



**USAID**  
FROM THE AMERICAN PEOPLE

SEP 30 2009

Ms A. Mckeown  
John Hopkins University  
Bloomberg School of Public Health  
111 Market Place, Suite 310  
Baltimore, MD 21202

Reference: USAID Long-Lasting Insecticide-Treated Nets (LLIN)

Subject: Cooperative Agreement No. GHS-A-00-09-00014-00

Dear Ms McKeown:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby awards to John Hopkins University (JHU), hereinafter referred to as the "Recipient", the sum of \$100,000,000.00 to provide support for the NetWorks Project as described in the Schedule of this award and in Attachment B, entitled "Program Description."

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to expenditures made by the Recipient in furtherance of program objectives during the period beginning with the effective date 30 September 2009 and ending 30 September 2014. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This Cooperative Agreement is made to the Recipient JHU, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment A (the Schedule), Attachment B (the Program Description), and Attachment C (the Standard Provisions), all of which have been agreed to by your organization.

Please sign the original and all enclosed copies of this letter to acknowledge your receipt of the Cooperative Agreement, and return the original and all but one copy to the Agreement Officer.

Sincerely yours,

Bruce Baltas  
Agreement Officer

Attachments:  
A. Schedule

B. Program Description  
C. Standard Provisions

ACKNOWLEDGED:

BY: 

TITLE: Alexandra A. McKeown MBA, JD  
Associate Dean  
for Research Administration

*September 30, 2009*

**A. GENERAL**

- 1. Appropriation:
- 2. Amount Obligated this Action: \$ 6,315,000.00
- 3. Total Estimated USAID Amount: \$100,000,000.00
- 4. Total Obligated USAID Amount: \$ 6,315,000.00
- 5. Cost-Sharing Amount (Non-Federal): \$ 5,000,000.00
- 6. Activity Title: The NetWorks Project: Building Capacity for Sustained Net Coverage and Use
- 7. USAID Technical Office: GH/HIDN
- 8. Tax I.D. Number: 52-0595110
- 9. DUNS No.: 00-191-0777
- 10. LOC Number: 72-00-1325

**B. SPECIFIC**

Cor	Commitment Nbr.	Lin Nb	BBFY	EBFY	Fund	OP Unit	Stral	Distributic	Man:	BGA	SOB	Pending Obligation
FS	09GH-AFR-TBD-GH-04-2009.A	1	2009	2010	GH-C	SENEGAL	A11	685-W	A049	685	4100301	\$4,385,000.00
FS	09GH-AFR-TBD-GH-04-2009.B	1	2009	2010	GH-C	NIGERIA	A11	620-W	A049	620	4100301	\$150,000.00
PR	GH/HIDN-02703	1	2009	2010	GH-C	GH/HIDN	A11	936-3100	A049	357	4100201	\$1,780,000.00

**C. PAYMENT OFFICE**

US Agency for International Development  
M/FM/CMP - LOC, Room 7.07-104A  
1300 Pennsylvania Avenue, NW  
Washington, DC 20523

**TABLE OF CONTENTS**

**ATTACHMENT A SCHEDULE.....5**

**A.1 PURPOSE OF COOPERATIVE AGREEMENT .....5**

**A.2 PERIOD OF COOPERATIVE AGREEMENT .....5**

**A.3 AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT .....5**

**A.4 COOPERATIVE AGREEMENT BUDGET .....5**

**A.5 REPORTING AND EVALUATION .....6**

**A.6 INDIRECT COST RATE .....8**

**A.7 TITLE TO PROPERTY .....8**

**A.8 AUTHORIZED GEOGRAPHIC CODE .....8**

**A.9 COST SHARING.....8**

**A.10 SUBSTANTIAL INVOLVEMENT .....9**

**A.11 PROGRAM INCOME .....9**

**A.12 SPECIAL PROVISIONS .....9**

    A.12.1 USAID DISABILITY POLICY (DEC 2004).....9

    A.12.2 EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002).....10

    A.12.3 FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL  
    CONFERENCES (JAN 2002) .....10

    A.12.4 COUNTRY-BY-COUNTRY BREAKDOWN OF EXPENDITURES .....10

    A.12.5 NON-FEDERAL AUDITS .....10

**-END OF SCHEDULE- ATTACHMENT B PROGRAM DESCRIPTION..... 10**

**ATTACHMENT B PROGRAM DESCRIPTION .....11**

**ATTACHMENT C STANDARD PROVISIONS.....33**

**ATTACHMENT D BRANDING AND MARKING.....34**

**ATTACHMENT E ENVIRONMENTAL EXAMINATION.....34**

**STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL ORGANIZATIONS..33**

**Attachment A: SCHEDULE**

**A.1 PURPOSE OF COOPERATIVE AGREEMENT**

The purpose of this Cooperative Agreement is to provide support for the program described in Attachment 2 to this Cooperative Agreement entitled "Program Description."

**A.2 PERIOD OF COOPERATIVE AGREEMENT**

1. The effective date of this Cooperative Agreement is September 30, 2009. The estimated completion date of this Cooperative Agreement is September 30, 2014.
2. Funds obligated hereunder are available for program expenditures for the estimated period September 30, 2009 to September 30, 2014.

**A.3 AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT**

1. The total estimated amount of this Cooperative Agreement for the period shown in A.2.1 above is \$100,000,000.00.
2. USAID hereby obligates the amount of \$6,315,000.00 for program expenditures during the period set forth in A.2.2 above and as shown in the Budget below. The Recipient will be given written notice by the Agreement Officer if additional funds will be added. USAID is not obligated to reimburse the Recipient for the expenditure of amounts in excess of the total obligated amount.
3. Payment will be made to the Recipient by Letter of Credit in accordance with procedures set forth in 22 CFR 226

**A.4 COOPERATIVE AGREEMENT BUDGET**

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.

From September 30, 2009 to September 30 2014

Cost Element	\$US/Local
1.Direct Cost	\$ 90,006,603.00
2.Indirect Cost	\$ 9,993,397.00
3. Total	\$100,000,000.00

## **A.5 REPORTING AND EVALUATION**

### **1. Financial Reporting** (3 hard copies, and 1 electronic copy)

Financial reporting requirements will be in accordance with 22 CFR 226.52. The implementer shall submit an original and two copies of completed forms SF-269, SF-269A, SF-270 or SF-272, as appropriate, on a quarterly basis to AOTR and M/FM/CMP-LOC Unit.

The implementer shall submit a quarterly expenditure report for approval by the AOTR, not later than 45 calendar days after the end of each quarter. The quarterly expenditure report shall include, at minimum, obligations to date, the approved budget, expenditures to date, and the balance remaining. The report shall be broken down by country or by activity. In addition, the obligations, expenditures, and balances should be reported by source of funds (i.e., field support or core). It is anticipated that the majority of support for this activity will come from Malaria directive funding; however, it is possible to receive other program directive funds (ie HIV or MCH). In such cases, both field support and core funds must be tracked by program directive. When there are multiple sources of funding for an activity the implementer must be able to demonstrate in the budget, expenditures and balances the flow of the money from multiple sources. The budget line items should include the major categories and the subcategories.

### **2. Annual Work Plans** (3 hard copies, and 1 electronic copy)

The initial work plan for the award shall be due 45 days after award of this Agreement for AOTR approval. The first work plan to be submitted will not necessarily be for a full year or may be for more than a full year, depending upon the start date of the agreement. The annual work plan in subsequent years will be due to the AOTR for approval 30 days prior to the start of the new fiscal year. The work plan serves several purposes including as a guide to program implementation, a demonstration of links between activities, program objectives and intended results, a basis for budget estimates and the foundation for the project's M&E plan. The implementer will follow the work plan year, October 1<sup>st</sup> to September 30<sup>th</sup>, unless specifically changed by the AOTR in writing. Specifically, the work plan shall:

- a. Include a description of planned activities with a breakdown of the budget, by activity, GH program element and source of funds; including how core funds will be programmed;
- b. Identify the results to be achieved for the twelve month performance evaluation period, based upon the agreed-upon results indicators and baseline data (to be developed during year one), and for the longer time frame, if any, recognizing that future funding is contingent upon availability;
- c. Describe expected progress toward the achievement of the results as outlined in above and the contribution to the RFA Activity Objective and Results; and
- d. Include the work plan for each country Mission that buys into this program with field support, based on the country's strategy. The work plan will specify the kinds of technical assistance that will be provided, the counterparts (public, private and NGO) that will be involved in the activities, the research and data analyses that will be conducted, the timeline, anticipated dissemination products and expected results. The work plan should describe how the program plans to work with other donors and other USAID-funded projects that are active in the country.

Annual work plans, including the country work plans, will be shared with the other project partners, reviewed by the USAID management team, and approved by Missions and the AOTR/TAs.

Significant changes that impact the timing or achievement of objectives identified in the plan will require additional approval. Work plans must include a timeline for the planned achievement of milestones and outputs, as well as budgets identified with particular sub-activities.

There may be times during the course of this Cooperative Agreement that in addition to the information provided through this monitoring and evaluation system, more in-depth management reviews will be necessary.

### **3. Semi-Annual Progress Reports (3 hard copies and 1 electronic copy)**

The Recipient shall submit a performance report to the AOTR on a semi-annual basis (based on a fiscal year cycle). The performance reports shall contain the following information at a minimum:

- a. A summary of activities undertaken under the agreement, progress made, results achieved and trends noticed during the reporting period;
- b. Data on all indicators established in the monitoring and evaluation plan for the agreement's activities;
- c. A comparison of actual accomplishments with the goals and objectives established for the period, the findings of the investigators or both;
- d. An explanation of problems encountered, reasons why established goals were not met, if appropriate, and how challenges or problems will be overcome during the next reporting period;
- e. A comparison of actual expenditures with budget estimates, including analysis and explanation of high unit costs, and any other pertinent information; and
- f. Priorities for programming during the next reporting period.

In addition, the first semi-annual progress report of each award year will provide USAID annual data on the agreed upon performance indicators of the previous year and a summary of the accomplishments for that year. In addition, the report can provide any further qualitative results information the recipient would like to include to demonstrate the results achieved vis-à-vis the project objectives during that particular reporting period.

### **4. Final Report (3 hard copies and 1 electronic copy)**

As USAID requires, 60 days after the completion date of the Cooperative Agreement, the implementer shall submit a final report to the AOTR and a copy to the USAID Development Experience Clearinghouse (see info below) that includes: an executive summary of the program's accomplishments in achieving results and conclusions about areas in need of future assistance; an overall description of the program's activities and attainment of results by country or region, as appropriate, during the life of the Cooperative Agreement; an assessment of progress made toward accomplishing the Objective and Expected Results; significance of these activities; important

research findings; comments and recommendations; lessons learned, best practices, comments and other findings from the agreement, and a fiscal report that describes how the program's funds were used. See 22 CFR 226.51.

<http://www.dec.org/index.cfm?fuseaction=docsubmit.home>

## 5. Other Reports

The implementer shall also submit other reports as required by the Technical Officer.

### A.6 INDIRECT COST RATE

Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs shall be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases:

Type	Effective Period	Rate %	Locations	Applicable to
Provisional	7/1/08 until amended	32.2	On-campus	Other Sponsored Activities
Provisional	7/1/08 until amended	32.5	All	Faculty/staff emplys
Provisional	7/1/08 until amended	8.0	All	Temporary, Ltd, Casual
Provisional	7/1/08 until amended	8.0	All	Post Grad Students

### A.7 TITLE TO PROPERTY

Property Title will be vested with the recipient.

### A.8 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 000.

### A.9 COST SHARING

The Recipient agrees to expend an amount not less than 5% (five percent) of the total activity costs.



## **A.10 SUBSTANTIAL INVOLVEMENT**

USAID will be substantially involved during the implementation during the implementation of this cooperative agreement in the following ways:

- a. Approval of annual work plans, M&E plans, implementation plans quarterly and annual reports, operational research studies/protocols, and all modifications that describe the specific activities to be carried out under the cooperative agreements;
- b. Approval of specified key personnel assigned to the positions listed below. The personnel currently listed have been approved. All changes thereto must be submitted for the approval by the Agreement Officer Technical Representative.

Title: Project Director

Title: Senior Technical Advisor

- c. Agency and Recipient Collaboration or Joint Participation
  - (a) Concurrence on the substantive provisions of the sub-awards. 22CFR 226.25 requires the recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award.
- d. As appropriate, other monitoring as described in 22CFR 226

## **A.11 PROGRAM INCOME**

The Recipient shall account for Program Income in accordance with 22 CFR 226.24 (or the Standard Provision entitled Program Income for non-U.S. organizations). Program Income earned under this award shall be added to the project.

## **A.12 SPECIAL PROVISIONS**

### **A.12.1 USAID DISABILITY POLICY (DEC 2004)**

(a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website:  
[http://www.usaid.gov/about\\_usaid/disability/](http://www.usaid.gov/about_usaid/disability/).

(b) USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program

under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

#### **A.12.2 EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)**

The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

#### **A.12.3 FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JAN 2002)**

Funds in this [agreement, amendment] may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences" or as approved by the AO.

#### **A.12.4 COUNTRY-BY-COUNTRY BREAKDOWN OF EXPENDITURES**

Recipient shall list each country included in the program and the total amount expended for each country under the award for the reporting period in the "Remarks" block on the "Financial Status Report" SF 269 or SF 269A, or on a separate sheet of paper with the "Request for Advance or Reimbursement" SF 270.

#### **A.12.5 Non-Federal Audits**

In accordance with 22 C.F.R. Part 226.26 Recipients and subrecipients are subject to the audit requirements contained in the Single Audit Act Amendments of 1996 (31 U.S.C. 7501–7507) and revised OMB Circular A–133, "Audits of States, Local Governments, and Non-Profit Organizations." Recipients and subrecipients must use an independent, non-Federal auditor or audit organization which meets the general standards specified in generally accepted government auditing standards (GAGAS) to fulfill these requirements.

**-End of Schedule-**

## Attachment B PROGRAM DESCRIPTION

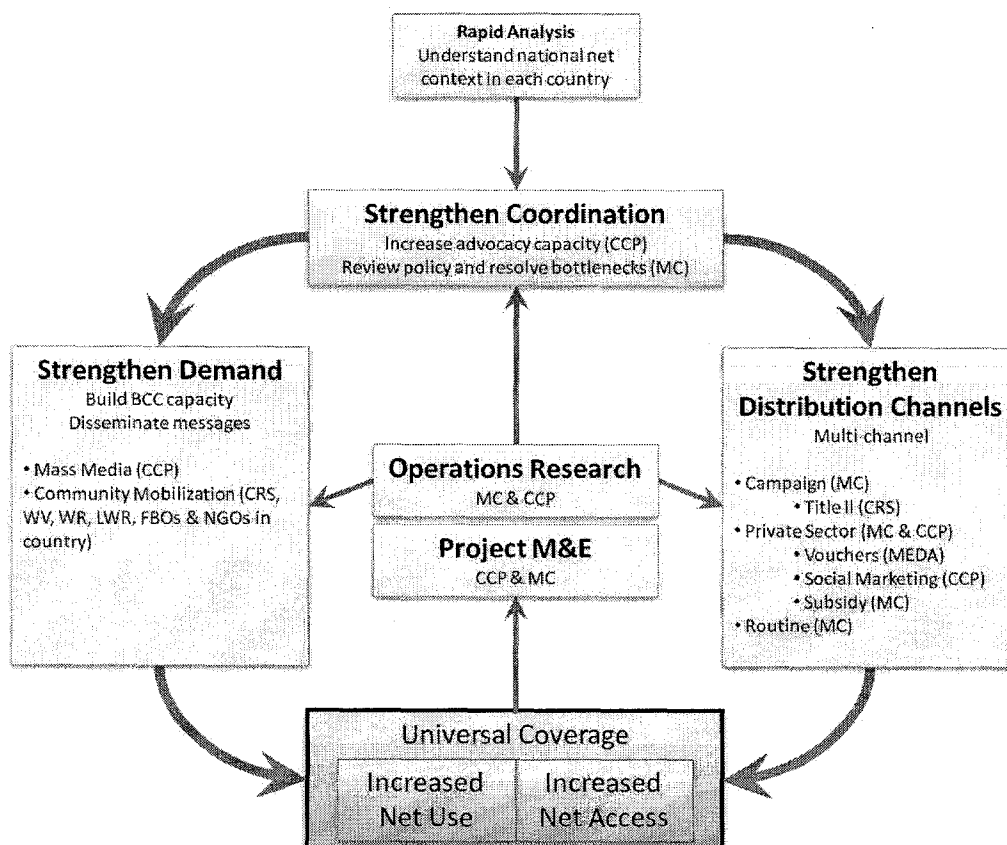
### EXECUTIVE SUMMARY

Long-lasting insecticide-treated nets (LLINs) are an essential tool for achieving and sustaining malaria control. The ability to efficiently and effectively distribute nets and increase their use is critical to reducing the burden of malaria and control of the disease in endemic countries.

NetWorks is a comprehensive, dynamic approach that will empower national governments, USAID missions and their partners (civil society and the private sector) to create sustainable systems to allow access, enable ownership and promote appropriate use of LLINs and other malaria prevention technologies. Through a unique, strategic process, NetWorks provides an adaptive approach to rapid analysis, stakeholder coordination and policy refinement, distribution networks, demand creation and promotion, and ongoing evaluation.

Endemic countries, particularly in Africa, differ widely in resources (both financial and human) and experiences with LLIN distribution that contribute to a unique “net context” in each country. Partnerships and policies vary widely, while procurement and distribution challenges hamper implementation. This amalgam of issues underscores the need for flexibility that is inherent in the NetWorks approach. Only mixed distribution models, the cornerstone of the NetWorks approach, provide sustained capacity to protect households through LLIN access and use.

**Figure 1: The NetWorks LLIN Action Cycle**



NetWorks will launch in-country by drawing government and local stakeholders together for a **rapid analysis** to fully assess the national net context. By reviewing research and national data, current malaria control strategies, net ownership and usage rates, distribution plans, partnerships, and information-sharing mechanisms, NetWorks will form a contextual overview to serve as the foundation and future springboard for program design in each country.

Next, the NetWorks team will build stakeholder **coordination**, reviewing assessment results with the National Malaria Control Programs (NMCP) and USAID for validation and strategic input to inform policy recommendations. Partner organizations will be convened for further review, and roles assigned among key stakeholders with an emphasis on building consensus for action. Through training, mentoring and both long and short term technical assistance, frequently drawn from Africa, NetWorks will build capacity and foster coordination among malaria partners in country.

NetWorks will **strengthen distribution** networks for short and long-term access, however remote the end-user, identifying roles for non-public sector entities such as the private sector and faith-based organizations (FBOs). We will provide training where needed to break bottlenecks, strengthen supply chain and community reporting mechanisms for improved management monitoring, and identify subsidy opportunities for expanded private sector roles.

Simultaneously, NetWorks will **strengthen demand** creation using state-of-the-art behavior change communication to close the gap between ownership and use; train and provide job aids to FBO networks, produce and disseminate mass media messages on LLIN use and ownership, and identify and fill gaps in health provider communication skills.

Most importantly, NetWorks will establish a regular process of **evaluating results** and using **operations research** (OR) to feed new information into decision-making via regular review process, coordinated dissemination of results, and use of results in targeted advocacy.

The NetWorks team, composed of CCP, MC, Catholic Relief Services (CRS), Mennonite Economic Development Association (MEDA), consultants from the London School of Hygiene and Tropical Medicine (LSHTM) and International Procurement Agency (IPA), and a wide range of FBO in-country collaborating organizations, is the team of choice for successful implementation of the LLIN program. There are seven guiding principles this team is committed to upholding:

- A fervent belief in the **power of networks** to affect measurable change. In each country, the NetWorks Team will orchestrate a coalition approach to driving net programming to scale.
- A **sound theoretical framework**. The NetWorks team places great value on understanding underlying factors and processes that lead to change, before attempting to design or evaluate interventions. We have developed a social ecological “Pathways” framework tailored precisely to the needs of this LLIN program to identify crucial points of leverage. We will validate this framework and rigorously apply it to guide country program implementation.
- A **clear and simple vision** for program implementation: the five-step LLIN Action Cycle.
- An ability to nimbly **tailor models to local needs**. The LLIN Action Cycle emphasizes investment in consultation and assessment, so international best practice can meet the needs of each Malaria Control Program. External models and preconceived notions will take a back seat to local agendas and initiatives.

- A **capacity building emphasis**. Johns Hopkins University has over a century's commitment to building high quality capacity in public health. Mentorship of local counterparts through learning-by-doing is not a vertical program "component" or "strategy" for us -- it is our reason for being. No step will be taken without understanding the answer to a simple question: who will carry on this work after the NetWorks program is completed?
- **Powerful partnerships** for delivering nets. CCP and MC have both been crucial partners to the U.S. President's Malaria Initiative since its inception and have delivered some of its most innovative and impactful malaria programming. MC, with IPA, has designed context-specific LLIN delivery programs in Mozambique, Nigeria, Southern Sudan and Uganda, using mixed models informed by local operations research and partnerships, resulting in 22 million nets delivered since 2006. MEDA has delivered over 4.6 million nets via the Tanzania voucher scheme, and CRS 2,820,779 in Niger through GFATM funding.
- An **unsurpassed staff**. Ultimately, the success of the LLIN program rests in the staff selected to implement our vision. In that regard, USAID can do no better. Our team has decades of global experience in malaria programming. We have the expertise necessary to overcome the unique barriers each national program faces as it seeks to achieve and sustain its LLIN objectives, and, ultimately, improve the health of its citizens.

## INTRODUCTION

NetWorks provides a comprehensive and innovative program to build sustainable LLIN systems that bridge the key technical areas of advocacy, policy, logistics, planning, forecasting, monitoring, and communications for increased net access and use across malaria endemic areas. In each country, NetWorks will form a unique network of key players in each technical area (Table 1) and a coordination mechanism with strong links to the local, national and international levels that can rapidly address the specific needs of the country, adapt to changes in the national net context and achieve large-scale and long-term impact.

Decades of documented "lessons learned" in malaria programs, many of them through direct experience of our project team, will inform NetWorks' strategies:

1. National programs must incorporate both short and long-term perspectives in planning the LLIN components of their national strategies and operational plans. Rapid scale-up of net ownership is facilitated by mass campaign distribution, but the continuous entry of new households and children require routine efforts to maintain access. Thoughtful and locally-appropriate behavior change communication is needed to ensure net use.
2. The private sector has a significant role to play in many countries. The NetMark project was constrained by many factors but filled a critical gap in malaria by highlighting the potential role of the private sector in sustaining high coverage and access. NetWorks partner Malaria Consortium (MC) has significant experience in supporting the commercial sector in Africa using locally adapted approaches. With evidence from this experience, potential subsidy mechanisms can now be more effectively deployed without the same philosophical debates.
3. National strategies suffer from a lack of partner coordination in planning and implementation. Partners work in a complex system of relationships, in a continuously changing environment with new technical developments and new resources. Understanding this history and interaction as a process, rather than a static structure, is critical to modifying and making the process a more positive one.

4. Management capacity is critical to sustainable success. Timely and useful information and recommendations provided to management decision-makers is essential for effective programs.
5. The global coordinating body for malaria, Roll Back Malaria (RBM), can provide valuable support for in-country implementation, policy and advocacy. Malaria is a highly visible issue at the global level, which presents opportunities, but also complexities for national programs. Debates on ideological grounds have played a large role in polarizing and distracting national malaria program managers from focusing on what works in their particular contexts.
6. In most African societies women are the household 'keepers of health' and have a critical role to play in malaria prevention and treatment. Men hold the resources to procure nets, but women are responsible for ensuring net use within the household; hence both women and men must become emotionally engaged in dialogue and decision-making on net use.

The NetWorks LLIN Action Cycle builds on unparalleled institutional capacity and a thorough understanding of these lessons learned. In the hands of NetWorks' experts, in the key technical areas of advocacy, policy, logistics, planning, forecasting, monitoring, and communication, the cycle will be a model of sustained, evidence-based and flexible work in partnership to control malaria.

**Table 1: NetWorks Partners and Roles:**

ROLE BY RESULT AREA	PARTNER WITH LEAD RESPONSIBILITY
PROJECT MANAGEMENT	CCP (prime)
POLICY & ADVOCACY	CCP: advocacy MC w/ expert consultants (LSHTM): policy CCP w/ MC: management information systems MC: forecasting
DISTRIBUTION	MC (lead) Campaigns: MC, CRS, (IFRC when appropriate) Commercial sector: MC, Consultants (LSHTM), MEDA Public Sector: MC, MEDA Procurement: IPA, MC Logistics, Supply Chain management: MC, IPA, MEDA, consultants Social Marketing: CCP, MC, local SM groups
DEMAND CREATION/BCC	CCP (lead) Mass media: CCP, in-country advertising agency (TBD) Community mobilization: CCP, CRS, LWR, WV, other in-country NGOs
OPERATIONS RESEARCH	CCP + MC (joint lead) Potential Topics, to be decided in consultation with PMI: net durability, new technologies, economics/cost effectiveness: JHU, LSHTM Health Policy Unit, (STI), Entomology & IVM: Consultants (LSHTM)

***Action Cycle Step 1. Rapid Analysis: Understanding National Net Context***

To demonstrate the power of the rapid analysis methodology, NetWorks will support two core-funded analyses per year in Years One and Two. The goal of the rapid analysis is to understand the national net context, including the past experience, current strategy, current status of net ownership, use and distribution plans, the partners and how they work with each other, and how information flows through the current net system. Some key data include number and age of nets in country, need/gaps, existing channels for distribution, attitudes and practices around household use of nets, and policy and advocacy environment. The rapid analysis will include a literature review with

malaria-specific studies (MIS, PMI reports, special studies) as well as survey data such as DHS, MICS with context data on SES and child survival indicators used to measure progress in decreasing malaria. NetWorks will mine the DHS data for determinants of access and use, followed by more in-depth, core-funded operations research studies in countries such as Ethiopia, Uganda, Mali, Mozambique, Nigeria, Southern Sudan, Tanzania or Zambia where the team's existing presence provides a cost-efficient base for survey work. The NetWorks process emphasizes the flow of information in a loop between field, OR team, Policy team and implementation team. NetWorks will invest in sustainable partnerships and build advocacy expertise in countries.

The rapid analysis also includes review of gap analysis including GFATM proposals and grants to assess gaps remaining in key areas. In addition, NetWorks will review National Strategic Plans to evaluate inclusion of universal coverage targets and strategies, availability of data on current status of LLIN access and procurement. The process of monitoring, reviewing and adjusting national strategies will inform in-country partners for more effective implementation, evaluation and adaptation of strategies to meet country objectives. The NetWorks team's experiences in Mozambique, Nigeria, Tanzania, Kenya, Mali, and Ghana will be particularly valuable to translate experiences in a range of operational contexts into improved implementation. In addition to the review of national strategies, NetWorks will explore the potential of the private sector to provide long-term, stable sources of affordable LLINs to communities via subsidy systems requiring minimal central or Ministry engagement.

Beginning in Year Two, rapid analyses will build on the initial OR findings, and will augment initial global recommendations with focused, in-country special studies to refine them for the specific country context. In many cases, the additional information will be available among the stakeholders working in malaria and thus will not require extensive field research.

The rapid analysis process will be highly collaborative, as the process of discussing, summarizing and synthesizing the data is an integral part of preparing an action plan for change. Interviews with key informants, beginning with the USAID mission and the NMCP will engage key partners in reviewing progress, identifying constraints, bottlenecks and problems, as well as opportunities for solutions.

### ***Action Cycle Step 2. Strengthen Coordination (Result 1)***

The rapid analysis report will provide a foundation for engaging stakeholders, coordinating information, planning and programming and forging harmonized approaches and consensus on key issues. Through this coordination process, NetWorks will identify implementation challenges and bottlenecks, mobilize technical support, build capacity, and address policy issues through a process of evidence-based decision making and strategic advocacy.

Building on the rapid analysis and armed with a clear understanding of partners and roles in country, NetWorks will assist the NMCP to identify skill and capacity gaps and, through a mix of long and short term TA provided by the NetWorks Technical Expert Roster, build capacity through training and coaching. Because coordination is a function of communication and information sharing, NetWorks will collaborate with partners working in-country on routine reporting and surveillance capacity, including WHO, JSI, MSH, CDC, to fill gaps and ensure the NMCP benefits from ongoing support programs, particularly for monitoring of insecticide resistance through in-country institutions. In strengthening the coordination structure, the goal is for seamless coordination between the donors and the NMCP, fed by regular meetings, report sharing, forecasting and

commodity availability and distribution plans and funding provisions. Sharing information promotes transparency and accountability by all partners, improves implementation, particularly where multiple donors are funding LLIN activities, and is a cornerstone of the NetWorks advocacy strategy to promote informed policies.

Support to NMCP will take several forms:

- Long or short-term advisors from the NetWorks Technical Roster in key areas identified for capacity building;
- Management training and provision of electronic and hard copy tools;
- Training on facilitation techniques for donor or stakeholder coordination meetings.

While maintaining the NMCP's appropriate lead role, NetWorks will provide support to set up a list serve for emails, speeding circulation of invitations, minutes and background papers, organizing venues and managing the telephone and email needed to maintain attendance by key partners. This stronger NMCP-led national team will be prepared to address key policy issues.

### **Policy Issues:**

The re-emergence of malaria elimination as a global medium-term target necessitated a rigorous approach to rapid scale-up of LLIN ownership and use followed by a phase of sustained control but also a shift from focusing on target populations to maximum mass-effect achieved by universal access to LLINs by the general population. While both these aspects have been addressed through adjusted strategic plans, there remain a number of pressing policy issues, presenting opportunities for operations research.

Potential areas of operations research that could be used to address community needs include:

- a) Understanding of determinants of LLIN durability and "useful life." These aspects are needed to provide clear policy guidance for choice of product; to improve estimates of LLINs needed to sustain high LLIN coverage; and third, to decide if net disposal is needed to safeguard health and the environment and if so, how this will best be implemented in different settings.
- b) Defining "universal coverage" and the best approaches to achieve it. While it is clear that "universal coverage" implies that every household (spatial coverage) and every person within the family (intra-household coverage) has access to an LLIN, there is as yet no guidance how to measure the latter, nor what the best mechanisms are for a given context.
- c) Investigating approaches to further innovation in LLIN or related materials technology (new materials such as polypropylene, other tools such as screens, curtains, paints or synergist additions to counter resistance), transfer of new technologies to more manufacturers and establishment of these products in commercial markets.
- d) Understanding the impact of free nets on the commercial market. Recent data from Uganda and Mozambique show a resilient commercial sector, with sales increasing despite mass campaigns.

NetWorks will mobilize the full array of our staffs' leadership positions and interactions with RBM, to ensure that field evidence informs policy discussions. NetWorks' staffs hold key positions as the RBM Board Vice-Chair/Executive Committee Chair, Chair of the Malaria Advocacy Working Group and the Board Member for the Northern NGO delegation. In addition, NetWorks' team are active participants in the Monitoring & Evaluation Reference Group, the Harmonization Working Group, Alliance for Malaria Prevention (AMP) and support three of the Sub-Regional Networks of partners.



*National Level Policy Support:* Key policy issues concern implementation bottlenecks, building political support for mixed methods, and strengthening the flow of information for decision-making. Currently Nigeria and Senegal are facing crises as nets are blocked in customs. Inter-ministerial communication could be unlocked with high level advocacy, such as the work being done by the UN Special Envoy's office.

NetWorks will build political support for mixed distribution models: (i) to ensure rapid scale-up to cover those not yet protected and (ii) to maintain high coverage by replacing worn-out or lost nets and covering new family members. Free mass distribution is the only realistic approach for rapid scale-up, whereas all categories of delivery have a role to play in the maintenance phase. While the emphasis for each delivery model will differ with country "net context", a mix of approaches is usually best to ensure effective malaria prevention with LLINs. Policy issues which will require discussion at the country level include:

*Implementation of Campaigns:* Mass campaigns, such as Universal Coverage campaigns, offer rapid scale up. In Nigeria for example Malaria Consortium is currently distributing over 4 million nets in a month to completely cover one state in Nigeria.

*Maintaining coverage:* What role 'top-up' campaigns play in LLIN replacement is a priority question. Public sector delivery (of nets or vouchers) through routine health ANC or EPI services, and commercial sector delivery are complementary in most settings. Distribution through health services strengthens the public systems (e.g. increased ANC attendance in northern Uganda<sup>1</sup>). In many countries, health systems fail to reach the poorest families with little access to ANC and EPI services in remote, sparsely populated areas with poor infrastructure<sup>2</sup>. Parallel systems may be needed as interim solutions while national capacity is strengthened.

*Role of the commercial sector:* In some settings delivery of a voucher rather than a net through the public health system may be appropriate. Voucher systems are attractive because they deliver highly subsidized or free nets to the end user yet simultaneously support the commercial sector. Robust meta-analysis by Webster et al has shown that in the longer term commercial markets can make LLINs available equitably, (i.e. combined with campaign and routine free distributions) the major role being to provide a reliable and sustainable source for a) replacement of nets physically damaged or lost; b) covering those family members not covered by free public campaigns, and c) satisfy the increasing need for net choice (shape, color, size) that develops with increasing net culture. Recent MC projects supporting the commercial sector through packages adapted to each local distributor demonstrate that this is a feasible way to support growth and strengthening of this sector while ensuring a high turnover of nets.

*Evidence-based decision-making:* Data are needed from community and district levels to inform national and global decisions. Reliable data are vital to the appropriate planning of Universal Coverage campaigns, procurement for routine systems, and estimating the commercial sector contribution. Forecasting should be in three stages: estimating needs for universal coverage and then maintenance (including estimates of net loss); determining the mix of routine distribution channels needed to provide regular input into the system; and estimating the number of actual nets that must be

---

<sup>1</sup> Malaria Consortium. UPHOLD Emergency final quarter report August – October 2004.

<sup>2</sup> Webster J, Lines J, Smith L. Protecting all pregnant women and children under five living in malaria endemic areas in Africa with insecticide treated nets mosquito nets. In preparation.

procured for the routine supply system. NetWorks partner MC is at the forefront of developing forecasting systems. In Mozambique and Nigeria MC has developed user-friendly linked excel databases to monitor LLIN consumption rates and drive planning and supply chain management. In this way a regular data feedback loop is in place from district to province and central levels. Community-based monitoring systems exist in Title II food programs as does the potential to link CHWs, religious leaders, and shopkeepers into data systems. NetWorks, in consultation with PMI, will explore innovative ideas to improve the quality and timeliness of routine reporting on selected key program indicators. NetWorks sees strong potential in working with CRS as a partner to adapt USAID Title II program community-based reporting to include LLIN information.

*Procurement Regulations:* Government regulations can also be barriers, such as LLIN import taxes and tariffs, or regulations which block new malaria products entering the country or allowing private sector subsidies for equitable access to nets. Frequently donor and government procurement policies are uncoordinated and may conflict. NetWorks provides the flexible coordination mechanism needed to identify policy gaps and bottlenecks, mobilize advocates and bring the right decision-makers to the table to harmonize approaches or resolve differences. NetWorks' OR-to-advocacy link will also include net disposal, insecticide resistance and its impact on vector control strategies.

**Advocacy Strategy:** The NetWorks advocacy and policy strategy is a targeted and evidence-based approach, fueled by strategic actions increasing the visibility of policy barriers to effective implementation and motivating key decision-makers to take action. Each step in our Strategic Advocacy model uses data to identify barriers and inform strategic advocacy, while facilitating partnerships and collective action to present a unified message, and strengthening the commitment of leaders to address barriers. As bottlenecks are removed and malaria control programs improve, remaining obstacles to policy implementation will be identified by NetWorks' ongoing assessment and evaluation. This unique framework highlights the close relationship between malaria advocacy and the policy and programmatic context of malaria control. As utilized by CCP and its partners in the Voices project, this strategic advocacy approach led to tax exoneration on ITN imports in Mali, released resources from the GFATM in Kenya, and catalyzed revision of the national ACT policy in Ghana.

Advocacy is critical to maintaining momentum for LLIN distribution and use. To bolster sustainable LLIN solutions, NetWorks will lead evidenced-based advocacy underscoring the vulnerability of populations to malaria particularly after natural immunity wanes, and highlighting the ongoing needs of communities after campaigns are over. Political will is essential to maintain the long-term commitment necessary to sustained control. CCP is an active partner in a new, high-level malaria advocacy initiative, "United Against Malaria" which will leverage the excitement of the lead-up to the first African World Cup in 2010 with advocacy targeted at African national leaders.

### ***Action Cycle Step 3: Strengthen distribution networks (Result 2)***

NetWorks' approach to supporting LLIN delivery focuses on local solutions and capacity building:

- Design of systems will take into account local needs and local experience;
- Partnerships to support and manage activities will be tailored to country settings and will make the most of existing local capacity as well as identifying the need for capacity development.
- Delivery will be through existing systems which will be strengthened, supported and expanded where possible.

NetWorks will ensure technical assistance, management or operational support develops locally appropriate solutions in partnership with local stakeholders. Scale-up and maintenance plans will examine which mix of the menu of delivery options is appropriate for the setting and will then develop them into country specific distribution plans. NetWorks' partners are world leaders in their fields, capable of providing expert technical assistance in each channel.

NetWorks will develop country-specific distribution strategies during program design, in partnership with the Ministry of Health or National Malaria Control Programme, the USAID mission and other relevant local stakeholders. Appropriate TA for this activity will be selected based on the country context, and will cover technical issues as well as logistics and supply management issues. Selection of organizations to be involved will be based on level of appropriate experience and skill-set as well as country presence and knowledge. Malaria Consortium will provide technical teams dedicated to distribution issues, with experience in different distribution approaches. Several partner organizations may also be involved in distribution strategies to leverage existing capacity and established expertise.

- IPA as a permanent project partner will be involved at this stage providing TA on procurement and input into supply management issues.
- CRS may lead the operational part of campaign distributions in areas where a link with Title II food programmes is an appropriate approach.
- Red Cross may lead operational campaign activities where countries plan to do combined measles and LLIN campaigns, an area in which Red Cross has considerable experience.
- MEDA may lead distribution support in a country planning to use a voucher system approach for routine delivery.
- In addition to its overall distribution coordination role, Malaria Consortium may lead operational campaign activities in areas where stand-alone Universal Coverage campaigns are planned.

In some countries, other local organizations or networks may be the appropriate groups to be involved in distribution strategies or may have capacity to support the distribution strategies. NetWorks organizational design will allow this flexibility to ensure the most locally appropriate and cost-effective strategy for distribution activities.

Working through local partners, with NMCP in the stewardship role, Networks will support development of distribution networks, based on the mixed model design developed for the setting. The approach to management and development will be based on analysis of existing capacity and context-specific opportunities and challenges. The focus will be on development and expansion of existing distribution capacity and systems where possible. NetWorks will develop, rather than bypass, existing nascent infrastructure.

Management of distribution networks is, to a large extent, about logistics and supply chains. Our partnership understands and has deep practical experience of the challenges. While our partner (IPA) has a key logistics support role, MC will manage procurement, and MEDA and CRS will provide technical, management and distribution support. Networks' partners have worked extensively on developing local, sustainable logistics and supply chain networks, as demonstrated by the 22 million nets through MC-run systems in the years 2006-2009, the 1.5 million per year

turnover of nets through the MEDA Tanzania voucher system, and the 2.8 million nets CRS delivered in Niger.

When requested by USAID missions and NMCPs, NetWorks will rapidly provide start-up support, be it campaign or routine distribution, and where necessary provide full management and oversight of the activities. MC has implemented a variety of campaigns using the most appropriate resources and networks to each setting, including with community health workers in Uganda; Guinea Worm Volunteers in southern Sudan, a community elders and adult literacy network in the remote Karamoja region of Uganda, and FBOs in Nigeria and Mozambique. CRS has successfully adapted a model developed from USAID Title-II food distribution programs to distribute LLINs in Niger with GFATM funding.

**Procurement issues:**

NetWorks' approach to procurement capacity building will combine actual procurement activities and mentoring of local organizations. A phased approach provides a flexible model to accommodate the national net context of each country.

**Phase 1:** If no acceptable procurement regulation/methodologies are available and/or in place, IPA will develop guidelines and MC will manage procurement. Subsequent capacity building through classroom training and/or "on the job" training can be provided in line with the available capacity and knowledge.

**Phase 2:** When procurement regulations and guidelines are in place (or training completed) the next step in the procurement process is for the partner (e.g. MoH, local organization) to implement the actual procurement. To create the necessary capacity, full time supervision of an IPA mentor, including on-the-job assistance and support, will be made available.

**Phase 3:** When the results of phase 2 are considered in place and acceptable, the IPA input will change from mentoring to monitoring, implying that specific benchmarks in the procurement cycle (bidding document, evaluation report, and supply contract) are evaluated by IPA prior to formal issuing or acceptance.

**Supply chain issues:**

NetWorks fully supports the emphasis on logistics and inland distribution of LLINs in the RFA. In fact, in many target districts, the existing infrastructure is in such condition that transport to and within the country, including selection of the point of entry, should also be an integral component of the distribution plan. In Mozambique, IPA has ensured flexibility of the supply chains through port selection coordinated with real time data at port and country level.

IPA is experienced in rapidly conducting analysis of logistic capacities of both private and public sector service providers and setting up monitoring systems. Under MC's DFID funded project in Mozambique, IPA created everything from a simple delivery/receipt note to a full scale web-based database. A major focus on in-country supply management and logistics will be to look at blending capacity between the private and public sectors. Often private sector organizations will have far stronger and more widespread distribution networks than the public sector, and are designed to manage bulkier commodities. Our partnership is successfully using this approach for both campaign and routine distribution in Mozambique, Nigeria and Uganda. Where voucher schemes are desired, NetWorks partner MEDA has unequalled experience in designing and implementing voucher programs in Tanzania.

Community-based NGO or FBO networks present a further opportunity to routinely distribute LLINs at the community level via women's groups, or community health workers (CHWs). NetWorks partners CRS, Lutheran World Relief (LWR), World Relief (WR) and World Vision have many Child Survival projects in Africa with CHW networks easily incorporated into LLIN delivery and demand promotion, as well as integrated community case management (ICCM) of malaria, pneumonia and diarrhea programs rapidly gaining popularity. Malaria Consortium is establishing such systems in Mozambique, Southern Sudan, Uganda, Zambia and Nigeria. Where Title II food distribution programs include community monitoring systems, CRS has shown these can be easily adapted to include LLIN indicators.

#### **Collaboration and Coordination:**

NetWorks' process is focused squarely on building collaboration and coordination. We intend to empower NMCPs to lead national LLIN programs, with full collaborative support of their country partners. Marrying Global Fund implementation with assistance from other donors is a major challenge and requires intensive communication and forward planning. CCMs are inherently political. Not having PR mandate strengthens NetWorks' ability to act as an "honest broker" among the donor agencies. Fortunately, NetWorks' experience in making this happen is increasing, and NetWorks' partners CRS and MC are experienced in working with GFATM procedures from Niger, Southern Sudan, Nigeria, Uganda and SE Asia. MC's current role in supporting the Nigeria NMCP to coordinate the largest-ever campaign between GFATM, DFID, World Bank and USAID has highlighted this lesson for us.

#### ***Action Cycle Step 4: Strengthen Demand (Result 3)***

Universal Coverage has become the objective for most African NMCPs in the last 2 years. Until recently, 'Coverage' referred to the ability to get quantities of nets out. Today universal coverage is better measured as the number of nets per household (ownership) and the numbers of populations sleeping under those nets (use). Data show increasing ownership, but a distressing gap between owning ITNs and using them. Each region or country in Africa has variety of factors which either impede or facilitate net use. NetWorks will capitalize on global advances in understanding net use determinants to use locally appropriate communication channels to close the gap between ownership and use.

The Literature Review on LLIN Use, commissioned in 2008 by CCP for the AMP and an additional 2009 CCP analysis, showed factors positively influencing net uptake and use include increasing the number of LLNs per household, visits by community volunteers doing hang up promotion, and belief that neighbors are using a net. NetWorks will use study results to validate approaches and share best practices.

NetWorks will close the ownership-use gap by creating demand through multiple communication channels, including community outreach, public sector service providers, non-profit and community groups, faith-based networks and mass media. In each country, once rapid analysis and coordination steps are complete, a communication plan developed with the technical expertise of NetWorks and local partners will pinpoint those groups or geographic areas where net use is not yet a social norm. Each district will be characterized by access to media, active local groups, partner projects or churches, SES, and health indicators, such as the percent of OPD due to malaria, to prioritize support. Strategies will be discussed locally, in each province or region, to garner support from local government. The CCP Voices Ghana project successfully conducted district planning and facilitated

community action to increase net use and to motivate local authorities to act with communities who wish to protect themselves.

To ensure a strategic, shared vision and harmonized communication plan, the NetWorks Pathways to Increase LLIN Use (Figure 2) provides a framework for all partners to clearly understand common objectives, available interventions and expected outcomes. The framework will be adapted to the needs and national net context of each country. The first column describes the national net context, providing information to inform the choice of communication interventions. These interventions are linked to initial outcomes which, in turn, have behavioral outcomes that impact health indicators. The Pathways Model will ensure coordination among key partners in the overall communication strategy, as all partners have ownership of the process.

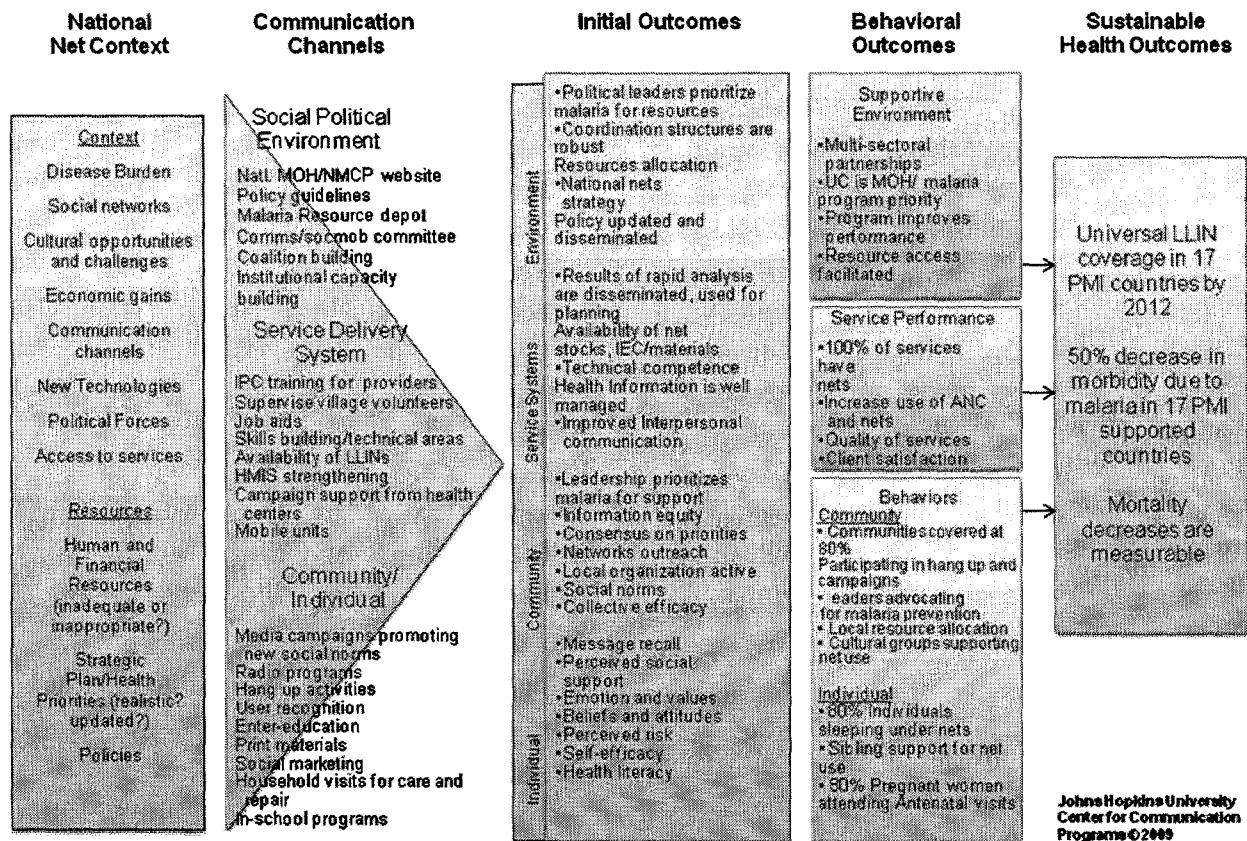
Net use varies from country to country and within communities. Socio-cultural constructs differ from place to place but will be explored as springboards to increasing net use. NetWorks' research component will provide data on net availability and use per region. Qualitative research will tease out the issues around non use. Targeted household surveys in low use areas will provide data to feed a positive role model approach, researching the reasons why some households use their nets, and their willingness to serve as community champions. In Ethiopia, identifying and publicly recognizing users has proven a successful strategy for other child survival interventions such as EPI.

CCP has many years of experience in dozens of countries demonstrating the value of combining mass media with community outreach. The mass media (TV spot, billboard, poster, video) model the desired behavior, net use, by influential people. Audio mass media reinforces key messages and provides basic information; how to air out the new net, how to wash the net, the importance of caring for the net. Radio programs invite locally revered religious or traditional leaders to pronounce their support for nets, and testify on their effectiveness. Call-in programs have become popular in many communities where local radio coupled with the ubiquitous cell phone lets anyone participate in game shows, talk shows and contests, and where corporate sponsors sweeten the deal with prizes as simple as phone credits, a bottle of soda or a bar of soap.

Community radio is particularly powerful: bringing leaders in line with program objectives before they go on the radio, filling airwaves with entertaining but useful health programming, and contributing to the construction of a social norm for healthy behaviors, such as net use.

Figure 2: NetWorks Pathways Model

## NetWorks Pathways to Increase LLIN Use



Community-run hang-up campaigns have proven successful in increasing the likelihood of use. Inter-personal communication by peers establishes a social norm of net use. To date, Red Cross has the most experience for conducting door to door support to get nets hung up and share information about malaria transmission (using training manuals developed by CCP). Discussions at the neighborhood level are useful to draw women and men into productive debate about net use in the household. The challenge is harnessing the on-the-ground presence of CBOs, FBOs, CHWs, market ladies, women's groups and others to effectively conduct regular hang up activities. In Ghana, CCP's Voices has recognized the work of the 'Mosquito Patrol,' who publically recognizes community members that consistently have nets up on visits conducted by unpaid community volunteers.

NetWorks will focus on engaging CBOs and particularly our FBO partners in-country (CRS, LWR, WR, WV) to do consistent, high-quality hang up campaigns, using best practices as these are identified and refined by our OR component.

NetWorks will also promote regular net use using commercial marketing strategies, making net use a desirable practice and a social norm. Point of purchase or distribution approaches will be used to reinforce the message that nets distributed are to be valued, cared for and above all, used. In Nigeria, CCP is the communication lead on SuNMaP, where the key message for the Kano net campaign has been valuing nets for the protection they offer. Message testing has shown that

promoting nets' value can reduce the likelihood that they will be resold or saved for later. Social marketing of LLINs will also be targeted to reach audiences, usually of higher economic quintiles, who are not users of routine public health services or beneficiaries of campaigns. They can be offered specialized nets where appropriate, such as colored nets, nets with cloth borders, 'doors,' or stylized hanging fixtures.

To increase demand for subsidized and unsubsidized nets, NetWorks will collaborate with net manufacturers to develop a marketing and branding strategy for sale of LLIN and related technologies that considers price, place, product, promotion and policy. CCP will subcontract with a local marketing/advertising company in each country, where appropriate, to help with customizing messaging and placement appropriately.

Women's groups across Africa have become successful agents of change, bringing health products close to the home, with health messages to entice neighbors to demand and use them. In each NetWorks country program, community based distribution mechanisms like women's groups will be maximized with attractive net promotional materials, with the help of commercial sponsors. Net use will be linked to healthier happier families with more money since they are not paying for treatment.

NetWorks will continue the important work of the Voices project bringing issues related to net use to the global conference table. CCP Voices organized the first international ITN use conference in October 2008 in close collaboration with core members of the AMP. Today, AMP partners have moved to recommend indicators and questions for use in large nationally representative studies to distill more knowledge on determinants of net use. NetWorks could support an AMP secretariat to facilitate global dialogue on state-of-the-art approaches to closing the gap between ownership and use of LLINs and related technologies, an idea which will be presented to USAID for further consideration during Year 1 implementation.

As data is collected across Africa on net use, obstacles and opportunities, a guide for Strategy and Message Content will be developed and shared with NMCPs and their partners. Considering a broad range of settings, this guide will capture the latest findings, effective strategies and message content. It will focus on reviewing data to prioritize communication actions, facilitating hang-up behaviors, daytime temporary storage recommendations, health and economic benefits of using the net, net care and repair, community recycling options and organizing campaign support. The message guide will come with a CD-ROM of materials to adapt for local use. The CD-ROM will update the USAID/HCP toolkit developed with RBM partners in 2005, and will include a revised version of the AMP campaign toolkit, ACT communication and malaria ABCs. The NetWorks Technical Support Roster will be on call to provide STTA for any USAID mission in a country requiring support to adapt the draft materials to their specific situation.

#### ***Action Cycle Step 5: Operations Research and Evaluation***

NetWorks will form an Expert Review Committee (ERC) to oversee this result area. This committee will be chaired by Dr. Albert Kilian, and co-chaired by Dr. Marc Boulay. The role of the ERC is to:

1. Identify priority OR questions emerging from the field; these questions will emerge from within the project as implementation continues, but will initially be developed informed by the priority OR issues developed by the Operations Research subcommittee of the AMP.
2. Assign qualified researchers from among the consultants and partners on NetWorks to a research team, supplemented when desirable by additional expert assistance from other



- sources, such as the London School of Hygiene & Tropical Medicine, the Swiss Tropical Institute or other Universities and in-country research centers;
3. Review the proposed methodology put forward by this team of researchers to ensure high methodological quality and relevance to the OR question posed;
  4. Review the analysis provided by the team at the end of the OR activity and approve the recommendations and findings of the research team.

The ERC will meet in person once annually, with the remainder of activities done virtually, through email exchange, conference calls and a dedicated OR collaborative website. USAID/PMI will be represented on the ERC.

NetWorks will use qualitative and quantitative research and evaluation methods to address two key project functions: (1) broad Operations Research (OR) issues with global applicability; and (2) project-specific research and evaluation issues to inform NetWorks strategy and operations. The broad OR issues may include, for example, comparing the cost-effectiveness of different strategies to achieve universal coverage using mass campaigns. The project-specific research issues might include using focus groups to assess the most relevant issues related to barriers for net use in a specific country, or the impact of a mass media campaign financed by the project on use of LLINs by pregnant women.

It is important that the global OR issues reflect the current state of knowledge in the broader malaria community, and thus we have organized an Expert Review Committee to be chaired by Dr. Albert Kilian to ensure methodological rigor, relevant focus and high quality analysis of results.

At the project level, formative research, informing intervention design and strategy, project monitoring and evaluation and tracking of the PMP will be undertaken by a team led by Dr. Marc Boulay of the Johns Hopkins Bloomberg School of Public Health that will focus equally on producing high quality data.

These two areas of research are critical to NetWorks success but are unique in scope and require distinct approaches. NetWorks will benefit from both areas of work and will use each strategically, ensuring close communication between the two to build on their complementary aspects to ensure project cost-effectiveness and maximum impact.

#### **Global Operations Research:**

NetWorks anticipates working with PMI to prioritize key OR questions in Year One. The first potential area of research to address will be to look at the effectiveness of Nigeria's strategy to deliver nets for universal coverage. This issue is relevant, given the importance of Nigeria in the achievement of RBM targets, and the opportunity to complement NetWorks/USAID operations research funding by leveraging DFID operations research funding available to us via our partner in the Nigeria SuNMaP project. While it is quite clear that mass campaign distributions of LLIN can achieve rapid increases in spatial ITN coverage, it is less clear what an adequate strategy to reach full intra-household coverage would be. Nigeria has chosen an approach of distributing a fixed number of nets (two) per household irrespective of household size. This strategy will be evaluated through post-campaign household surveys by measuring key indicators such as percent of sleeping places covered, ratio persons per net and percentage of households with all members using an ITN. In addition, the survey will also address questions equity of access, retention and use of nets obtained

from campaign, messages remembered from the distribution and the fate of nets previously owned. This will enable NMCP and RBM partners to evaluate and, if necessary, correct its delivery strategy.

A second potential OR priority will fill the gap in our understanding of the determinants of ITN use and the potential contribution of BCC approaches for promoting use. To date, few surveys measuring ITN use have included questions assessing the psychosocial factors (self efficacy and perceived vulnerability) identified as important behavioral determinants by both theory and experience in other health areas. Using household-based surveys in Uganda, Tanzania, and/or Mali, we will seek to identify which psychosocial variables effectively predict ITN use, controlling for access, education, socioeconomic status and seasonality. Ongoing CCP BCC programs in these countries will allow us to examine the relative effect of mass media, community-based, and interpersonal communication approaches on ITN use through their effect on these psychosocial variables. CCP's existing field office presence in these countries will reduce survey costs and increase speed of start-up and quality of data, given our existing relationships with qualified survey subcontractors in each country. JHU's Bloomberg School of Public Health requires a rigorous, international-class ethical review for each Operations research survey. This review process ensures that surveys are not only conducted to the highest international ethical standards, but also that survey protocols and procedures are clearly presented and fully thought-out.

In the second year of the project and pending USAID approval, operations research will continue to build on existing research and work with the AMP OR subgroup to fund key priority areas. This group represents the leading implementing and donor partners in malaria today, and topics would include but not be limited to:

- Further evaluation of strategies to achieve and sustain universal coverage covering campaign style distributions as well as the potential of continuous distribution mechanisms for net replacement.
- Cost-effectiveness of various communication strategies and mixes to achieve high LLIN use.
- Studies on the different aspects of LLIN durability namely retention, physical deterioration of various materials and behavioral determinants of declaring a net "too torn to use" which will allow a better definition of the average life of an LLIN and its variability.
- Assessment of determinants of insecticide performance of current and new LLIN and long-lasting insecticidal materials which in combination with the previous point will allow the definition of optimal signals for replacing LLINs.

Results of OR studies will be disseminated promptly and widely to inform policy and program planning, through a variety of channels. Through a proposed subgrant to the AMP secretariat, NetWorks could support the AMP website where initial results and final papers can be shared. This proposed activity will be presented to USAID for further consideration. The researchers supported for these studies will be funded to travel to international conferences such as the American Society of Tropical Medicine and Hygiene, Global Health Conference, as well as to technical and working group meetings such as the AMP yearly meeting and WIN meetings.

### **In-country Operations Research:**

Effective country-level programs make informed management decisions based on a combination of routine research activities to monitor essential program elements with a more flexible set of special studies to inform new program phases or resolve barriers to program implementation. Essential elements requiring routine operations research activities include insecticide resistance monitoring,

while special studies might describe the most efficient methods of deploying storage facilities or test the feasibility of an innovative private sector subsidy scheme.

In each country, NetWorks will work with PMI, the NMCP and the USAID mission to establish a process for identifying country-specific operations research priorities, implementing these studies, and incorporating the results of these studies into program implementation and/or policy and advocacy plans. We will identify in-country research institutions and experts in order to ensure that OR activities under NetWorks build research capacity through mentoring and on-the-job training. Through NetWorks' global OR and advocacy activities, country-level findings will be disseminated into the global malaria technical networks.

An illustrative list of potential topics suitable for special studies would include, but not be limited to:

- Cultural factors that affect exposure to mosquitoes and consistent use of ITNs
- Linguistic factors that affect interpretation of messages promoting consistent ITN use
- Identifying community-based opinion leaders that may help promote the diffusion of new technologies
- Understanding how families use or dispose of nets that are no longer considered effective barriers to mosquitoes.

#### **Project Management:**

NetWorks offers a truly expert and experienced team of partners, with demonstrated technical expertise in malaria control and the management ability to implement successful programs worldwide. Led by the Project Director and CCP, the proposed management structure provides strong support to consortium members, sub-grantees in-country, home office and field staff, and to USAID. Responsive technical and administrative support and clear accountability will be the cornerstone of NetWorks' success at the global, national and project levels.

#### **NetWorks Management Structure:**

NetWorks is organized to leverage the expertise, strengths and skill-set of our partners and staff. The organizational structure was designed as an efficient and flexible model of management that allows for timely and informed decision making and can expand over the life of the project to allow the addition of staff with the growth of country programs (Table 1).

While NetWorks is built on a core team of highly-qualified and experienced partners, we recognize that individual country contexts will require expanding our partnership to include in-country partners such as NGOs, FBOs, CBOs, private sector partners and government agencies. The team will also subcontract with a variety of professional organizations to implement specific areas of work, such as research and media and materials production.

The NetWorks project will be guided by a senior management team (SMT), consisting of the Project Director, the Senior Technical Advisor, MC Regional Director, MC Director of Monitoring and Evaluation, and Acting Director of the CCP Program Unit (Figure 3). The SMT's role is to monitor project performance and provide strategic support through:

- Guiding key collective strategic decisions;
- Reviewing and advising on annual workplans;
- Troubleshooting issues within the project; and
- Assisting in prioritizing activities.

The purpose of the SMT is to make available the collective wisdom and experience of the partnership's leadership to the project director and STA. The SMT will not have a formal governance role nor act as a decision-making body but will play an advisory role in providing strategic direction and troubleshooting. The Project Director has the ultimate responsibility and authority for the project.

The Project Director (PD) will provide overall project management of NetWorks, including, technical, financial and administrative oversight. The Project Director has ultimate responsibility for all country programs, and all country programs will answer to the Project Director (PD). However, given the anticipated wide variety of scopes of work and size of country projects, it is likely that some country programs, particularly those with scopes of work limited to STTA, specific distribution models, or capacity-building activities, will interact much more intensively with the Senior Technical Advisor (STA). In such cases, the PD may explicitly delegate authority for that program to the STA. The PD will consult with the USAID AOTR in such cases before a formal delegation of authority is made.

He will be based in CCP's Baltimore office and will liaise with USAID, US and international partners and ensure strong coordination across all functions. The PD will supervise the other core funded technical program officers and senior research officers who will be responsible for the development of demand creation and M&E tools and processes, and advocacy and policy strategies as well as STTA support.

To insure a close 'marriage' between the demand creation and distribution functions, the Senior Technical Advisor will be based in Kampala, Uganda, allowing him to work closely with MC, the lead distribution/procurement partner. From his office at CCP's regional offices in Kampala, the STA will provide management and oversight to country programs and mobilize STTA or other support needed to ensure smooth and efficient implementation. He will have space in MC's office compound for collaborative work needed to design and implement mutually supportive demand creation and distribution activities. This unique arrangement puts the needs of the country initiatives first and foremost and is the best arrangement because our STA has experience in both demand creation and distribution. USAID will have direct access to both the PD and STA as necessary through scheduled telephone calls and periodic, in-person, meetings in Washington or other requested venues.

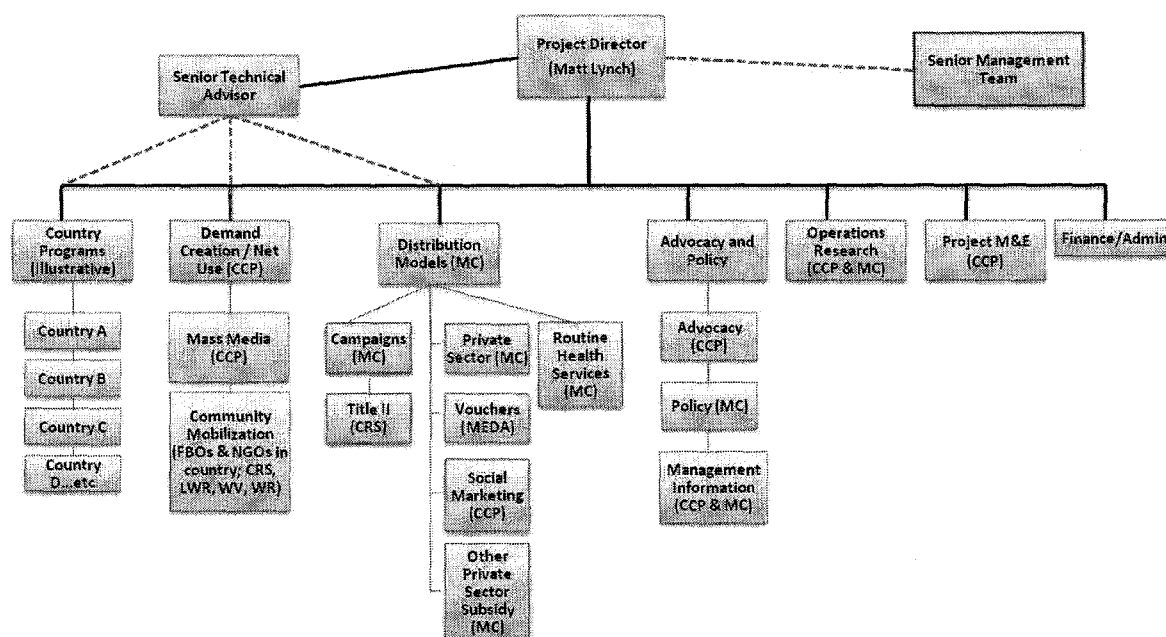
NetWorks is organized to leverage the expertise, strengths and skill-set of our partners and staff. A hallmark of CCP's project management is to clearly define roles and responsibilities within management teams to maximize efficiency. Strong coordination within our management team will be ensured through:

- Telephone conferences between the Project Director and Senior Technical Advisor at minimum weekly, including partners as indicated by agenda items.
- Clear Scopes of Work and lines of authority within the project.
- Frequent meetings; both the STA and PD will plan to do joint mission visits in the first years of the project and these joint visits will provide opportunities for face-to-face meetings.
- Complementary technical skills between the PD and STA further clarify the management process, as our STA has strong experience and skills in distribution methods, and our PD in BCC and research.

Placing the PD in Baltimore and the STA in Kampala contains costs, as the PD is readily available to travel to USAID/Washington for consultations and the STA is accessible to USAID missions in Africa to provide timely support to country programs and mobilize technical assistance at less cost than travel from the US accrues. The STA in Kampala is able to maintain and build a very close collaborative relationship with our key partner the Malaria Consortium and ensure regular and in-depth consultation on issues related to distribution models, implementation planning and monitoring of progress.

NetWorks is based on a lean and flexible management structure, and we envision that as the number of country programs increases, we will review our management structure and capacity with USAID to ensure a strong and adequately-staffed management team.

**Figure 3: NetWorks Organizational Structure**



**Technical Support:**

NetWorks has access to the rich technical resources of the JHU Bloomberg School of Public Health, School of Medicine, and other schools. The Malaria Research Institute, led by Nobel-prize winner Dr. Peter Agre and the Department of International Health are other in-house technical resources. NetWorks will draw on expertise from a highly regarded group of expert consultants, many based at the LSTHM. The team has developed a unique expert roster of over 90 technical staff from inside and outside the core partner organizations that can be mobilized quickly to respond to challenges and provide technical support to in-country or regional partners. This roster includes staff and consultants who have established relationships with malaria programs in at least 30<sup>[1]</sup> countries.

<sup>[1]</sup> Countries with NetWorks-NMCP relationships in place : Senegal, Mali, Liberia, Sierra Leone, Guinea, Cote d'Ivoire, Ghana, Togo, Benin, Burkina Faso, Niger, Nigeria, Cameroon, Gabon, Congo Brazza, DRC, Rwanda, Burundi, Zambia, Zimbabwe, Tanzania, Malawi, Mozambique, Kenya, Uganda, Angola, CAR, Ethiopia, South Sudan and Gambia.

STTA will be coordinated by the PD and STA and prioritized on the basis of technical knowledge, prior experience, and availability. Utilizing the breadth and depth of technical skills on the NetWorks roster will minimize the costs incurred by contracting solely with independent consultants and will avoid duplicating indirect costs.

NetWorks will seek advice and input from USAID's Knowledge for Health (K4H) project, based at CCP, to establish the most efficient and effective means of maintaining clear and timely communication within the project team and in country programs. For example, using shared web-based workspace programs will provide opportunities for joint writing/editing of documents, voice and text communication and conference calls, along with training and IT support for country-specific applications (such as web-to-cell phone technology).

**Small home office and rapid start-up ability:** The NetWorks management team is designed to provide effective implementation at minimum cost. The proposed organizational structure is flexible and positions can and will be added as demand for the project from USAID missions increases. The team is based in Baltimore and Kampala, to balance the needs for close communication between USAID/Washington and rapid technical support to the field. The Baltimore team will initially consist of the Project Director supported by 50% FTE of a financial analyst, administrative officer, as well as 50% allocation of two technical Program Officers (BCC/Demand Creation and Advocacy/Policy) to ensure adequate technical backstopping. These FTE will increase to 100% once field support funding increases. MC will allocate 50% time of two technical officers and a financial analyst for NetWorks and will modify agreements to add staff as the project grows. Both key personnel and technical support staff are current employees, allowing work to begin immediately upon award. Rapid start-up of the core program is thus assured, including preliminary mission visits, global OR activities and once mission interest has been secured, technical rapid assessments by experts to begin the in-country process. The STA's presence in Kampala will ease the provision of his expertise to support timely country implementation as well as ensuring close coordination between CCP and MC in implementation. Rapid transition of transitioning country programs (from the old NetMarkplus project) to NetWorks will be completed within 45 days, while start up for programs in new countries will be completed within 90 days.

**Capacity to Rapidly Add Mission Field Support Activities:** NetWorks will include core-funded rapid assessments for up to two countries per year in Years One and Two, to respond rapidly to mission field support opportunities. As mentioned, NetWorks provides access to a broad range of highly skilled and experienced staff and consultants that can be deployed rapidly. CCP and MC's cadre of established country offices and program staff allows NetWorks to quickly identify rapid assessment team members from within the region wherever possible, and from headquarters or international consultants when supplemental expertise is needed. Each field support opportunity will be analyzed by the SMT to assess the appropriate rapid assessment team composition and size to fit the country context and USAID mission objectives.

**Personnel, Financial and Procurement Arrangements:** In addition, NetWorks will leverage the experienced programmatic, financial and administrative support at JHU and CCP to keep NetWorks on-track and running smoothly. Program support includes general administrative and program support of STTA providers, trip preparation, follow-up work and general tracking of activities in-country. Financial administration support includes contracting services, bidding of contracts, financial reporting and invoicing, procurement of equipment and services, field office administration

quarterly report processing and payments to subcontractors, money transfers, subgrant preparation and review. CCP's Human Resources staff, backed up the HR department at JHU, will assist with personnel management including hiring staff and contracting consultants. CCP and its partners will follow well-established procurement processes to obtain needed goods and services for the project. These processes are audited by the JHU on a regular basis.

**Promoting Accountability and Monitoring Progress:** NetWorks is built on a management structure that ensures accountability for results, and includes appropriate, cost-effective controls for management of operations through clear reporting and detailed monitoring. Monitoring progress to build accountable management will focus on quality and timeliness of program performance, effectively utilizing existing implementation mechanisms, controlling costs and mitigating waste, and assuring that programs are managed with integrity and in compliance of US and country specific laws.

**Workplan and Reporting:** NetWorks will use a collaborative workplan process as a tool for planning, implementation and monitoring program progress. The management team will be linked by weekly telephone calls between headquarters backstops and country management teams, supplemented by quarterly country team meetings and semi-annual project partner meetings. Clear project workplans and component milestones will be developed in baseline project workplan meetings, and failure to meet these milestones will trigger intensive attention from headquarters backstopping personnel. In addition, regular financial and narrative reporting will be undertaken in line with USAID requirements.

**Key Activities for Year One:** NetWorks' core budget includes significant resources for conducting approved OR on global level issues, particularly those prioritized by the AMP Operations Research subcommittee. NetWorks expert review committee will immediately begin work on writing background papers and planning presentations to RBM working groups, WHO/GMP and other global fora to facilitate consensus on best practices and establish recommendations for key issues. Existing presence in key countries (Nigeria, Mali, Tanzania, Uganda) may be used to field data collection teams at minimum cost. NetWorks will kick-start the advocacy component by assembling two "success stories" from existing USAID LLIN projects in countries which highlight best practices, mixed distribution methods and successful information management. These stories will provide resources for USAID to use, as well as providing material for compelling presentations to USAID missions based on evidence. The budget includes up to four rapid assessments in the core budget, to incentivize USAID missions to rapidly buy into the project, and will offer these assessments to high-priority missions in consultation with our AOTR in Washington. Finally, our COP, STA and a senior MC representative will form a Project team to visit USAID missions selected, in consultation with our AOTR, to present the project and discuss opportunities at the country level.

#### **Monitoring and Evaluation Plan:**

NetWorks will implement a two-tiered plan to monitor project activities and evaluate their effectiveness at the country and global levels. At the country level, the project will monitor the level of coordination with in-country partners and the functioning of program activities and assess progress towards the development of sustainable programs for achieving and maintaining ownership and use of ITNs by at risk populations. Evaluation at the global level will focus on overall project

management by monitoring the coordination among global partners and tracking the development and diffusion of best practices across project countries. Overall, this plan will provide data to ensure the efficient allocation of resources, to identify the need for any mid-course corrections, and to assess the impact of the project on its objective and intermediate results.

This plan will use data from three sources. **Household survey data** will provide measures for the standard behavioral indicators measuring household ownership and use, as well as several indicators measuring access to and demand for LLINs. While the project will seek to use data collected during existing surveys (i.e. DHS, MIS, MICS), several issues may limit the applicability of existing surveys to evaluate the project, including the lack of questions measuring access to and demand for ITNs in many surveys, the lack of correspondence between the timing of these surveys and the project implementation period, and the lack of consistency in the timing of these surveys that may introduce seasonality as a confounder for observed trends in ITN use. If necessary, the project will seek to add additional questions to existing surveys or seek mission funding for smaller, more targeted household surveys and operations research to strengthen assessments of NetWorks' country-level activities.

NetWorks will develop and maintain an electronic **program monitoring database** within each country and at the global level to collect and track program indicators. At the country-level, these program indicators will measure project efforts to improve national-level policies, effective distribution systems, and increased demand for LLINs and will include all relevant PMI indicators, such as the number of LLINs procured, the number of LLINs distributed, the number of individuals trained, and the number of materials disseminated. At the global level, these program indicators will track mission support for the NetWorks project; project efforts to improve the capacity of country-level programs through technical assistance and the development and dissemination of best practices through operations research and other special studies; the project's contribution to improving the level of collaboration among global-level organizations; and the level of cost-share funding obtained by the project.

While the project database will include some indicators tracking progress in policy development, our experience with the Voices project suggests that quantitative measures miss many changes in the policy environment. To supplement these indicators and measure changes in the development and implementation of policies that affect LLIN use within each project country, NetWorks will conduct annual **in-depth interviews** with key informants familiar with that country's national malaria control policies. To improve the validity of these data, key informants will be recruited to reflect a range of perspectives, including government officials at the central and district levels; donor organizations, and NGO representatives. The data from these interviews will supplement quantitative indicators measuring the level of coordination among country-level partners and the level of project effort to promote improved policies and reduce barriers to effective policy implementation.



**ATTACHMENT C STANDARD PROVISIONS**

**ATTACHMENT D BRANDING AND MARKING**

**ATTACHMENT E ENVIRONMENTAL EXAMINATION**

**STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL  
ORGANIZATIONS**

(See Standard Provisions for U.S., Nongovernmental Recipients  
listed under Mandatory References in ADS 303.)

# Branding & Marking Strategy

---

## NetWorks: Building Capacity for Sustained Net Coverage and Use

Cooperative Agreement No. USAID/M/OAA/GH-09-847

9/22/2009

**BRANDING AND MARKING PLAN**  
**NetWorks: Building Capacity for Sustained Net Coverage and Use**  
**September 22, 2009**

In compliance with Marking Under Assistance Instruments (22 CFR 226.91), USAID and The Johns Hopkins Bloomberg School of Public Health, Center for Communication Programs Cooperative Agreement No. USAID/M/OAA/GH-09-847 hereby presents its project Branding and Marking Plan to be applied to the NetWorks: Building Capacity for Sustained Net Coverage and Use project (NetWorks) and deliverables upon approval.

**BRANDING PLAN DETAILS**

**1. POSITIONING**

The NetWorks project is a 5-year Cooperative Agreement anticipated for award in September 2009. The project is managed by the Johns Hopkins Bloomberg School of Public Health, Center for Communication Programs (CCP). CCP will work in partnership with The Malaria Consortium (MC), and in association Catholic Relief Services (CRS), Mennonite Economic Development Association (MEDA), consultants from the London School of Hygiene and Tropical Medicine (LSHTM) and International Procurement Agency (IPA), and a wide range of FBO in-country collaborating organizations.

The NetWorks project does not have a logo developed to brand the program or partnership. Should one be developed under the program, all materials or products produced for the project will be branded with this logo in conjunction with the USAID identity. In some cases, other logos representing additional partners or supporters will be used alongside USAID.

**2. PROGRAM COMMUNICATIONS AND PUBLICITY**

**Audiences:** The primary and secondary audiences for the NetWorks project differ by activity and host country context (e.g. media and other communications that address relevant policies, distribution systems, LLIN access and use etc.). Unique strategic communication programs will be developed to address a specific program area targeted at a defined audience. It is anticipated that the intended primary and secondary audiences for the USAID NetWorks project will include but will not be limited to:

- People, families and communities affected by malaria
- Health and malaria service providers
- National, district, and community leaders
- Host government institutions and representatives including MOH and NMCP
- International and local faith-based organizations (FBOs)
- International and local non-governmental organizations (NGOs)
- Media outlets, representatives and personalities
- Global-level partnerships including the Roll Back Malaria Partnership, its working groups, Board leadership and relevant constituencies
- LLIN and other malaria commodities commercial sector

**Materials:** Materials produced by the NetWorks project will include print materials such as brochures, reports, journal articles, posters, pamphlets, training manuals, and billboards. Resources will also include videos, public service announcements (PSA) on radio or television, radio and TV programs. All materials and events will display the USAID brand, except where Presumptive Exclusion (i) and (iii) apply.

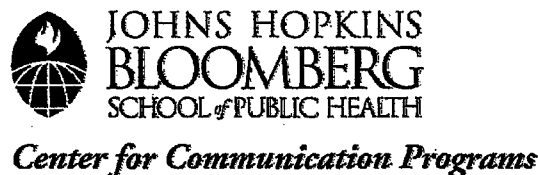
**Messages:** Messaging will vary depending on the activity, service, audience, local context and malaria behavior being addressed.

**Promotional Activities:** Public events such as launches and press outreach will be among the activities supported by this project. All press releases, press kits, and event materials (banners, information kits, other handouts) will include the new USAID brand, except where Presumptive Exclusion (i) (iii) applies.

**Additional Ideas:** The NetWorks project will work closely with USAID to make sure that USAID is prominently featured in public materials or outreach activities. There may be some situations, however, where this isn't possible or appropriate. For example, if heavily promoting US Government involvement would not lead to the desired health outcome. On these occasions, advice about the most appropriate branding is discussed with USAID prior to publication.

### 3. ACKNOWLEDGEMENTS

When appropriate, CCP will use its established project logo as shown below.



USAID and partner organization logos will be presented together as shown below.



As countries are identified, host government logos and those of other implementing partners will be presented on materials where appropriate. In certain cases, the CCP logo or other partner logos might not appear on the cover of materials produced under this award. When CCP is funding and providing technical assistance to a host government, such as the National Malaria Control Program or the Ministry of Health, the USAID identity will be shown beside the logos of these partners and the CCP logo will not be shown. In these cases, the USAID identity will appear in equal prominence to the logos of other partner logos.

If other funding agencies support CCP projects, their support will be acknowledged by including their logo with that of the local partner, CCP and USAID. All logos will have equal prominence.

**Co-Branding:** Prominence of logos will be equal, except in the situation where communication is intended to raise awareness of a logo used to identify sources of health and/or malaria information and services. In these cases, the identifying logo may be larger and placed in a more prominent location than the USAID logo.

#### **PROJECT MARKING PLAN**

The NetWorks project will display the USAID brandmark, CCP and host government or partner brandmarks on all deliverables and communication products produced with USAID funding under the USAID Associate Cooperative Agreement (exclusions: people, offices, vehicles, non-program deliverables, administration items such as business cards and letterheads, per Page 16, 22 CFR 226 Administrative Assistance Awards to US NGOs; Marking Requirements, Final Rule, dated January 8, 2007).

#### **PROJECT MATERIALS AND EVENTS TO BE MARKED APPROPRIATELY**

**Materials:** Research materials, reports, studies, organizational strategic and work plans, performance reports, training materials, fact sheets, audio-visual productions, CD-ROMs, printed and electronic bulletins, promotional materials (bookmarks, brochures, posters, banners), and other promotional, informational, media and communications products funded under the Associate Cooperative Agreement award will be labeled with the USAID Identity.

**Events:** Training workshops, conferences, seminars, exhibitions, and other public activities.

**Acknowledgement of Funding:** The project will acknowledge USAID as the donor. CCP will acknowledge USAID funding on all project technical publications. The project will include the required disclaimer on its website as directed by USAID website branding guidance. Sample acknowledgement statement for publications:

"This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of USAID/JHU Cooperative Agreement No. TBD. The contents do not necessarily reflect the views of USAID or the United States Government."

The project will acknowledge additional donors, partners, and local organizations where applicable and when they are involved with a particular product or activity. Depending on the context and medium, the Project will use image, audio and text to acknowledge other partners and donors.

**Cost of Implementing the Strategy and Marking Plan:** CCP confirms that all costs related to the Strategy and Marking Plan for the NetWorks project have been incorporated into the proposed budget. The marginal cost of branding and marking is zero or negligible since adding the USAID identity to a publication does not increase its production cost.

**TABLE #1: Synopsis of Items Affected by USAID Marking/Branding Regulations (ADS 320/AAPD 05-11)**

Marking Codes:  
**M** = Marked  
**U** = Unmarked  
**PE** = Presumptive Exception

**Important note:**  
 . Marking Codes PE need further explanation in Table 2.  
 . Marking Codes with W requires a Waiver from the Principal Officer (i.e. Mission Director)

W=WAIVER ITEM	TYPE OF USAID MARKING	MARKING CODE	EXPLANATION FOR ANY 'U'
Stationery products		U	USAID standard graphic identity will not be used on stationery products intended for <i>administrative</i> use; the contractor should use its own letterhead. Examples include letters for hiring, purchase orders, office space rental, etc., as per *ADS 320.3.1.5.
Business cards		U	USAID standard graphic identity will not be used on business cards, as per **ADS 320.3.1.6.
Project deliverables (e.g., semi-annual reports, work plans, performance monitoring plan, financial reports, etc.)	Co-branding	M	
Website	Co-branding	M	
Technical reports, studies, and analyses	Co-branding	M	
Briefing papers, memoranda, and policy recommendations	Co-branding	M	
Training materials and manuals	Co-branding	M	
CD-ROMs	Co-branding	M	
PowerPoint, workshop and conference presentations and posters	Co-branding	M	
Flyers and fact sheets	Co-branding	M, PE	Local partner logo, project logo, and USAID logo included in lower left hand corner; or presumptive exclusions PE (i), (iii).
Videos, PSAs, TV and radio commercial spots, TV and radio dramas	Co-branding	M, PE	The project logo, local partner logo, and the USAID logo included in opening or closing title sequences, as appropriate; co-branding; or presumptive exclusions. PE (i), (iii).
Journal articles	Acknowledgement	PE	Journal articles while funded in part by USAID are published by separate organizations. USAID funding will be acknowledged in the "acknowledgment" section that journals provide. PE (i)
Event signs, banners, and exhibition booths	Co-branding	M	Local partner logo, project logo, and USAID logo included in lower left hand corner; or presumptive exclusions PE (i), (iii).
Promotional materials (e.g., success stories, beneficiary testimonials, research findings or project results)	Co-branding	M	

\* ADS 320.3.1.5 states: USAID contractors and recipients must not use the USAID Identity on any communications that are strictly administrative, rather than programmatic, in nature. Examples of administrative communications include, but are not limited to, correspondence with the cooperating government concerning contractor compliance with local law, such as the administration of tax, customs, or other provisions. The USAID Identity is also prohibited on contractor and recipient communications related to award administration, such as hiring/firing staff or renting office space and/or equipment. USAID CTOs, Cos/Aos and RLAs are available to advise partners about USAID's implementation of USAID framework bilateral and other agreements with the cooperating country government.

\*\* ADS 320.3.1.6 states: It is USAID policy to prohibit the use of the USAID Identity on contractor and recipient business cards. At their option, contractors and recipients may include wording on their employees' business cards ("USAID Contractor" or "USAID Grantee" as appropriate) to identify that the employee is working on a USAID-funded activity. In addition, if the contractor or grantee elects to identify the employee as stated above, they may also, at their option, include the USAID program name (see 320.3.2 or 22 CFR 226.91 (f)). However, business cards must not use the USAID Identity and designs and layouts

**TABLE #2: Request for Presumptive Exclusions for Assistance Agreement**

<b>PRESUMPTIVE EXCLUSION (i)</b>	<b>GUIDELINES FOR ADDRESSING EXCLUSION:</b>
<p>AAPD 05-11 Attachment 2, (a)(i): USAID marking requirements may not apply if they would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials, such as election monitoring or ballots, and voter information literature; political party support or public policy advocacy or reform; independent media, such as television and radio broadcasts, newspaper articles and editorials; and public service announcements or public opinion polls and surveys (22 CFR 226 91(h) (1)).</p>	<p>AAPD 05-11 Attachment 2, (d)(2)(i): For Presumptive Exception (i), identify the USAID Strategic Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why the program, project, activity, commodity, or communication is 'intrinsically neutral.' Identify, by category or deliverable item, examples of program materials funded under the award for which you are seeking the exception.</p>
<p><b>Item: Description</b></p>	<p><b>Explanation:</b></p>
<p>TV and radio commercial spots, TV and radio dramas, leaflets, booklets, posters, billboards, road signs</p>	<p>Decisions on when a product would be included in the presumptive exclusion will be made on a case-by-case basis in consultation with the USAID Mission. As CCP will be working with global partnerships, host governments, civil society organizations and private sector organizations to educate leaders and the public about malaria prevention, LLIN ownership and appropriate use, marking communication materials promoting behavior change may be viewed as a foreign government imposing its wishes on the country, and may reduce the receptiveness of leaders and communities if they are not perceived to be coming from local sources.</p>
<p>Journal articles</p>	<p>One of the hallmarks of peer-reviewed literature is its objectivity and neutrality. Including marking in articles would compromise the perception that the peer-review process and journal itself were independent. Acknowledgement of USAID funding will be made in the "acknowledgement" section that the journals provide.</p>
<p>New and existing communication technologies including text messaging</p>	<p>Decisions on when a product would be included in the presumptive exclusion will be made on a case-by-case and country-by-country basis in consultation with the USAID Mission. The perception that text messages or other forms of new communication technologies are independent can be an intrinsic component of their success in particular situations. Marking these products would reduce acceptance in areas where a source's independence is highly valued.</p>
<p><b>Presumptive Exclusion (iii)</b></p>	<p><b>Guidelines for addressing exclusion:</b></p>
<p>AAPD 05-11 Attachment 2, (a)(iii): USAID marking requirements may not apply if they would undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as "by" or "from" a cooperating country ministry or government official(22 CFR 226 91(h) (3).)</p>	<p>AAPD 05-11 Attachment 2, (d)(2)(iii): For Presumptive Exception (iii), state what data, studies, or other deliverables will be produced under the USAID funded award, and explain why the data, studies, or deliverables must be seen as credible.</p>
<p><b>Item: Description</b></p>	<p><b>Explanation:</b></p>
<p>Videos, PSA, TV and radio commercial spots, leaflets, brochures, posters, billboards, road signs, TV and radio dramas produced in partnership with the Ministry of Health</p>	<p>The Ministry of Health or the National Malaria Control Program of a specific host government might not allow any outside marking of communication materials, when they are produced by their institutions. This is because they want to position these materials and messages as "owned" by the government. Marking with other logos would position these messages as coming from foreigners and undermine the government's sense of ownership.</p>

Marking Plan Submitted By:

Alexandra A. McKeown MBA, JD  
Printed Name Associate Dean  
for Research Administration

Date:



Signature

Office: 9/28/09

Marking Plan Approved By (USAID):

Printed Name

Date

Signature

Office:



*Final  
Original*

**INITIAL ENVIRONMENTAL EXAMINATION  
SUMMARY AND SIGNATURE PAGE**

**PROGRAM/ACTIVITY DATA:**

**Program/Activity Number:** (TBD)

**Country/Region:** Worldwide, primarily focused in Africa (Global Health Bureau)

**Program Title:** Long-Lasting Insecticide Treated Nets Program

**Funding Begin:** FY 2009 **Funding End:** September 30, 2014

**LOP Amount:** US\$ 75 million

**IEE Prepared By:** Megan Fotheringham, USAID Global Health Bureau

**IEE Amendment (Y/N):**  N

**Current Date:** April 15, 2009

**ENVIRONMENTAL ACTION RECOMMENDED:**

Categorical Exclusion:   Negative Determination (with conditions):  X

Positive Determination:   Deferral:

**ADDITIONAL ELEMENTS:** (Place X where applicable)

CONDITIONS  X

**SUMMARY OF FINDINGS:**

The purpose of this document is to review the activities to be undertaken by the new Long-Lasting Insecticide Treated Nets Program and provide threshold determinations of environmental impact and conditions for mitigation. The activities covered under this Initial Environmental Examination (IEE) will support countries in developing efficient, comprehensive and multi-channel sustainable programs for achieving and maintaining high ownership and use levels of long-lasting insecticide treated nets (LLINs) by at-risk populations. The project will build upon previous successful investments and efforts achieved through a range of public, private, campaign and routine delivery approaches. These activities may be carried out in collaboration with other in-country and global implementing partners under both the President's Malaria Initiative (PMI) as well as non-PMI programs. The other PMI activities and other USAID non-PMI malaria activities themselves are covered under their own IEEs, Programmatic environmental Assessments (PEA), country-level Supplemental Environmental Assessments (SEA), and Pesticide Evaluation Report and Safer User Action Plans (PERSUAP) and are not covered in this IEE.

It is important to note that while the environmental effects, if managed, of the LLIN are not significant, however, the pesticides used in the LLIN do have toxicity as described in tables 1-3 excerpted from the ITN PEA.

**Table 1: Classification of different ITM insecticides**

Permethrin	"Third Generation" pyrethroid. Less of an irritant than alpha-cyano pyrethroids.
Deltamethrin Lambda-cyhalothrin Cyfluthrin Alpha-cypermethrin	"Fourth (current) Generation" pyrethroids, also known as "alpha-cyano pyrethroids." Insecticidal activity persists longer than permethrin. Less volume needed to treat nets than permethrin. More reported side effects than permethrin.

From The Pesticide Book<sup>1</sup> and ITN Projects: A Handbook for Managers<sup>11</sup>

**Table 2: Acute oral and dermal toxicity of pyrethroid formulations commonly used for LLINS as reported by manufacturers in product Material Safety Data Sheets)**

Product	[Acute] Oral	[Acute] Dermal
	toxicity: LD <sub>50</sub> Value mg/kg bw rats	toxicity: LD <sub>50</sub> Value mg/kg bw rats
Alpha-cypermethrin 10% SC	4,932	2,000
Deltamethrin 1% SC	>10,000	>10,000
Deltamethrin 25% WT	1,965	2,000 rabbit
Lambda-cyhalothrin 2.5% CS	>5,000	>4,000
**Permethrin 10% EC	5,000 B 6,000	4,000 B 10,000

\*Material Safety Data Sheets of 3 major manufacturers have been consulted for data on permethrin 10% EC.

**Table 3: The chronic toxicity of insecticides commonly used for treatment of mosquito nets**

mg a.i./kg bw/day = milligrams per kilogram of body weight per day (for the rat).  
(ADI=acceptable daily intake; NOAEL=no observed adverse effect level. See text.)

Insecticide	NOAEL	ADI
	mg a.i./kg bw/day	mg a.i./kg bw (safety factor of 100)
Alpha-cypermethrin	1.5	0-0.02
Deltamethrin	1	0-0.01
Lambda-cyhalothrin	1	0-0.01
Permethrin	5	0-0.05

From the environmental standpoint, the advantage of LLIN use is clear: the delayed need for re-treatment means less pesticide used and less risk to humans and their environment. While it appears the efficacy period of current long-lasting nets in the field is not long enough to avoid all need for re-treatment, any technology that delays re-treatment serves the interest of both malaria control and environmental protection. And both of those

interests will be best served by a net that needs no re-treatment, a technological target that WHO still hopes the private sector will hit in coming years.

A **negative determination (with conditions)** is recommended per 22 CFR 216.3(a)(2)(iii) for the remaining activities that may be carried out under the LLIN project.

- Develop and promote appropriate policies at both the international and national levels to encourage sustained, high levels of LLINs and related technologies ownership and use.
- Increase demand for and use of LLINs and related technologies to promote sustainable high levels of LLIN ownership and use.
- Develop, promote and support efficient and effective distribution approaches to ensure sustained high level coverage of LLINs and related technologies in communities, particularly among the targeted populations.
- Design, conduct, and analyze strategic operational research to pilot, document and scale up innovative best practices that contribute towards achieving and maintaining high levels of LLIN and related technologies ownership and use.

The conditions include:

- Implementing partners adhere to the stipulations made in the USAID Africa Bureau's Programmatic Environmental Assessment for Insecticide-Treated Materials (ITM) in USAID Activities in Sub-Saharan Africa (2002). If a need for additional ITM-related activities arises under this funding and is not already covered under the PMI activities, the USAID health team in the mission will draft and gain approval for a PERSUAP for those activities under the LLIN program.
- For activities that involve collection, storage, and disposal of biological samples, the program must make reasonable efforts to assure development and implementation of an adequate medical waste management program. Consult EGSSA ([www.encapafrika.org](http://www.encapafrika.org)) and utilize the minimal Program checklist (Annex A).
- For post implementation action, the team will work with other experts to determine the best approach to managing used or discarded LLINs.

As required by ADS 204.3.4, the SO team managing this program must actively monitor ongoing activities for compliance with approved IEE recommendations, and modify or end activities that are not in compliance. If additional activities not described in this document are added to this program, then amended or new environmental documentation must be prepared. The SO team must also ensure that provisions of the IEE concerning mitigative measures and the conditions specified herein along with the requirement to monitor be incorporated in all contracts, cooperative agreements, grants and sub-grants.



## INITIAL ENVIRONMENTAL EXAMINATION

### **PROGRAM/ACTIVITY DATA:**

**Program/Activity Number:** (TBD)

**Country/Region:** Worldwide, primarily focused in Africa (Global Health Bureau)

**Program Title:** Long-Lasting Insecticide Treated Nets Program

**Funding Begin:** FY 2009 **Funding End:** September 30, 2014

**LOP Amount:** US\$ 75 million

**IEE Prepared By:** Megan Fotheringham and , USAID Global Health Bureau

**IEE Amendment (Y/N):**  N

**Current Date:** April 15, 2009

### **1.0 BACKGROUND AND ACTIVITY/PROGRAM DESCRIPTION**

#### **1.1 Purpose and Scope of IEE**

The purpose of this Initial Environmental Examination (IEE) is to comprehensively review the activities USAID anticipates implementing worldwide, with particular emphasis on the Africa region, under the Global Health Bureau's Long-Lasting Insecticide Treated Nets (LLINs) program, and provide threshold determinations of environmental impact and conditions for mitigation if appropriate. This IEE is intended to document the environmental considerations assessed and implemented as a result of environmental planning in accordance with the U.S. Agency for International Development's (USAID) environmental regulations, found in 22 CFR 216.

The proposed action activities will support malaria-affected countries in developing efficient, comprehensive and multi-channel sustainable programs for achieving and maintaining high ownership and use levels of LLINs and related technologies by at-risk populations. The subject project will build upon previous successful investments and efforts achieved through a range of public, private, campaign and routine delivery approaches. These activities may be carried out in collaboration with other in-country and global implementing partners under both the President's Malaria Initiative (PMI) as well as USAID's non-PMI malaria programs. These other PMI and USAID non-PMI activities are themselves covered under their own IEEs, Programmatic environmental Assessments (PEA), country-level Supplemental Environmental Assessments (SEA), and Pesticide Evaluation Report and Safer User Action Plans (PERSUAP) and are not addressed in this IEE.

#### **1.2 Background**

Malaria is one of the most common and serious of tropical diseases. It causes at least one million deaths yearly, the majority of which occur in sub-Saharan Africa. More than half of the world's population is at risk of acquiring malaria, but young children and pregnant

women have the highest risk of both malaria infection and malaria mortality. In addition to poverty and climate, other risk factors for malaria include poor quality health facilities and systems, drug and insecticide resistance for the pathogen and its vectors, and changing ecological conditions that support existence of the vectors at elevations that were previously malaria-free.

USAID's malaria program is part of the U.S. government (USG) foreign assistance program and contributes to the USG goal of "helping to build and sustain democratic, well-governed states that will respond to the needs of their people and conduct themselves responsibly in the international system." Malaria activities fall under Objective 3 – Investing in People, under the Health program, and they are reported on under the Malaria Element 1.3. The goal of the PMI, a major initiative under the Malaria Element, is to prevent 50 percent of malarial deaths in 15 of the worst-hit countries in Africa. For more information on the President's Malaria Initiative, see: <http://www.fightingmalaria.gov/index.html>.

### **1.3 Description of Activities**

Since the late-1990s, USAID has supported insecticide-treated bednet (ITN) use as an effective component of a malaria control program. USAID's approach to scale-up of ITNs within its malaria control strategy remains consistent with RBM's recommendations, namely rapid scale-up in ITN coverage, through activities such as large-scale campaigns, and long-term maintenance of high coverage levels through sustainable, routine distribution mechanisms, including antenatal, child health and immunization clinics, NGO community-based programs and the private sector.

The PMI supports a mixed approach to ITN distribution, using national and sub-national campaigns, social marketing, commercial sector, and public health sector delivery channels (e.g. antenatal clinics). The majority of nets procured by PMI are distributed free-of-charge. PMI also strives for high-level household coverage of ITNs by first targeting the most vulnerable populations – children less than five years of age and pregnant women. In countries where coverage among vulnerable groups is reaching targets, PMI may purchase and distribute ITNs to all persons at risk of malaria, when such distribution is consistent with the National Strategic Plan and other PMI-supported activities are adequately funded.

USAID recognizes that there will likely be further advances in treated-material technologies that could bring other materials, in addition to traditional mosquito "bed nets" to market in the near future, and remains ready to provide assistance for upcoming technological advances that may include other insecticide treated materials, in accordance with USAID policies. The LLIN cooperative agreement (and any subsequent associate grants) will undertake activities under the following components:

- Develop and promote appropriate policies at both the international and national levels to encourage sustained, high levels of LLIN and related technologies ownership and use.

- Develop, promote and support efficient and effective distribution approaches to ensure sustained high level coverage of LLINs and related technologies in communities, particularly among the targeted populations.
- Increase demand for and use of LLINs and related technologies to promote sustainable high levels of LLIN ownership and use.
- Design, conduct, and analyze strategic operational research to pilot, document and scale up innovative best practices that contribute towards achieving and maintaining high levels of LLIN and related technologies ownership and use.

The LLIN recipient(s) will work with and in direct complement to existing USAID partners who are associated with and have undergone environmental assessments according to the Agency's regulations and who are following these findings and determinations.

The LLIN recipient is not expected to procure commodities, including those associated with pesticides under this program, and such procurement is not covered by this IEE. It is anticipated that the procurement of LLINs will continue through established supply chain management channels through other USAID partners. Rather, the LLIN recipient will partner with the host country government, PMI and other malaria control implementers who are currently supporting the procurement and distribution of malaria commodities. The LLIN recipient will focus on complementing the procurement efforts of others by supporting the non-commodity aspects of a comprehensive LLIN intervention. If these assumptions change, and the LLIN recipient undertakes procurement activities in the future, an amendment to this IEE will be processed to ensure that the best practices and environmental regulations are followed.

## **2.0 COUNTRY AND ENVIRONMENTAL INFORMATION**

Sub-Saharan Africa continues to be the region that bears the overwhelming burden of malaria; the majority of USAID's malaria funds, through PMI, are targeted for 15 focus countries in this region. The LLIN activity will focus on developing sustainable LLIN ownership and use in Africa. However, activities will not be geographically limited could occur in other regions, particularly South and Southeast Asia and the Amazon Basin. The PMI activities themselves, are covered under their own IEEs, PEAs, SEAs, and PERSUAPs, and are not covered in this IEE. The countries selected for PMI activities were those with the highest malaria mortality, and are:

Angola	Benin	Ethiopia	Ghana	Kenya
Liberia	Madagascar	Malawi	Mali	Mozambique
Rwanda	Senegal	Tanzania	Uganda	Zambia

### **3.0 EVALUATION OF ENVIRONMENTAL IMPACT POTENTIAL AND RECOMMENDED THRESHOLD DECISIONS AND PREVENTION/MITIGATION ACTIONS**

The Environmental Determination for the LLIN project falls into two categories, and is presented below in Table 1. The activities related to training, health promotion and community mobilization are given a Negative Determination, because they have been reviewed and deemed to have a negligible effect on the natural or physical environment.

The remaining activities may involve insecticide-treated materials (ITM) and/or medical waste that are not already covered by PMI environmental compliance documents, so these activities justify a negative determination, with the conditions as described below and summarized in Table 1.

The Africa Bureau has prepared a document entitled *Programmatic Environmental Assessment for Insecticide-treated materials (PEA ITM) in USAID Activities in Sub-Saharan Africa*, which describes the risks associated with the use of ITMs, including bed nets and curtains. Health and environmental risks from the use of ITMs include potential exposure of humans and the environment during production, distribution, storage, use and disposal of pesticides, and a certain amount of exposure of persons using ITMs to pesticide vapors released from the materials.

The CTO must work with the PMI country teams and the LLIN implementing partners to ensure that the risks to humans and the environment are minimized, and that adequate safety precautions are observed, by following the guidance provided in the PEA ITM which can be found on the web at: [http://www.afrsd.org/documents/iee/docs/32AFR2\\_ITN\\_PEA.doc](http://www.afrsd.org/documents/iee/docs/32AFR2_ITN_PEA.doc). This includes no less than:

- Minimizing packaging, using large volume containers where possible for retreatment.
- Proper Labelling: for mass distribution of nets, common language, and manufacturers information should be written in the common local language. Pictograms on use of the product and disposal of contaminated materials are essential for users who may have limited literacy. For single-dose packs (i.e., bottles, sachets or tablets), care should be taken to ensure that the above-mentioned information is not easily separated from the insecticide itself.
- Educate consumers and employees in pesticide safety: including mixing, rinsing, treatment and disposal practices
- Create a safe and environmentally sound workplace for net re treatment: timely and reiterated training, adequate ventilation, secure storage, readily available cleanup supplies, supply gloves and face protection
- Proper disposal of storage, manufacturing, packaging, re-treatment containers/waster and nets: If possible, they should then be disposed of according to UNFAO recommendations.
- Increase accidental poisoning response capacity: workers should be trained in the appropriate response to accidental exposure.
- Monitor for adverse health and environmental impacts and unsafe user practices.



The public health community has taken the issue of risk from ITM pesticides seriously, and effective guidance documents are already available as resources for ITM program managers. WHO's Roll Back malaria web site hosts a collection of WHO and other documents on all the RBM program issues, including those related to effective and safe use of insecticides in ITM programs. (see <http://mosuito.who.int>, multiple prevention and insecticide-treated materials). An excellent resource for all aspects of ITM program management, including avoiding environmental or health problems with this technology, is a manual prepared for the Malaria Consortium, titled, "Insecticide Treated Net Projects: A Handbook for Managers."<sup>1</sup>

The CTO must also work with the PMI country health teams and their implementing partners to assure, to the extent possible, that the medical facilities and operations involved have adequate procedures and capacities in place to properly handle, label, treat, store, transport and properly dispose of blood, sharps and other medical waste associated with malaria diagnosis and treatment. The ability of the health teams to assure such procedures and capacity is understood to be limited by its level of control over the management of the facilities and operations that USAID PMI and MCP are supporting.

The USAID Bureau for Africa's Environmental Guidelines for Small Scale Activities in Africa (EGSSAA) Chapter 8, "Healthcare Waste: Generation, Handling, Treatment and Disposal" found at this URL: <http://encapafrika.org/SmallScaleGuidelines.htm>" contains guidance which should inform the team's activities to promote proper handling and disposal of medical waste, particularly in the section titled, "Minimum elements of a complete waste management program." The program is also encouraged to make use of the attached adapted from the above EGSSA chapter and which should be further adapted for use in USAID/[country] programs. Another useful reference is "WHO's Safe Management of Wastes from Healthcare Activities" found at: [http://www.who.int/water\\_sanitation\\_health/medicalwaste/wastemanag/en/](http://www.who.int/water_sanitation_health/medicalwaste/wastemanag/en/)

---

<sup>1</sup> Chavasse DC, Reed C, Attawell K. 1999b. *Insecticide Treated Net Projects: A Handbook for Managers*. London, England: Malaria Consortium, London School of Tropical Hygiene and Tropical Medicine.

**Table 1. Summary of Environmental Determinations and Conditions**

Key Elements of Program/Activities	Threshold Determination & 22 CFR 216 Citation	Impact Issues & Mitigation Conditions and/or Proactive Interventions
<p>1. Develop and promote appropriate policies at both the international and national levels to encourage sustained, high levels of LLIN and related technologies ownership and use.</p> <p>2. Increase demand for and use of LLINs and related technologies to promote sustainable high levels of LLINs ownership and use.</p> <p>3. Develop, promote and support efficient and effective distribution approaches to ensure sustained high level coverage of LLINs and related technologies in communities, particularly among the targeted populations.</p> <p>4. Design, conduct, and analyze strategic operational research to pilot, document and scale up innovative best practices that contribute towards achieving and maintaining high levels of LLIN and related technologies ownership and use.</p>	<p>Negative Determination as having negligible effect on the physical or natural environment, pursuant to 22 CFR 216.2(c)(1) and:</p> <p>a) 22 CFR 216.2(c)(2)(i), for activities involving education, training, technical assistance or training programs;</p> <p>b) 22 CFR 216.2(c)(2)(v), for activities involving document and information transfers;</p> <p>c) 22 CFR 216.2(c)(2)(viii), for programs involving nutrition, health care, or family planning services</p> <p>(d) 22 CFR 216.2(c)(2)(xiv), for studies, projects or programs intended to develop the capability of recipient countries and organizations to engage in development planning.</p> <p>(e) 22 CFR 216.3 (a)(2)(iii)</p>	<p>-- No biophysical interventions are involved</p> <p>-- The negative determination applies except to the extent that those activities might directly affect the environment (such as construction of facilities, water supply systems, waste water treatment etc.)</p> <p>-- If provision of supplies will include acquisition, distribution or marketing of insecticide treated bednets (ITNs), the USAID Health Team in the mission and their partner organizations will be required to use reliable brands of long-lasting treated nets and adhere to the stipulations made in the USAID Africa Bureau Programmatic Environmental Assessment for Insecticide-Treated Materials in USAID Activities in Sub-Saharan Africa.</p> <p>-- For activities that involve collection, storage and disposal of biological samples, the program must make reasonable efforts to assure development and implementation of an adequate medical waste management program. Consult EGSSA (<a href="http://www.encapafrika.org">www.encapafrika.org</a>) and utilize the Minimal Program Checklist (Annex A).</p> <p>-- Implementing partners in this agreement will be required to minimize risk due to pesticide exposure by selecting only safe, WHO approved products.</p> <p>-- This project will comply with USAID's policy to minimize exposure risk by mandating the use of quality pesticide products, in cooperation with WHO.</p> <p>-- This project will support USAID's policy(ies) to monitor pesticide exposure and assist countries to strengthen regulation capacity.</p>

If a need for net treatment or retreatment arises under this funding and is not already covered under the PMI activity, the USAID Health Team in the mission will draft and gain approval for a "Pesticide Evaluation Report and Safer Use Action Plan" (PERSUAP) for the ITN program, but it is not anticipated that any re-treatable nets will be purchased, since the current best practice is to use the LLINs.

#### **4.0 MONITORING AND REPORTING**

1. The CTO, in consultation with the mission activity managers and implementing partners, Mission Environmental Officers (MEO), Regional Environmental Officers (REO), and/or Bureau Environmental Officers as appropriate, will actively monitor and evaluate whether environmental consequences unforeseen under activities covered by this IEE arise during implementation, and modify or end activities as appropriate. If additional activities are added at the CA level that are not described in this document, an amended IEE must be prepared.
2. USAID mission procurements should include consideration of the Applicant's ability to perform the mandatory environmental compliance requirements as envisioned under the LLIN CA. The Agreement Officer (AO) shall include required environmental compliance and reporting language into each implementation instrument, and ensure that appropriate resources (budget), qualified staff, equipment, and reporting procedures are dedicated to this portion of the project.
3. Any grants or fund transfers from the implementing partners to other organizations must incorporate provisions stipulating:
  - c) the completion of an annual environmental monitoring report, and
  - d) that activities to be undertaken will be within the scope of the environmental determinations and recommendations of this IEE. This includes assurance that any mitigating measures required for those activities be followed.
4. The CTO and on-site managers of activities under this CA will undertake field visits and consultations with implementing partners to jointly assess the environmental impacts of ongoing activities, and associated mitigation and monitoring conditions.
5. The implementers' periodic reports to USAID will include a brief update on mitigation and monitoring measures being implemented, results of environmental monitoring, and any other major modifications/revisions in the development activities, and mitigation and monitoring procedures.
6. Operating Units will ensure that implementing partners have sufficient capacity to complete the environmental screening process and to implement mitigation and monitoring measures.
7. Implementation will in all cases adhere to applicable host country environmental laws and policies.

The Global Health Bureau and the LLIN CTO will use an annual Environmental Mitigation and Monitoring Reports (EMMR) to ensure programmatic compliance with 22 CFR 216 and ADS 204.5.4 by documenting that the conditions specified in this IEE have been met for all activities carried out under the LLIN CA. The EMMR must be completed by the recipient of the cooperative agreement. The EMMRs are reviewed and approved by the LLIN CTO and the Bureau Environmental Officer.

The EMMR consists of 3 parts:

1. The Environmental Screening Form
2. The Mitigation Plan for specific environmental threats carried out by the implementer
3. The Reporting Form

**LONG LASTING INSECTICIDE TREATED NETS (LLIN)  
COOPERATIVE AGREEMENT (CA)  
Environmental Monitoring and Mitigation Report (EMMR)**

***EMMR Part 1 of 3: Environmental Screening Form***

<b>Name of Prime Implementing Organization:</b> _____	<b>Date of Screening:</b> _____
<b>Name of Sub-awardee Organization (if this EMMR is for a sub):</b> _____	<b>Funding Period for this award:</b> FY ____ - FY ____
<b>Geographic location of USAID-funded activities (Province, District):</b> _____	<b>Current FY Resource Levels:</b> FY _____
<b>This report prepared by:</b> Name: _____ Date: _____	<b>Date of Previous EMMR for this organization (if any):</b> _____

**Indicate which activities your organization is implementing with LLIN CA funding.**

<b>Key Elements of Program/Activities Implemented</b>		<b>Yes</b>	<b>No</b>
1	<ul style="list-style-type: none"> <li>• Education, Technical Assistance, or Training</li> <li>• Analysis, Studies, Academic or Research Workshops and Meetings</li> <li>• Document and Information Transfers</li> <li>• Programs involving health care, or family planning services except where directly affecting the environment</li> <li>• Studies, projects or programs intended to develop the capability of recipient countries and organizations to engage in development planning</li> </ul>		
2	Procurement, Storage, Management and Disposal of Public Health Commodities		
3	Generation, storage, handling and disposal of hazardous and highly hazardous medical waste		
4	Small-scale construction or rehabilitation of hospitals, clinics, laboratories, VCT or training centers		
5	Small-scale Water and Sanitation		
6	Other activities that are not covered by the above categories		

**LONG LASTING INSECTICIDE TREATED NETS (LLIN)  
Environmental Monitoring and Mitigation Report (EMMR)  
EMMR Part 2 of 3: Mitigation Plan**

Category of Activity from Section 5 of LLIN IEE	Describe specific environmental threats of your organization's activities (based on analysis in Section 3 of LLIN IEE)	Description of Mitigation Measures for these activities as required in Section 5 of LLIN IEE	Who is responsible for monitoring	Monitoring Indicator	Monitoring Method	Frequency of Monitoring
1. Education, technical assistance, training etc.						
2. Public Health Commodities						
3. Medical waste						
4. Small-Scale Construction						
5. Small-Scale Water and Sanitation						
6. Other activities that are not covered by the above categories: Describe						

**LONG LASTING INSECTICIDE TREATED NETS (LLIN)  
COOPERATIVE AGREEMENT (CA)  
Environmental Monitoring and Mitigation Report (EMMR)**

***EMMR part 3 of 3: Reporting form***

List each Mitigation Measure from column 3 in the EMMR Mitigation Plan (EMMR Part 2 of 3)	Status of Mitigative Measures	List any outstanding issues relating to required conditions	Remarks
1. Education, technical assistance, training etc.			
2. Public Health Commodities			
3. Medical waste			
4. Small-Scale Construction			
5. Small-Scale Water and Sanitation			
6. Other activities that are not covered by the above categories: Describe			

*Certification*

**I certify the completeness and the accuracy of the Environmental Monitoring and Mitigation Report (EMMR) compliance monitoring plan for LONG-LASTING INSECTICIDE TREATED NETS (LLINS) COOPERATIVE AGREEMENT (CA) described above (and covered by the LLIN IEE) for which I am responsible:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Organization

---

**BELOW THIS LINE FOR USAID USE ONLY**

**USAID/GH Bureau Clearance of EMMR:**

Cognizant Technical Officer: \_\_\_\_\_ Date: \_\_\_\_\_  
Megan Fotheringham

USAID/GH Environmental Officer: \_\_\_\_\_ Date: \_\_\_\_\_  
Teresa Bernhard

Regional Environmental Advisor: \_\_\_\_\_ Date: \_\_\_\_\_  
Brian Hirsch

**Note:** if clearance is denied, comments must be provided to applicant



**APPROVAL OF ENVIRONMENTAL ACTION RECOMMENDED:**

**Activity Title: GH 936.3100 LLIN CA**

**Filename: P:\GH env determinations: GH PMI LLIN IEE January 2009.doc**

**CLEARANCE:**

Global Health HIDN Office Director, HIDN: \_\_\_\_\_  
Richard Greene Date

Global Health ID Division Chief, HIDN: \_\_\_\_\_  
Irene Koek Date

Global Health Bureau Environmental Officer: Teresa Bernhard  
Approved: 4-16-09 (date)

Disapproved: \_\_\_\_\_ (date)

Global Health Cognizant Technical Officer: \_\_\_\_\_  
Megan Fotheringham Date

**ADDITIONAL CONCURRENCE FROM REGIONAL BUREAUS:**

Africa Bureau Environmental Officer  
Brian Hirsch 04/15/09  
Date

<sup>i</sup> Ware, GW. 2000. *The Pesticide Book*. 5<sup>th</sup> Edition. Thomson Publications.

<sup>ii</sup> Chavasse DC, Reed C, Attawell K. 1999b. *Insecticide Treated Net Projects: A Handbook for Managers*.