AMF

POST-DISTRIBUTION MONITORING (PDM)

OPERATIONAL GUIDELINES
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AMF POST-DISTRIBUTION MONITORING (PDM)  
(of net coverage, use, presence and condition)

OPERATIONAL GUIDELINES

This document contains instructions for partner organisations carrying out PDM work and information that can be helpful in submitting a proposal.

A. Objectives

The primary objective of PDMs is to monitor net presence, use and condition. The secondary objective is to remind and encourage communities to use their nets.

B. Summary

Each 6 or 9 months, for two and a half years after a net distribution, 1.5 or 5% of households (HHs) in a health centre area (HCA) are selected at random and visited unannounced to gather net coverage data. All results are shared with the government health system so that lessons can be learned. Householder privacy is always respected. Only aggregate results are published. AMF randomly selects the villages and households to be visited.

C. Mechanism and principles

1. Frequency

PDMs take place every 9 months (or with a different frequency if AMF determines it is appropriate).

2. Scale

PDMs involve visiting 1.5% (or a different sample size in certain circumstances) of the households that received AMF-funded nets in the most recent universal coverage campaign. The target percentage is applied to an appropriately size administrative unit that might be district, sub-district, county or health centre catchment area to ensure sampling within an appropriately sized unit area.

To ensure the households to be visited are from randomly selected uniformly across the distribution area, 1.5% of the households in each sub-district, or otherwise designated administrative unit, will be visited to achieve the overall target number of households.

3. Timing and duration of the PDM

Data collection should take place within a four-week period centred on the PDM date (i.e. 9 months, 18 months etc. after distribution).

4. Proportion of villages visited

1.5% of households will be visited across the PDM area. Not all the villages need to be visited. The percentage of villages visited will be 20 and 60%. Typically, the number of households visited per day per data collector is around 25.
For each village selected, a fixed percentage of HHs is visited, rounded to the nearest multiple of 25 (or other, if agreed). This enables villages to be sampled in proportion to their size whilst minimizing collection costs without affecting the usefulness of the data collected.

The number of villages to be visited is then calculated to achieve 1.5% of HHs visited across the health centre area.

5. Village and household selection by AMF

This section is for information, as it concerns the mechanism used by AMF to select villages and households to be visited by the partner organisation.

All villages are considered if they contain the minimum requisite number of households (e.g. 25, in the example above, plus spares (see section 8), typically 7, so 32 HHs in total).

AMF selects households at random from the villages selected.

All households are considered for selection.

The # of HHs to visit in each village will be a multiple of 25 to ensure efficient and sensible use of the data collector’s time.

Inclusion of a village or HH in a prior PDM has no bearing on its inclusion in subsequent PDMs.

Once selected, villages or HHs should not be swapped out for any reason e.g. due to distance from other villages, unless there are strong reasons which must be agreed in advance with AMF.

Spares are only provided for HHs, and not villages.

In certain circumstances, the partner organization may ask for a spare village, providing clearly the reasons which AMF will review and communicate approval or otherwise.

A separate HH list is created for the 5% re-visit data collection (see section 6). This list is generated by dividing the number of HHs to be visited by 12 to generate a number of villages that are then selected at random. 12 HHs are then selected at random from those villages.

AMF will perform the random selection using random ordering based on GUIDs. The selection process is fully documented and recorded in an excel spreadsheet.

AMF sends to the partner organisation two printer-ready lists of villages and households: a 1.5% main data list (with spares) and a ‘5% of the 1.5%’ revisit list.

AMF will share this list with the partner 2 to 4 weeks before the beginning of data collection.

6. Information collected

The information collected is set out on the form attached in Appendix 1. It includes, for each net in the household, whether it is hung or not, its condition (very good, good, just OK, worn out). It also includes its brand, origin (which mass distribution/other) and who slept under it the previous night. Data is collected at the household level. A household is defined, if required, as those who share the same cooking pot. The name of the data collector is recorded and attached to each HH record. Partner organisations may propose extra questions to be discussed with AMF.
7. Collection mechanism

Data can be collected a) on paper* or b) using electronic devices.
*Note: This is being phased out as a method of data collection.

a) If paper is used, these records are put into electronic form at a single data entry centre.

b) If electronic devices, such as smartphones or tablets are used, the following shall be discussed with and approved by AMF:

- Technology used – software and hardware
- Logic checks to be built into the software
- Registration form
- Access to real time data and sharing of data to AMF
- Collection of GPS coordinates

A pilot (small scale test) may be considered if the technology is being used for the first time.

AMF has a preference for electronic data collection, given the potential for data quality improvements and real time data access. It also removes the need for a data entry centre/clerks.

Making use of the re-visit comparison data in real time could help identify data collectors that need extra training due to poor data quality or identify systematic errors.

AMF may ask for budgets for paper and electronic collection in order to compare cost-effectiveness.

8. 105% data collection

Data collection is referred to as ‘105%’ because as well as visiting all of the households that have been randomly selected to be visited to assess net presence, use and condition, 5% of that target group are re-visited by a different set of data collectors as a means of both encouraging and measuring the accuracy of 100% data collection.

In orientation/training and in briefings, significant attention must be given to ensuring the “100% data collectors” are clearly informed that re-visits will occur, as this is an important mechanism to encourage them to complete their work accurately.

a) 100% or ‘main’ data collection

All of the households that have been randomly selected (by AMF) are visited to establish net use, presence and condition. A short questionnaire, either paper-based or most-likely using hand-held electronic devices, is used to collect the required information.

b) 5% or ‘re-visit’ data collection

5% of the households visited by each data collector are re-visited so that the work of each data collector is assessed.

If the results of the random sampling of villages suggests that not all of the 100% data
collectors will have 5% of their households re-visited, this can be discussed with AMF to assess if it is practical and cost-effective to adjust the random village selection mechanism to enable this to occur.

Those households in the 100% selection for which data was not collected should be included in the list of households to be visited by the 5% data collectors.

Re-visits should take place after the 100% data collection, typically 1 to 5 days after, and the earlier the better. Cases where this is not possible for practical reasons should be raised and discussed with AMF.

The re-visit data collection in a given area should be carried out by a data collector who did not collect 100% data in that area.

Those carrying out the re-visits must not see or be told the results of the 100% data collection.

100% data and 5% data records should be separately identifiable so that household pairs can be matched and compared. This will be carried out by the DES.

A fixed number of households per village are visited by data collectors for the re-visit data (‘5% of the 1.5%’), typically 12. This number is selected to ensure a material number of villages are visited and the costs of the revisits are sensible e.g. avoiding one or only a few HHs being visited in a village by a re-visit data-collector.

It is important that basic checks are performed on the records whilst still in the field (consenter’s signature, no missing data) before being sent to the data entry centre.

All paper records shall be collected and sent to the data entry centre.

The operations plan should show clearly how the re-visit activity will be resourced and organised.

Analysis of the comparison of 105% re-visit data is discussed further in section 19.

Additional households, known as spares, are provided by AMF for cases where HHs are visited but nobody is available for interview. This can be due to various reasons e.g. working, funerals.

These spares are identified in advance and included in the household list sent by AMF (see section 5). They will be typically a further 20-30% of the number of households selected per village.

In the case that the household head is unavailable, another person from the same household may be interviewed. This person should ideally be the partner of the household head. At the discretion of the data collector, it could be a responsible adult residing in the household.

Data collectors should make two independent attempts to visit a household. If there is still nobody available, then a household from the spares list can be taken. The reason a selected household could not be visited should be noted and sent to AMF.

9. Spot checks

Supervisors should conduct unannounced visits to observe data collector adherence to survey protocols and identify any issues during data collection; observations should be communicated
back to the team.

Spot checks should be conducted on all data collectors, across all areas, and during the entire duration of the survey. Supervisors should, however, prioritize spot checking weak or problematic data collectors more frequently.

10. Training

Training is an important part of the PDMs. For the first PDM in an area, staff are recruited and trained prior to the field activities. Training should be done separately for data collectors and supervisors, and supervisors should participate in the data collector training. Training for data collectors is expected to take one full day, or two days maximum if agreed with AMF. Training for supervisors should not last more than half a day.

Data collector training should:

- Explain the goal of PDMs
- Explain thoroughly the survey form by running through each question and covering responses to common questions.
- Include a practical exercise, either through a case study at the training venue or through test cases in local households.
- Explain the process of re-visit data and spot checks stating the repercussions for low quality.
- Include an assessment of data collector understanding in order to select the best candidates and provide additional training to those where needed. This may be particularly important if electronic data collection is used.

Supervisor training should:

- Explain thoroughly the survey form by running through each question.
- Explain the data quality measures that they should manage (spot checks, revisit data, checking forms).
- Explain the use of spares and the need to record and enter all data collected.
- Provide guidance on leading a team and how to track progress.
- Provide guidance management and coordination of field activities.

For subsequent PDMs, full or refresher training, as appropriate, should be held.

11. Household visits

Households should be visited unannounced.

Liaising with district and local health leaders is courteous and encouraged. Informing community leaders that PDM visits will take place should refer to a several week period and should not identify households.

The data collector should be well practiced in introducing the study and the benefits. It is considered polite and beneficial to getting accurate information to spend time properly introducing the study with each interviewee.

Local guides can be important in indicating households and should be engaged when needed.
In urban areas, identifying households can be difficult. Data collection during the evenings or weekends and increased liaising with the community leaders may be effective.

A member of the local health team (a district health worker or similar) can bring credibility and facilitate the short interviews with householders.

If possible, team meetings should be held in order for supervisors and managers to get real time feedback during data collection, as well as to reinforce best practices.

Supervisors should frequently collect all PDM forms (ideally every day, if not twice per week) in order to verify data collection is being carried out as required. If forms are incomplete or there are clear mistakes, every attempt should be made to re-survey that household or clarify with the original data collector.

All data should be entered into the DES, including incomplete forms. Incomplete forms can be entered and marked as incomplete with a reason added.

12. Permission from householders

A household must not be entered without the householder’s explicit permission.

13. Data entry

If collected on paper, all HH data (100% main data and 5% re-visit data, as well as all incomplete forms) should be completely entered into AMF’s Data Entry System (DES) within four weeks of collection.

6% of all records shall be entered twice as a mechanism to encourage and monitor data entry accuracy. The partner organisation may select which records are second entered but should ensure that 6% of records entered by every data entry clerk are second entered. Comparison between first and second entry data is automated within the DES and is available to the partner organisation in real time.

Re-visit data is entered into a separate sub-database, clearly marked on the DES, and the matching of 100% and 5% data will be done automatically by the DES using the HH unique ID.

Data entry clerks should be trained on the DES and on the contents of the PDM survey. Data entry clerks should test-enter data in the DES to gain familiarity with the DES system.

Typically, one PDM form takes between 60 – 120 seconds to enter. The DES contains a section for supervisors to monitor data entry clerk performance.

The data entry should be performed at a single data entry centre for the whole country.

Best practices and lessons learned for data entry centres are detailed in Appendix 3.

If collected using electronic devices, HH data shall be provided to AMF within 5 days of collection. A shorter timeframe may be agreed depending on the technology solution employed.

When data is collected electronically, it is expected that the partner organisation will work with AMF to discuss logic checks and other methods to ensure data quality.
AMF encourages the partner organisation to monitor the data collected in real time so as to identify and address any issues as soon as possible.

Once imported to the DES, the partner organisation will have access to the analysis screens in real time. Data are only accessible to AMF, specific partners and evaluators. All traffic is encrypted.

14. Changes

Any changes from the principles and mechanisms above should be agreed in advance with AMF.

D. Documentation and Reporting

15. Documentation

The partner is asked to provide the following documents for review by AMF:

- Operational planning document
- Proposal budget

AMF has templates for the above documents.

For subsequent PDMs, AMF may ask for operations planning documents prior to field operations.

16. Partner programme staff

The partner is asked to provide the following information

- An organisational chart for the partner organisation
- Biographic information for key staff e.g. project manager, lead supervisor, data entry manager.
- Names of individuals at the partner organisation involved in the programmatic, operational and technical running of the PDM with contact information.

17. Operational reporting

AMF requests two levels of operational PDM reporting

1. A short report within 2 weeks of the end of each PDM at the health centre/equivalent level. This is entered through the Data Entry System, with the information coming directly from the field supervisors. This focuses on what went well, not so well ad lessons learned, hence authored form the field.

2. A narrative report within 4 weeks of the end of each PDM at the aggregated level (region/district) summarising operations and analysing the results. AMF has a template for this report.

Any problems shall be identified immediately to AMF and addressed together.

Results and reports will be shared with partners and the NMCP.
18. Financial reporting

A payment plan shall be agreed between AMF and the partner organisation.

AMF requests quarterly financial updates in electronic form showing actual vs budget costs and any changes to budget costs.

E. Use of Data

19. Data Analysis

AMF will analyse the data in the DES with particular focus on

- Coverage (this is the ratio of sleeping spaces covered by nets with viable or better condition (not necessarily AMF nets) to the number of sleeping spaces not covered)
- Hang up rate (this is the % of AMF nets hung and in viable or better condition)
- Net condition (this is of AMF nets)
- Reasons that nets are not used (this can inform education campaigns)
- % of households with malaria cases in last 30 days
- Areas (villages/sub-districts/districts) with particularly low hang up rate/coverage
- 100% vs 5% data
- Anomalies and errors, examples being
  - Particularly high or low levels of any key parameter
  - Comparison of sleeping space/people data between registration and PDM
  - Missing data

20. Partner use of data

The partner should make use of the DES analysis screens to assess data quality:

- Main data (1.5%) with revisit data (5% of 1.5%)
- 6% second entry

Results of various data quality checks should be analysed by the PDM manager and shared amongst the team with appropriate action taken to improve data quality over time.

Further analysis may be proposed by the partner organisation, who may ask AMF to perform an export of data to Excel.

21. Data sharing

AMF will share summarised data with the NMCP and other relevant stakeholders.

22. Actions

Based on the data, and combined with the partner organisation’s local knowledge, suggestions for actions should be made. These should be in two main areas:

- Actions to improve future PDMs
- Implications for AMF policy
- Implications for government policy
Possible options of action to be taken may include:

- Top up campaigns
- Education campaigns
- Timing of next distribution

F. Additional Information

23. Financial matters

AMF has policies regarding fixed assets and funding out-of-country overhead/management costs.

a) Fixed assets

AMF does not wish to own assets in-country and encourages use of existing assets and hiring of extras if needed. If assets are required to be purchased, AMF will discuss this with the partner and will typically enter into an arrangement whereby the assets are purchased by the partner with an agreed cost being included in the budget.

b) Out of country costs

AMF does not fund out-of-country costs such as regional or international HQ costs.

24. Proposal assessment criteria

Organisation reputation, leadership and staff programmatic experience, organisational depth of resources, proposal response time (we do not mean immediate, rather within an agreed time frame), completeness of the response, relationships built during the proposal stage, clarity of communication, potential innovation.

We are very happy to answer questions, of which we expect there will be some, and provide additional information at any time during the proposal phase.

Financial metrics that will be used to assess proposals include:

- Overall programme cost
- Cost / HH
- Level of overhead cost

We provide templates for the proposal document and for the budget in order to:

- assist the proposer in making their work as easy and time-efficient as possible. Our experience is that the time a proposer requires to submit a proposal is significantly reduced as a result of being provided with templates
- assist the proposer in submitting the best proposal possible by allowing focus on key information and data rather than requiring time to be spent on building models
- assist AMF in receiving the key information we wish to review
- assist AMF in comparing proposals because they are of the same or very similar format.
Appendix 1 - Staff skill-set requirements and responsibilities

Project Manager

Skill-set requirements
- Project management experience

Responsibilities
- Manage the team and project to ensure key deadlines are met and the project is run to budget
- Train supervisors and data collectors

Data Collectors

Skill-set requirements
- Have minimum schooling qualification
- Able to speak at least one of the local languages of the area
- Able to easily operate a smart phone
- Articulate
- Presentable and courteous
- Previous experience in household surveys may be an advantage

Responsibilities
- Carry out accurate data collection, on time, in assigned area/s
- Be aware of why it is important to use nets correctly, and how to, as well as how to take care of nets, so as to be able to educate/remind householders on how to do so.

Supervisors

Skill-set requirements
- Track data collection progress, and conduct ‘spot checks’ i.e. random checks on enumerators to ensure they are conducting the survey accurately
- Have excellent written and verbal communication skills
- Be able to meet targets within deadlines
- Be resident in the region in which the PDM is taking place
- Have minimum qualification of Senior High School Certificate (SSCE)
- Have good leadership skills and the ability to motivate data collectors to carry out activities as planned
- Have the ability to implement activities and accomplish them within deadlines
- Be 25 years and above
- Be comfortable with technology if electronic data collection used
- Have a means of transport to facilitate their work (desirable)

Responsibilities
- Participate in the training of data collectors
- Frequently collect and check PDM forms (ideally every day, if not twice per week) to check that data collection is being carried out accurately, both for the 100% main data and 5% revisit data
- Perform spot checks to ensure that the right people are being surveyed, and that the data collector is recording accurate information
- Provide guidance and feedback when required, addressing issues that data collectors have
Data Entry Manager (if required)

Skill-set requirements
- Highly organised and good time management planning
- Good general IT skills - web and excel

Responsibilities
- Ensure smooth operation of data centre to ensure that data entered accurately and in timely manner
- Identify issues and be proactive in resolving them
- Ensure that key messages from the analysis screens are discussed with the Project Manager
- Train data entry clerks on the DES and the contents of the PDM survey form

Data Entry Clerks (if required)

Skill-set requirements
- Computer literate and ability to enter data quickly and accurately
- Previous experience in entering data from paper-based forms may be an advantage

Responsibilities
- Data entry

Technology Manager (if required)

Skill-set requirements
- Expert in relevant technology/ies covering hardware, software
- Expert in data upload and transfer mechanisms
- Previous experience in managing electronic-device data collection programmes

Responsibilities
- Capacity of devices to collect required information
- Uploading and aggregation of data collected in the field
- Transfer of data to AMF
Appendix 2 – Example of PDM Survey Form

Poster Distribution Monitoring of Mosquito Net Usage

To the Householder: In the past, you received mosquito nets for free in a community distribution. We are conducting a survey of randomly selected households to assess net usage and net condition. We would like to ask for your permission to enter your home to gather this information.

I agree to allow you to enter my home, in my presence, to assess the use and condition of my mosquito nets. Signature/Thumb Print of Household Head

Name of the Household Head First name Last name Contact Number

1. How many people are there in this household?

2. How many regularly used sleeping spaces are there in the household?

3. Please complete the following table for all nets found hanging in the household:

   - [ ] Brand of net
   - [ ] Net distributed in 2017/2018 main distribution?
   - [ ] Net condition
     - Very Good
     - Good
     - Fair
     - Poor
   - [ ] How many slept under the net last night?
     - [ ] I did not sleep
     - [ ] No children under 5
     - [ ] A child in bed
     - [ ] Fails to fit
     - [ ] Fails to fit

4. Of the nets received in the 2017/2018 universal coverage campaign only:

   - [ ] Number originally received
   - [ ] Hang sum of [ ] listed above
   - [ ] Present, usable but not hung
   - [ ] Worn out
   - [ ] Not present

   [ ] Reason:
   - [ ] Lord of the loins tools
   - [ ] Nets hanging space
   - [ ] Sound the future use
   - [ ] Unlikely to use
   - [ ] Last net
   - [ ] Can run from five

5. Does the householder know how to hang and use a net correctly?

   - [ ] Yes
   - [ ] No

   Ask the householder to demonstrate how the nets are used at night, if not obvious from the nets hanging

6. How many people in this household have had blood test diagnosed malaria in the last month?

   - [ ] Yes
   - [ ] No

CERTIFICATION:
I certify the information in this form is correct

Surveys name and position:

Surveyor's organisation:

Surveyor's telephone:

Against Malaria Foundation www.AgainstMalaria.com

100% of our funds buy nets, they are put over heads and beds and we demonstrate that has happened.

Version: February 2019
## Appendix 3 - Data Entry Centre – Best Practice suggestions (from lessons learned)

<table>
<thead>
<tr>
<th>What</th>
<th>Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. One single central data entry centre</td>
<td>2. See Section 7d below</td>
</tr>
<tr>
<td>2. Size influenced by number of data entry clerks (DECs) required</td>
<td>3. Allows easy typing, reading and referencing from the data sheets</td>
</tr>
<tr>
<td>3. Enough space for laptops to be spread-out</td>
<td>4. Allows meals and meetings away from the computers</td>
</tr>
<tr>
<td>4. Separate dining and conferencing facilities</td>
<td>5. For security and safety of staff and equipment</td>
</tr>
<tr>
<td>5. Permanent building structure, well ventilated/air-conditioned, rain proof</td>
<td>6. Can cause suspicion</td>
</tr>
<tr>
<td>6. Should not be concealed</td>
<td>7. Micro-planning and other processes rely on internet</td>
</tr>
<tr>
<td>7. Should not have limited external internet connection</td>
<td>8. For power cuts</td>
</tr>
<tr>
<td>8. Standby generator</td>
<td><strong>1. Minimises travel for staff and paper records</strong></td>
</tr>
<tr>
<td><strong>2. Location</strong></td>
<td><strong>2. Provides best opportunity for supervision</strong></td>
</tr>
<tr>
<td>1. Easy to get to</td>
<td><strong>1-3. Enables fast and reliable work and communication</strong></td>
</tr>
<tr>
<td>2. Ideally at or near HQ</td>
<td></td>
</tr>
<tr>
<td><strong>3. Internet connection</strong></td>
<td></td>
</tr>
<tr>
<td>1. Select the most reliable and effective Internet Service Provider (ISP) as the primary source of internet connection. ~0.8Mbits/s per user is suggested.</td>
<td>1. Data entry is possible with minimal-functionality machines</td>
</tr>
<tr>
<td>2. Ensure there is a good and reliable local area network</td>
<td>2. An adequate number for the overall team plus spares to be prepared for the occasional machine failure and to avoid delays</td>
</tr>
<tr>
<td>3. Subscribe to internet band and speed to match the data centre requirements</td>
<td>3. Required for data entry for AMF Data Entry System</td>
</tr>
<tr>
<td><strong>4. Hardware</strong></td>
<td><strong>4. Consistent hardware makes set-up and troubleshooting easier</strong></td>
</tr>
<tr>
<td>1. Basic laptops</td>
<td><strong>5. Will be influenced by access to equipment and local cost comparisons. AMF prefers not to own assets abroad so if items being purchased, AMF will cover a % of cost and write assets off to partner organisation.</strong></td>
</tr>
<tr>
<td>2. One basic laptop per person (fewer if two shifts), several spares</td>
<td><strong>6. Reduces the risks of damaging equipment, loss of data and theft</strong></td>
</tr>
<tr>
<td>3. Internet enabled</td>
<td></td>
</tr>
<tr>
<td>4. Same manufacturer and type</td>
<td></td>
</tr>
<tr>
<td>5. Borrow, buy or hire</td>
<td></td>
</tr>
<tr>
<td>6. Once installed, avoid unnecessary movement of laptops. Where movement is essential, care is needed.</td>
<td></td>
</tr>
<tr>
<td><strong>5. Equipment Set up</strong></td>
<td><strong>1. Enables fast and reliable work and communication</strong></td>
</tr>
<tr>
<td>1. All computers to be networked with the server.</td>
<td><strong>2. Allows free and safe movement of staff</strong></td>
</tr>
<tr>
<td>2. No entangled wires. LAN cables truncated and protected.</td>
<td><strong>3. Wireless connections to the internet reduce wiring complications</strong></td>
</tr>
<tr>
<td>3. Use wireless internet connections</td>
<td></td>
</tr>
<tr>
<td><strong>6. Software (AMF Database)</strong></td>
<td><strong>1-8. These are the functions required to efficiently add and check data, and manage the data entry process. Needed for compliance with AMF agreement. All the features are supplied by the AMF Data Entry System.</strong></td>
</tr>
<tr>
<td>1. Data entry screens</td>
<td>5. Data entry clerk performance can be analysed with these screens.</td>
</tr>
<tr>
<td>2. Ability to handle “105%” data collection comparison, “106%” data re-entry checks</td>
<td></td>
</tr>
<tr>
<td>3. Data entry clerk performance monitoring</td>
<td></td>
</tr>
<tr>
<td>4. Results screens</td>
<td></td>
</tr>
<tr>
<td>5. Analysis screens</td>
<td></td>
</tr>
<tr>
<td>6. High levels of security for system access and differential access for DCM, Supervisors and data entry clerks</td>
<td></td>
</tr>
<tr>
<td>7. High levels of security around data downloads</td>
<td></td>
</tr>
<tr>
<td>8. High levels of security around system hosting (server)</td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 3 - Data Entry Centre – Best Practice suggestions (from lessons learned)

<table>
<thead>
<tr>
<th>7a. Staffing – Project/Data Centre Manager (PDM)</th>
<th>1. An overall project/data manager whose responsibility is all aspects of the DEC set up and operation</th>
<th>1. This is a key position to establish clear responsibility and ensure strong project leadership</th>
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<td>7b. Staffing - Supervisors</td>
<td>1. One/several supervisors, report to the PDM and supervise data entry clerks 2. Ratio of supervisors to data entry clerks ~ 10:1 (really not 15-20:1)</td>
<td>1. Second level of management support to supervise all data entry clerks 2. Gives the supervisors best opportunity to do their job well</td>
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<td>7c. Staffing – Data Entry Clerks (DECs)</td>
<td>1. Use recruitment process with high consideration on competence and aptitude 2. AMF’s data entry system monitors the speed of data entry for all clerks. 3. DECs with poor performance shall be advised and retrained. If necessary to let them go, a further phase of hiring shall occur</td>
<td>1. Suitably qualified staff is critical to the efficiency and effectiveness of the data entry 2. This ensures fair remuneration based on work output 3. Gives the supervisors best opportunity to do their job well</td>
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| 7d. Staffing - Number of Data Entry Clerks | 1. Typically, 30-70 data entry clerks, dependent on the number of forms to process and in what timeframe  
**Note 1.** In an 8-hour shift, including breaks, each clerk will typically be able to enter 300-500 forms. 400/day is a reasonable average  
**Note 2.** Sample calculation: Per 1 million nets = 2 million people = ~400,000 households: 400,000 HHs / 400 records/day = 1,000 clerk days. 50 clerks would take 20 days. In one month (20 work days), a team of 50 clerks could enter data for ~400,000 HHs = 1 m nets = 2m people. | 1. Staffing level matched to deliver data entry timescale given volume of records and will influence size of facility. AMF will provide a budget template that can be used to help plan the numbers of data entry clerks needed to enter all data in the required time. |
| 7e. Staffing- Number of shifts | 1. Consider two shifts a day (This has implications for the number of clerks and management staff i.e. an additional senior supervisor likely required) | 1. Reduces the overall time taken time on the project and reduces the hardware needed. Other factors may be relevant such as cost. |
| 8. Management of paper-based forms | 1. Ensure all registers/stacks of paper-based forms are very clearly marked and stacks aren’t separated 2. Ensure adequate space to store paper-based forms 3. Ensure strict organisation and labelling of storage boxes 4. Put one person in overall charge of managing flow and organisation of paper-based forms 5. Check each day that forms are where they should be | 1. Ensures forms remain identifiable and do not become orphaned which is important if they need to be sent back to districts 2-3 Facilitates good organisation 4. Ensures clear lines of responsibility good organisation 5. This ensures any logistical/organisational problems are resolved daily and do not become compounded |
| 9. Security of Facility | 1. Use an independent security company to provide security 2. Have a clear policy on who is allowed to access the DEC 3. Use a visitors’ book at the entrance of the DEC to record name and organisation of all visitors or a badge system. 4. Limit carry-in bags 5. Carry out random checks (e.g. visitor presence, visitor book, bags brought in) to ensure compliance with procedures 6. Install cameras in the data entry room that records to disk | 1-5. Prevents theft of DEC contents 6. Improves security and provides information on access if required |
| 10. Overall | Write an overall DEC Operational Plan, including sections for: Facility, Location, Internet connection, Hardware, Equipment Set up, Software (Dbase), Staffing, Management of paper-based forms, Security of the Facility. | Paramount for effective execution and quick recovery in the event of problems. AMF has a template for this. |