the stack card and the warehouse ledger should be signed by an authorized officer.</p> <p>Where the stock of LLINs is kept for long periods, routine spot checks, impromptu document verification, and off-cycle inventory counts should be conducted every now and then by the Organization's management.</p> <p>Information recorded on warehouse documents should mirror electronic information held by the Inventory Accountant and/or Logistics Officer</p> <p>LLINs are not perishable. However, the warehouse should always be orderly, secure, clean and waterproof.</p>
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B.7. DISPATCH TO DISTRIBUTION POINTS

<p>KEY FEATURES</p>	<p>A. ESTIMATING REQUIREMENTS FOR EACH DISTRIBUTION POINT: MICRO-PLANNING B. ESTIMATING TRANSPORT REQUIREMENTS BY CORRIDOR AND SCHEDULING INTERNAL TRANSPORT C. TEMPORARY STORAGE AT FINAL DISTRIBUTION POINT D. MANAGING RETURNS AND REDEPLOYMENTS</p>
<p>Process Summary</p>	<p>The organization should arrange for the transport of LLIN cargo to distribution points shortly before the scheduled distribution day.</p> <p>It is not recommended to store LLINs at the distribution points for more than two days, because security conditions are often inadequate. Dispatch to distribution points should be done one or two days prior to the scheduled distribution day, but preparations for the dispatch should start much earlier.</p> <p>The amount to dispatch to each distribution point should be estimated through a distribution micro-planning exercise. The required transport and storage requirement should be defined and arranged ahead of the scheduled dispatch date.</p>
<p>Inputs</p>	<ul style="list-style-type: none"> - Quantification of recipients per distribution point - Internal transport contract
<p>Outputs</p>	<ul style="list-style-type: none"> - Detailed dispatch plan - Requisition for warehouse dispatch - Waybills

Integration Points	N/A
Actors and Roles	<ul style="list-style-type: none"> - <i>Project Manager</i>: Communicates results from the distribution micro-plans for SCM action. Prepares or approves the dispatch requisition. - <i>Logistics Officer</i>: Participates in the micro-planning exercise and uses the results to prepare a dispatch and temporary storage plan. Prepares transport documentation (waybills) on the basis of the dispatch requisition. - <i>SCM Specialist</i>: Reviews the transport and storage plan. - <i>Organization's leadership</i>: Approves the micro-plans, transport and storage plans and authorizes dispatch waybills. - <i>Transporters</i>: Collect and carry LLINs to distribution points.
Description	<p>The organization's project management team must re-estimate recipients per distribution point. Each distribution point should be able to serve a reasonable number of recipients, taking into consideration distance from the distribution point to the most remote connected villages.</p> <p>Micro-plans identify target recipients, required funds, material, equipment, personnel and their roles, as well as LLINs for the distribution point. The micro-plan is similar to the DIP, but at the level of a single distribution point. All micro-plans must be compiled by the administrative or health zone to aggregate the information. Each micro-plan must be validated by the main actors. In particular, health authorities must participate in, and approve of, each micro-plan within their region of authority.</p> <p>A master table, showing all LLIN requirements by distribution point and by administrative area must be submitted to the SCM team for logistics processing.</p> <p>On the basis of the aggregated micro-plan data, and the dispatch requisition, the Logistics Officer prepares a dispatch plan by transport corridor. Depending on the size of the operation and the quality of roads, secondary and tertiary storage facilities can be used (see box). In this case, a secondary storage plan needs to be prepared as well.</p> <p>Recipients at every delivery point need to be informed ahead of time of the incoming cargo in order to prepare receipt and storage. Every delivery point must confirm receipt and report any discrepancy. All discrepancies must be noted on the delivery waybill or the goods received note, and signed by the receiving party and the truck driver.</p> <p>A sample dispatch plan¹¹ is shown as Annex 4 and a sample waybill is shown as Annex 5.</p> <p>A small amount of reserve should be allocated in addition to the exact number of required LLINs, to ensure there is no stock-out during distribution. Stock-outs are disrupting and often require supplementary delivery, which is costly in time and money. As much as possible, redeployments of stock should be avoided. If however this is the only practical solution to a stock out, any redeployment should be clearly documented, with a Waybill from the source point and a Goods Received Note from the destination point. Any redeployment should be authorized by the organization's management or a delegated officer, such as the SCM Manager. At the end of the distribution, all remaining undistributed stock should be accounted for and returned to central warehouse together with a distribution report and an inventory status report (see distribution and reporting sections). Similarly to any redeployment, all stock returns should be clearly documented through a Waybill from the returning (Distribution) point and a Goods Received Note from the Central Warehouse (destination).</p>

11 Created by Ben Safari for CRS/Niger (2009)

B.8. DISTRIBUTION

KEY FEATURES	<p>A. ESTIMATING REQUIREMENTS FOR EACH DISTRIBUTION POINT: MICRO-PLANNING</p> <p>B. ESTIMATING TRANSPORT REQUIREMENTS BY CORRIDOR AND SCHEDULING INTERNAL TRANSPORT</p> <p>C. TEMPORARY STORAGE AT FINAL DISTRIBUTION POINT</p> <p>D. MANAGING RETURNS AND REDEPLOYMENTS</p>
Process Summary	<p>Successful distribution of LLINs is the culmination of every step described above and the ultimate objective of the SCM process. It has to be done in a well planned and orderly fashion. The right LLIN recipients should each receive what they are entitled to, as per the stated beneficiary criteria. There are several types and techniques for distribution. Three of them are described here. Documentation needs to be complete and properly done to show accountability and good stewardship.</p>
Inputs/ Outputs	<ul style="list-style-type: none"> - List of recipients - LLINs - Distribution documentation (recipient sign-off sheets, daily distribution report, inventory status report, recipient status report)
Integration Points	N/A
Actors and Roles	<ul style="list-style-type: none"> - <i>Distribution Agents</i>: Under the leadership of a team leader, Arrange and execute the distribution. Document the distribution and report back to the Logistics Officer and Program Manager, through pre-agreed upon channel. - <i>Mobile Controllers/End Use Checkers</i>: Provide troubleshooting and technical advice to distribution teams. They need to travel across distribution points within their areas and remain in phone communication with all distribution teams throughout the distribution period. - <i>Health Authorities</i>: Participate in the distribution on behalf of government and ensure the distribution follows government protocols and policies for LLIN coverage. <p>Distribution activities start with recipient registration. There are two distribution methods, and the distribution method chosen will influence the registration process.</p>
Description	<p>a. Campaign distribution:</p> <p>The distribution happens on a given number of days¹², similar to national general elections. When LLINs are intended for pregnant and lactating mothers and young children, distribution is often combined with national vaccination days.</p> <p>Each intended recipient needs to be pre-identified by name and residence (village) to ensure cross verification of recipients, and is given a recipient card or voucher. During the distribution campaign, the intended recipient should show their card — or exchange their voucher — at a distribution post, in order to receive their LLIN.</p> <p>The card or voucher number is recorded next to the recipient name in the recipient list, and the recipient signs off or places her thumbprint, next to their name, to confirm receipt.</p> <p>Each distribution day, the distribution team reconciles the LLIN stock against the number of served recipients, compiles a daily distribution and inventory report, and forwards it to a regional health coordinator and to the organization (project manager and/or logistics officer).</p>

12 CRS conducted a four day national LLIN distribution campaign.

**Description
(continued)**

b. Routine distribution:

This is ongoing distribution of LLIN, often used in conjunction with pregnant and/or lactating mothers' health check. This kind of distribution occurs at health centers or health posts. It is important for these facilities to keep a stock of LLINs and therefore to have inventory management capacity, and to regularly report on, and replenish their stock.

This method is often used as an interim approach, in between two campaign distributions, to ensure that people who become eligible after the campaign distribution do not miss out.

Each time an eligible recipient is given a LLIN, their details are recorded and they sign off on a recipients list. At the end of every month, a responsible person for each distribution center compiles a recipient and inventory status report, and forwards it to a regional health coordinator and to the organization (project manager and/or logistics officer).

Post-distribution monitoring and end use checking: Following the distribution, verification agents visit a random sample of recipients to verify that they effectively received the LLINs and that they are using them correctly. This is done both to verify randomly the accuracy of the data contained in the recipient and inventory status reports and for LLIN usage M&E. This is a critical aspect of program and resource accountability and should be taken seriously by organizations.

C. REPORTING, INFORMATION MANAGEMENT AND ACCOUNTABILITY

**Mothers put their
children to bed under
their LLINs in Madarounfa
- Maradi.**

Gagara K. Abdou/CRS



C.1. RECIPIENT AND INVENTORY STATUS REPORTING

It was mentioned in the distribution section (section B8) that each distribution point needs to fill out a recipient and inventory status report and forward it to the organization. This is a simple report that shows how many LLINs were received, how many were distributed, how many recipients there were, how many LLINs were lost or damaged, and how many are left in stock. These reports are compiled by region and then an aggregated Recipient and SCM Status Report is compiled for the entire project.

The recipient and SCM Status Report should include information on the receipt, internal transfers, and final distribution. In the unfortunate event that losses are incurred, the report should also include a section on losses, detailed by loss type (e.g., damage, theft, missing, etc.) and/or location (ocean, inland, warehouse, internal, or distribution loss).

The Recipient and SCM Status Report is an important document that is shared with donors and other interested stakeholders. It is crucial to ensure that all information contained therein is accurate and is backed up by appropriate inventory management documentation¹³.

The Recipient and SCM Status Report should be sufficiently concise but explicit enough to give a donor or other external stakeholder a snapshot of how effective the SCM process was performed. It should read similarly to a bank statement or a formal financial report, as that is exactly what it is.

All information contained in the Recipient and SCM Status Report is subject to audit and should be easily verifiable, based on the reality of the SCM process and backed by SCM documentation. Ideally, the Recipient and SCM Status Report should be automatically generated from within the electronic inventory management database to avoid the risk of errors or inaccurate information.

See Annex 6 for a sample Recipient and SCM Status Report¹⁴.

C.2. MANAGING LOSSES AND CLAIMS

Though LLINs are non-perishable goods, they can be damaged through rough handling. Also, as people become more and more aware of the benefits of sleeping under LLINs, and given the high demand in LLINs relative to global supply capacity, they have become a marketable good. It is not uncommon to find LLINs, usually given for free and labeled as project goods, on local markets. They are prone to being stolen and illegally sold. Organizations should be aware of the risks and put measures in place to ensure all LLINs reach their intended recipients.

¹³ In 2009, CRS/Niger used a combination of mobile phone texts for fast daily reporting from distribution centers to the central project coordination unit, so that every day at 6 PM, the exact situation of every distribution point was well known. However, before formally reporting to the donor, all this information was verified with documentation and keyed into an inventory management software. All discrepancies were verified and corrected or justified prior to the production of the SCM report.

¹⁴ Created by Ben Safari for CRS/Niger (2009)

Generally, losses can occur anywhere within the supply chain, but experience shows that most losses occur during transfer between two parties, specifically during loading/unloading, and during transport. Therefore, it is important that transport contracts be written with specific attention to:

- (1) Where each party's responsibility starts and ends in terms of delivery terms (see Incoterms).
- (2) How responsibility for transport losses and damages is established.
- (3) How the value of losses and damages is calculated. Typically, the value is calculated based on either the local market value (with is sometimes difficult to establish, especially for LLINs where there is no formal local market), or on purchase price plus all transport and incidental costs to the delivery point where the loss is established. This later method is easy and fair as it is based on actual value of the lost or damaged LLIN.
- (4) How the value of the losses and damages is claimed and settled. Typically, the value of lost or damaged LLINs should be deducted from transporter payment, and if it exceeds the total payment, the remaining amount should be reimbursed by the responsible party within a set timeframe.
- (5) How unrecovered claims are managed. This may be through legal action or through amicable settlement. Either way, donor regulation/policies and local norms should be respected.

Whatever the exact terms of service contracts, the value of all losses, damages or misuses along the supply chain should be claimed and recovered against the responsible parties (e.g., the value of any transport losses needs to be deducted from the transporter's payment). Please see section on losses of the Recipient and SCM Status Report (Annex 8).

C.3. INFORMATION MANAGEMENT AND ACCOUNTABILITY

Organizations should establish a clear, well articulated protocol for information management, as well as systems for communicating, verifying, and storing SCM data.

Most of the reporting requirement from warehouses and distribution points to the central inventory management database happens during the planning and fulfillment phase, so that if the day to day information flows are well articulated and smooth, periodic internal reporting becomes just a verification process for the preparation of formal donor reports.

In addition to routine information flows, if LLINs are stored in primary and/or secondary warehouses, each warehouse officer, or other designated person responsible of the project unit where the storage unit is located, should send a monthly inventory management report to the Logistics Officer. This monthly reporting requirement also applies to distribution points, for every month that the storage unit or distribution point holds inventory or conducts any SCM activities (see section C1). The report should include all beginning stock, in-

coming and out-going movements, as well as final stock. The report should be verified and signed by a responsible person, and should be supported by an inventory report form, also signed and dated.

All information and documentation should be accurate and well detailed. In particular, any movement of any LLIN should be authorized and recorded on the appropriate forms (such as waybill or transfer authorization – see section on dispatches), even if it is an internal transfer between two storage and/or distribution points.

LLINs that come from different production lots and/or from different purchase/delivery contracts, or that have different characteristics (e.g., shape, size, color), should be recorded separately throughout the supply chain for easy identification. This is very important for LLIN valuation, especially in case of losses and associated claim settlements when price/cost differs from one lot to another or from one contract to another.

All stock status and movements should be recorded at the time of their occurrence in an electronic database, and supporting documentation should be adequately referenced and filed. The electronic database should be a mirror of the paper documentation, which in turn should be a mirror of all physical actions on the inventory.

For example, the physical transfer from central warehouse 'ABC' to secondary warehouse 'DEF' of ten bales of forty double bed size rectangular LLINs from lot 'XYZ', should be recorded as such with all these details on the dispatch request, the authorization form and on the transfer waybill. As soon as the transfer is authorized, the action should be recorded in the inventory management database and the authorization form should be filed. As soon as a copy of the waybill is returned from warehouse 'ABC', the dispatch should be recorded in the database and the waybill should be filed.

If for example, warehouse 'DEF' records receipt of 49 bales with one bale missing. As soon as a receipt copy of the waybill is received by the Logistics Officer, the receipt of 49 bales should be recorded, and the loss of one bale should be recorded against the transporter. A loss report, clearly referencing the waybill number and the LLIN details, as per the waybill, should be drafted and sent to the contract management section (finance or administration) for losses/claims processing. Both the receipt waybill and the loss report should be filed accordingly.

The organization should conduct internal audit exercises at least once every two years. Generally, donors also require recipient organization to keep all project records for a number of years after the end of the project.

Organizations should check and respect the donor's record keeping and archiving requirements. The usual standard is five years beyond the life of the project. In addition to the donor's requirements on retention of records, each organization also needs to be aware of – and respect – local government regulations for retention of records and access of information. Whatever rules and/or regulations are the most stringent should be the standards to follow.

ANNEX 1: SAMPLE DETAILED IMPLEMENTATION PLAN (CRS/NIGER GF MALARIA PROJECT DIP)

ACTIVITIES		CRITICAL PATH ANALYSIS												GANTT CHART												BASIC CHART													
No.	Description	Length	Start	End	Type	D.O.	GANTT CHART												BASIC CHART																				
							Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA
No.1 Pré-Conditions 12/2010																ALL COMPLETE																							
N°1.1	Evaluation des SR	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°1.2	Signature des contrats avec les SR	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
No.2 Etudes																A												R											
N°2.1	Réalisation de l'étude sur les barrières	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°2.2	Atelier de Partage de l'étude barrières	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
No.3 Formations BCCC																																							
N°3.1	Organiser un atelier national de formation des formateurs BCC	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
3101	Recruter un consultant national pour la formation	7	10/18/2008	10/25/2008	PAR		Completed																																
3102	Faire participer le consultant à la réunion de restitution de l'étude sur les barrières à	1	9/26/2008	9/27/2008	PAR		Completed																																
3103	Signer le contrat avec le consultant	1	10/14/2008	10/15/2008	PAR		Completed																																
3104	Préparer le plan de formation	7	10/8/2008	10/15/2008	PAR		Completed																																
3105	Réaliser la Formation des formateurs BCC	3	10/16/2008	10/19/2008	SEQ	3103	Completed																																
3106	Elaborer le Manuel du Formateur	7	10/18/2008	10/25/2008	PAR		Completed																																
3107	Amender le Manuel du Formateur	1	10/31/2008	11/7/2008	SEQ	3106	Completed																																
3108	Corriger et déposer le rapport de la formation des	3	11/3/2008	11/6/2008	SEQ	3105	Completed																																
3109	Effectuer le paiement du consultant	7	1/2/2009	1/9/2009	SEQ	3108	In progress																																
N°3.2	Appuyer les SR pour l'organisation des ateliers régionaux de formation	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°3.3	Appuyer les SR pour l'organisation des ateliers régionaux de formation thématique et recyclage des animateurs volontaires communautaires sur les	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
No.4 Elaboration du Plan de Communication																																							
No.5 Organisation d'événements médiatiques																																							
No.6 Renforcement institutionnel du PNLP et fonctionnement																																							
No.7 Suivi-Evaluation du Programme																																							
No.8 Achat et distribution de moussiquaires																																							
N°8.1	Achat des moussiquaires	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°8.3	Gestion du Transit	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°8.4	Gestion des Magasins et des	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°8.5	Livraison et dispatching des MILD	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
No.9 Sensibilisation et Plaidoyer																																							
N°9.1	Acheter des matériels de communication/ sensibilisation et	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
N°9.2	Organiser et diffuser des émissions radiophonique de sensibilisation avec les faiseurs d'opinion (Chefs traditionnels, Chefs religieux, etc.) et par des sketch informatifs	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
No.10 Gestion du programme																																							
A1	Les Audits et outils de gestion	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
A2	Réunions Rencontres de coordinations	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										
A4	Logistique Equipements	Length	Start	End	Type	D.O.										CR	HP	RM	GC	PSM	FN	MA	ECOM	LOB	WAR	HQ	LFA	TDY	Comments										

ANNEX 2: PIPELINE

Country or Countries: Mali		Implementation Year: 2011		4		
Applicant/Awardee: Catholic Relief Services		Fiscal Year: PREP		Original		
Award Agreement # FFP-A-00-08-000068-00		AER Type:		AER Status:		
FFP Funding Source: Non-Emergency Funding						
Food Aid Commodity Pipeline						
	Bulgar	Peas, Split Green	CSB - Corn Soy Blend	Veg. Oil, 4l		MT Totals
	(MT)	(MT)	(MT)	(MT)	(MT)	(MT)
Direct Distribution 2011-2012	650	440	570	60	-	1,720
Levels for Monetization 2011-2012	-	-	-	-	-	-
October 2010						
Opening Stocks/ Levels	818	523	803	94	0	2,238
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	0	0	0	0
Closing stocks/ (Shortfall)	818	523	803	94	0	2,238
November 2010						
Opening Stocks/ Levels	818	523	803	94	0	2,238
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	10	1	0	11
Closing stocks/ (Shortfall)	818	523	793	93	0	2,227
December 2010						
Opening Stocks/ Levels	818	523	793	93	0	2,227
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	102	73	18	2	0	195
Closing stocks/ (Shortfall)	716	450	775	91	0	2,032
January 2011						
Opening Stocks/ Levels	716	450	775	91	0	2,032
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	102	73	27	3	0	204
Closing stocks/ (Shortfall)	614	377	749	89	0	1,828
February 2011						
Opening Stocks/ Levels	614	377	749	89	0	1,828
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	35	4	0	38
Closing stocks/ (Shortfall)	614	377	714	85	0	1,790
March 2011						
Opening Stocks/ Levels	614	377	714	85	0	1,790
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	43	4	0	48
Closing stocks/ (Shortfall)	614	377	670	81	0	1,742
April 2011						
Opening Stocks/ Levels	614	377	670	81	0	1,742
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	52	5	0	57
Closing stocks/ (Shortfall)	614	377	618	76	0	1,685
May 2011						
Opening Stocks/ Levels	614	377	618	76	0	1,685
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	0	0	53	5	0	58
Closing stocks/ (Shortfall)	614	377	566	70	0	1,627
June 2011						
Opening Stocks/ Levels	614	377	566	70	0	1,627
MT Arrivals	0	0	0	0	0	0
Loans (In or Out)	0	0	0	0	0	0
Planned Distribution/ Usage	212	142	54	8	0	416
Closing stocks/ (Shortfall)	402	235	512	62	0	1,211

Any dates prior to the date submitted are actuals. Future dates are projections.

Opening stock includes YR3 food which recently arrived in Mali (680MT CSB, 420 MT GSP, 640MT bulgur, 80MT oil)

Food for Work, Safety Net

ANNEX 3: DETAILED TRANSPORT PLAN

Detailed Dispatch Plan for SAHARA TRANSPORT

Delivery Point (Trucks)	Truck Codes	Bales	Kms	DAYS																							
				13 T - 10 D								11 T - 7 D								9 T - 6 D							
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	#	21	22	23	24
Agadez	Agadez (4)	A,B,C,D	2064	937	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Abalak (1)	E	514	667	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Diffa	Maine (1.7)	F,G	952	1281	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Diffa (1.8)	H,I	1017	1353	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Nguigmi (0.7)	J	376	1483	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Goure (2.5)	K,L,M	1413	1052	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Zinder	Magaria (5.5)	A,B,C,D,E	3087	986	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Matameye (3)	F,G,H	1568	865	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tanout (4)	H,I,J,K	2256	1036	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Communes (2)	H,I	1068	892	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Mirriah (5)	A,B,C,D,E	3756	913	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Mirriah (2)	F,G			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Maradi	Aguie (3.2)	A,B,C,L	1796	734	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tessahoua (4)	K,L,M,N	2229	773	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Mayahi (4.8)	A,B,C,D,E	2602	743	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Guidam R'dji (4)	D,E,F,G	2276	606	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Madarounfa (3.3)	H,I,J,L	1825	683	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Communes (1.5)	K,L	909	657	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Dakoro (5.1)	E,F,G,H,I,J	2865	760	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Tahoua	Birmi N'Koni (4.1)	A,B,C,D	2274	418	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tahoua (4.1)	C,H,I,J	2289	548	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Illela (3)	I,J,K	1678	498	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Bouza (3.2)	E,F,G,H	1780	673	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Keita (2.4)	L,M,H	1346	619	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Madaoua (4)	C,D,E,F	2023	504	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tchintabaraden (1)	A	510	702	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Tillaberi	Filingue (4.6)	A,B,C,D,E	2534	179	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Kollo (4)	F,G,H,I	2024	34	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Ouallam (3)	A,B,C	1785	99	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Say (2.8)	D,E,F	1450	55	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tera (4.8)	A,B,C,D,E	2666	173	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Tillaberi (2.4)	F,G,H	1345	114	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Dosso	Boboye (3)	A,B,C	1646	418	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Doutchi (6)	D,E,F,G,H,I	3180	273	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Dosso (4)	A,B,C,D	2216	137	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Gaya (3)	E,F,G	1624	288	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Loga (1.6)	H,I	855	211	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
Niamey	Niamey I (4)	A,B,C,D	2165		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Niamey II (4)	E,F,G,H	1934		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Niamey III (1.2)	A,B	635		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			

Legend	■	(Un-)loading
	■	Delivery trip
	■	Return trip

ANNEX 4: DISPATCH AND STORAGE PLAN

CRS NIGER MALARIA PROJECT				
Tentative LLIN Storage and Dispatch Plan				
	NUMBER OF LLIN	NUMBER OF BALES	WHSE SPACE REQRT (SQM)	Equiv 40ft Containers
Stock on Hand Dec 15, 08	0	0	0	
Incoming Delivery, Dec 15-31, 08	39,995	1,000	59	
Stock on Hand Dec 31, 08	39,995	1,000	59	
Incoming Delivery, Jan 1-15, 09	246,280	6,157	363	
Stock on Hand Jan 15, 09	286,275	7,157	421	
Incoming Delivery, Jan 16-31, 09	381,840	9,546	562	
Dispatches Jan 16-31, 09 (Agadez et Diffa)	176,358	4,409	260	
Bilma)	82,564	2,065	122	8.02
Diffa - Diffa	40,685	1,018	60	
Diffa - Maine Soroa	38,049	952	56	
Diffa - N'guimi	15,060	377	23	
Check Total	176,358	4,412	261	
Stock on Hand Jan 31, 09	491,757	12,294	724	
Incoming Delivery, Feb 1-15, 09	553,240	13,831	814	
Dispatches Feb 1-15, 09 (Zinder)	525,871	13,147	774	
Zinder - Gouré	56,500	1,413	84	23.90
Zinder - Magaria	123,454	3,087	182	
Zinder - Matameye	62,690	1,568	93	
Zinder - Mirria	150,259	3,757	221	
Zinder - Tanout	90,255	2,257	133	
Zinder - Communes	42,713	1,068	63	
Check Total	525,871	13,150	776	
Stock on Hand Feb 15, 09	519,126	12,979	764	
Incoming Delivery, Feb 16-28, 09	402,390	10,060	592	
Dispatches Feb 16-28, 09 (Maradi)	579,910	14,498	853	
Maradi - Aguié	71,807	1,796	106	26.36
Maradi - Dakoro	114,587	2,865	169	
Maradi - Guidam Roundji	91,015	2,276	134	
Maradi - Madarounfa	72,971	1,825	108	
Maradi - Communes	36,348	909	54	
Maradi - Mayahi	104,047	2,602	154	
Maradi Tessahoua	89,134	2,229	132	
Check Total	579,909	14,502	857	
Stock on Hand Feb 28, 09	341,606	8,541	503	
Incoming Delivery, Mar 1-15, 09	703,500	17,588	1,035	
Dispatches Mar 1-15, 09 (Tahoua)	496,453	12,412	731	
Tahoua - Birni N'Koni	90,941	2,274	134	22.57
Tahoua - Bouza	71,196	1,780	105	
Tahoua - Illela	67,099	1,678	99	
Tahoua - Keita	53,827	1,346	80	
Tahoua - Madaoua	80,910	2,023	119	
Check Total	496,453	12,412	731	

ANNEX 6: INVENTORY REPORT FORM



Physical Inventory Worksheet

Inventory Date _____ Page ____ of ____

Warehouse Name _____ Warehouse No _____
 Location _____

Persons Conducting Inventory

Check the box to the left of the name for those individuals who are not members of the Commodity Management Team.

<input type="checkbox"/>	Name _____	Signature _____
<input type="checkbox"/>	Name _____	Signature _____
<input type="checkbox"/>	Name _____	Signature _____
<input type="checkbox"/>	Name _____	Signature _____

General Observations/Comments:

Stack Count

Packing List

Commodity <input type="checkbox"/> CM <input type="checkbox"/> Lentils <input type="checkbox"/> Rice <input type="checkbox"/> WSB <input type="checkbox"/> Veg Oil <input type="checkbox"/>									
Packaging <input type="checkbox"/> 25 kg <input type="checkbox"/> 50 kg <input type="checkbox"/> Ctn <input type="checkbox"/>					Program <input type="checkbox"/> USAID <input type="checkbox"/> USDA <input type="checkbox"/>				
Condition <input type="checkbox"/> Sound <input type="checkbox"/> Reconstituted <input type="checkbox"/> Damaged <input type="checkbox"/> Unfit - Animal Feed <input type="checkbox"/> Unfit - Destroy									
Stack Width	X	Stack Height	X	Rows	+	Individuals	=	TOTAL	Comments
	X		X		+		=		
	X		X				=		
	X		X				=		
	X		X				=		
	X		X				=		
Office use only:							Physical Count		
							Stack Card		

ANNEX 7: WAYBILL/GOODS RECEIVED NOTE

 <p>CRS CATHOLIC RELIEF SERVICES</p> <p>The Gambia 40 Atlantic Road, Fajara P.O.Box 568 BanjulThe Gambia Phone: 00 (220) 449800/1/2</p>	<h1>Waybill</h1>
	Project: [insert title and number]
	Waybill Number: _____

1. Recipient Organization's Details

Recipient Organization's (RO) Name:		Code:	
RO's Address:			
Exact locality of delivery:		Approved Recipients by Category:	Cat 1:
Names of the RO's Legal Representative:			Cat 2:
Name of Alternate Authorized Receiver ^[1] :			Total:

2. Cargo Details

Request No:		Distribution Period:									
Conveyor/Transporter:		Anticipated Delivery Date:									
Section to be filled in by the Logistics Service of CRS/GM								Section to be filled by the Receiver			
DESCRIPTION		EQUIPMENT (NEMB)			TOTAL DISPATCHES			RECEIVED QUANTITY			
Items	PACK ^[2]	PR1	PR2	PR3	NPACK	G-WT	N-WT	Sound	Torn	Damaged	Missing
TOTAL											
Notes: PCKG: Packaging (give type and weight); PR1-3: Apportion amounts by programs/beneficiaries types covered by this dispatch; NPACK: Number of packages; G/N-W: Gross/Net Weight											

3. CRS - Approval

Prepared by [Name and Title]:	Approved by [Name and Title]:
Signature:	Signature:

4. Loading at CRS Warehouse

Date and place to loading:	Name of Transporter:
Time - Beginning of loading:	Name of Driver:
Time - End of loading:	No Driver's License:
Name of Storekeeper:	Number Plate:
Signature and Stamp of Storekeeper	Signature of Driver:

5. Unloading and Reception at Recipient Organization's Warehouse

Name and Title of the Receiver	Date and place to unloading:
Comments of the reception:	
Signature and Seal of the Receiver:	Signature of the Driver:

NB: This Waybill is made in five copies colored, to distribute as follows: White original (CRS logistics), blue (CRS Programs), yellow (CRS Warehouse), green (Recipient Organization), pink (Transporter).

^[1] Each recipient organization must have a second person, other than the Director, authorized to take delivery of the food.

^[2] Packing: S-25: bag of 25kg Net; S-50: Bag of 50Kg Net; C-22: Paperboard of 22.05 kg Net (6 cans of 4 liters)

ANNEX 8: RECIPIENT AND SCM STATUS REPORT



LLIN PROCUREMENT, SUPPLY AND DISTRIBUTION REPORT



NOM DU REP: CATHOLIC RELIEF SERVICES

ROUND: R7

PAYS: NIGER

TRIMESTRE: Q3 - 2009

NUMERO DE PROJET:

DATE DE SOUMISSION: 15 AOUT 2009

PREPARE PAR: SPECIALIST

APPROUVE PAR: DR. IBRAHIM OUSMANE, CHEF DE PROJET

SIGNATURE:

SIGNATURE:

NOTE: ALL QUANTITIES ARE UNITS OF MOSQUITO NETS

INVENTORY RECEIPTS - NIAMEY CENTRAL WAREHOUSE		December 2008	January 2009	February 2009	March 2009	April 2009	TOTAL
INCOMING DELIVERIES ACCORDING TO BILLS OF LADING		2,000	40,000	0	0	0	42,000
INVENTORY RECEIPTS IN CENTRAL WAREHOUSE		1,998	40,000	0	0	0	41,998
LOSSES PRIOR TO INVENTORY TRANSFERS		2	0	0	0	0	2
TOTAL DISPONIBLE							41,998

INVENTORY TRANSFERS		DISPATCH PLAN	January 2009	February 2009	March 2009	April 2009	May - June	TOTAL
1	AGADEZ	0	1,689	0	0	0	0	1,689
2	DIFFA	0	0	0	0	0	0	0
3	DOSSO	0	0	0	0	0	0	0
4	MARADI	0	0	0	0	0	0	0
5	NIAMEY	0	0	0	0	0	0	0
6	TAHOUA	0	0	0	0	0	0	0
7	TILLABERY	0	0	0	0	0	0	0
8	ZINDER	0	0	0	0	0	0	0
TOTAL TRANSFERS		0	1,689	0	0	0	0	1,689

C. DISTRIBUTION	NUMBER OF HEALTH CENTERS	MASSIVE DISTRIBUTION		CONTINUOUS DISTRIBUTION						TOTAL DISTRIBUTED TO END OF PERIOD		THEORETICAL BALANCE END OF PERIOD		
		25 - 28 avril 2009		QUARTER 2 BALANCE 29 Avr - 30 Juin 2009		QUARTER 3 1 Jul - 30 Sept 2009		QUARTER 4 1 Oct - 31 Dec 2009		25 Avr - 30 Sept 2009		April - June 09		
		LLIN	MOTHERS	LLIN	MOTHERS	LLIN	MOTHERS	LLIN	MOTHERS	LLIN	MOTHERS	LLIN	MOTHERS	
1	AGADEZ	0	369	145	110	20	12	5	3	539	382	611	0	0
2	DIFFA	0	0	0	0	0	0	0	0	0	0	0	0	0
3	DOSSO	0	0	0	0	0	0	0	0	0	0	0	0	0
4	MARADI	0	0	0	0	0	0	0	0	0	0	0	0	0
5	NIAMEY	0	0	0	0	0	0	0	0	0	0	0	0	0
6	TAHOUA	0	0	0	0	0	0	0	0	0	0	0	0	0
7	TILLABERY	0	0	0	0	0	0	0	0	0	0	0	0	0
8	ZINDER	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL DISTRIBUTION		0	369	145	110	20	12	5	3	539	382	611	0	0

D. INVENTORY RECONCILIATION	NUMBER OF HEALTH CENTERS	INVENTORY AT END OF PERIOD (30 SEPTEMBER 2009)		CUMULATIVE LOSSES		UNJUSTIFIED SHORTFALL OR EXCESS			
		THEORETICAL BALANCE	PHYSICAL INVENTORY AT HEALTH DISTRICT	CONFIRMED INVENTORY AT HEALTH CENTER	DUE TO TRANSPORT		WAREHOUSE DAMAGES		
1	AGADEZ	0	1,078	0	0	0	0	0	0
2	DIFFA	0	0	0	0	0	0	0	0
3	DOSSO	0	0	0	0	0	0	0	0
4	MARADI	0	0	0	0	0	0	0	0
5	NIAMEY	0	0	0	0	0	0	0	0
6	TAHOUA	0	0	0	0	0	0	0	0
7	TILLABERY	0	0	0	0	0	0	0	0
8	ZINDER	0	0	0	0	0	0	0	0
TOTAL RECONCILIATION		0	1,078	0	0	0	0	0	0

NOTE: For inventory reconciliation, only damaged mosquito nets, which are in the warehouses, and those short-delivered by transporters, are considered as 'losses'.

228 W. Lexington Street
Baltimore, MD 21201-3413
USA
Tel: 410.625.2220

www.crs.org

