



Accelerating Malaria Elimination by Improving Program Management and Leadership


UCSF Institute for Global Health Sciences

Why is program management a concern for malaria elimination?

- Effective program management is critical to ensure the elimination and eventual eradication of malaria
- Malaria elimination is facilitated by robust, flexible health systems, and determined leadership and hampered by poor planning and ill-equipped managers
- An effective real-time surveillance system requires effective human resource management, planning, coordination and collaboration to facilitate flexible but rapid responses
- Most bottlenecks in malaria programs can be attributed to poor planning and management

Malaria control and elimination

Stages of malaria control-elimination continuum	Key Objectives of the program
Control	Reduce mortality & morbidity to a defined level
Pre-elimination	Reduce mortality & morbidity to a defined level Reduce transmission to a defined level
Elimination	Interrupt transmission and achieve zero local transmission
Post-elimination	Prevent re-introduction of local transmission



Shifting emphasis of key interventions

Key interventions	Control	Pre-elimination	Elimination	Post-elimination
Effective case management	Integrated	Integrated	Integrated & vertical (eg. active case detection)	Integrated & vertical (eg. border malaria screening)
Case investigation		??	Integrated & vertical	Integrated & vertical
Reactive case detection			Integrated & vertical	Integrated & vertical
Foci investigation			Vertical/decentralized	
Outbreak investigation/response	Vertical/decentralized	Vertical/decentralized	Vertical/decentralized	Vertical & centralized
Vector control	Universal ITN and/or? IRS; vector surveillance	Universal ITN and/or IRS; vector surveillance	Targeted IRS; larval source reduction; VS	Targeted IRS; ? Larval source reduction
Chemoprevention	Pregnant women & children	Pregnant women & children	Travelers to endemic areas	Travelers to endemic areas
Behavior change communication	Routine health promotion	Routine health promotion	Focused on malaria elimination	Maintaining malaria awareness
Surveillance	Monthly reports	Monthly reports	Real-time reporting	Real-time reporting
MDA or MSAT		??	?? In hotspots	
Targeted MDA or TSAT			?? In residual foci	??

Allocation of responsibilities and tasks within health system

Level of health system	Responsibilities and activities
Community-based	education and engagement, assist in active case detection, case investigation and reactive case detection
Primary health centres and hospitals	case management, assist in case investigation & reactive case detection, real-time surveillance, coordination of all community-level elimination activities; ?Chemoprevention for travelers
District health Team	Real-time surveillance, coordination of case investigation & reactive case detection, outbreak response, coordination of vector control (targeted IRS/ITN), foci investigation, vector surveillance, liaising with private sector; ? Chemoprevention for travelers
Provincial health team	Resource, logistical and technical support to districts, Quality Assurance of elimination activities, M&E
NMCP	development of elimination strategy, guidelines, operational procedures, technical support
Above NMCP	ensuring political and financial support, developing multi-country initiatives

Changing emphasis on procedures and practices

Control phase

Elimination phase

Macro planning



Micro planning

Fixed resource allocation



Flexible resource allocation

Specific job description



Multi-tasking & task shifting

Public sector focus



Engaging private sector

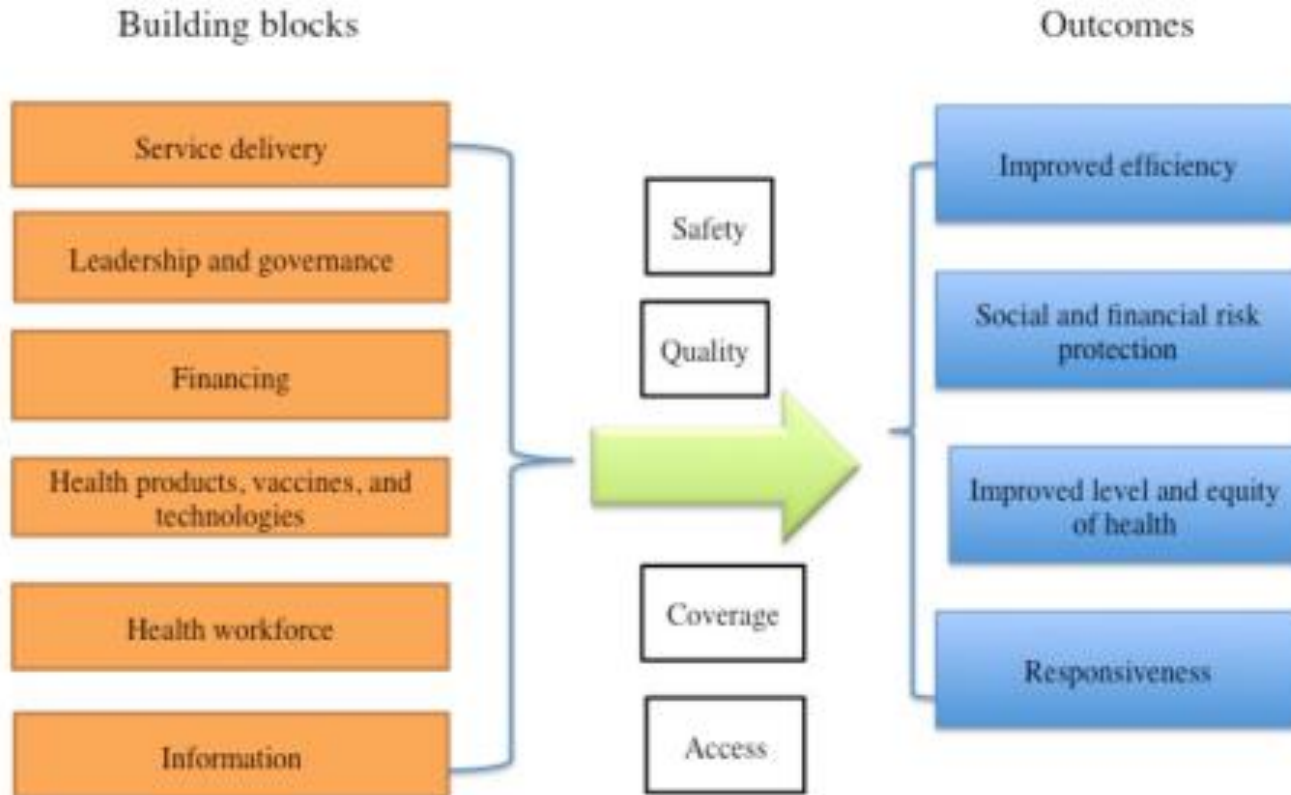
Malaria elimination program: demanding tasks

- Rapid initiation of case investigation including cases identified in the private sector (formal and informal)
- Identifying the source of primary case and preventing onward transmission
 - Local transmission vs imported cases
 - Targeted screening and treatment vs targeted MDA
 - Use of gametocidal drugs
 - Detecting sub-RDT/sub-microscopic infections
- Tracking imported cases and preventing onward transmission
- Procurement and supply chain of drugs, RDTs, insecticides, equipment needed to adhere to strict timelines

Malaria elimination: programmatic challenges

- Monitoring progress – indicators and validity of data
- Scaling down/stopping IRS/other vector control
- Sustaining real-time surveillance and response teams over long periods
- Maintaining skilled personnel
- Managing stocks of RDTs and antimalarials
- Managing expectations and lack of visibility of outputs

Robust health system



Attributes of good leadership

- Ability to solve practical challenges (funding, supply chain, personnel)
- Ability to manage unforeseen events
- Capacity to mediate between conflicting groups and priorities (vertical vs integrated systems)
- Maintaining focus on real-time surveillance and response
- Delegating and empowering program staff at all levels to make decisions without frequent directives from the top
- Promoting local ownership
- Maintaining integrity, transparency and accountability
- Troubleshooting problems based on “facts and feelings”

Reasons for poor program performance

- Incomplete, inaccurate, or delayed data
- Lack of clear instructions or job descriptions
- Lack of means
- Lack of authority
- Unreasonable expectations
- Lack of motivation

Need for better information

- Limitations based on being located at the central level
- Policy \neq reality
- Lack of a validation or verification system

Supportive supervision

- Focus should be on problem solving
- Sharing the load
- Reward problem solving
- Commit to and respect turn-around times

Planning

- Needs to be rooted in reality
- Engages implementers
- Should be flexible at the local level, micro-planning

Motivation

- Needs more attention
- Reward good performance
- Provide incentives



The UCSF Global Health Group's Malaria Elimination Initiative (MEI) accelerates progress towards malaria elimination in countries and regions that are paving the way for global malaria eradication.

www.shrinkingthemalariamap.org