FORECASTING & SUPPLY PLANNING

CHRONOLOGY:

USAID provides guidance to all IPs and negotiates high level agreements with MOHs; communicates to TA

PSA submits procurement data including unit price and lead times to CT

1. MOH develops forecast and Supply Plans (SP) with TA (and ICL if applicable); TA responsible for ensuring high level agreements / updated procurement data are reflected in SP
2. TA submits procurement-ready supply plan to CT (TA can conduct their own review)
3. PSA accesses SP from CT and reviews for data quality for global forecast and SP; USAID reviews SP
4. PSA (or for PMI, possibly TA) creates global forecast and SP and submits to CT

ILLUSTRATIVE METRICS FOR SUCCESS:

- On time supply plan submission (TA)
- Supply plan accuracy
- Global forecast accuracy
- Turnaround time for PSA & USAID feedback on SP

ROLES WITHIN NEXTGEN:

Interdependency: Finalization of all supply plans

USAID
- Budget setting
- MOH coord.
- Feedback on SP -
- Monitors performanc

Host Govt.
- Tracks/leads SP development
- Monitors execution

Control Tower
- Manage and house SP and procurement data
- Basic logic check

TA Partner
- Supports MOH to develop forecast and SP
- Ensures high level agreements, and updated procurement data are reflected in forecast/SP
- Conducts technical review of SP
- Submits procurement ready SP to CT
- Review USG & PSA feedback

PSA
- Product data shared with CT
- Provides feedback SP data quality
- Aggregates into global SP

Forecasting & Supply Planning | Sourcing & Buying | Manufacturing | QA QC | Global Transport | Global Stock Centers | Customs Clearance | National Storage Level | In-Country Transport | Sub-National Storage Level | Last Mile Delivery | Service Level Delivery

PRODUCT SOURCING

CHRONOLOGY:

* *Coordinated incident management system* with collaborative process for quality events
* PSA runs supplier performance management system & relationship
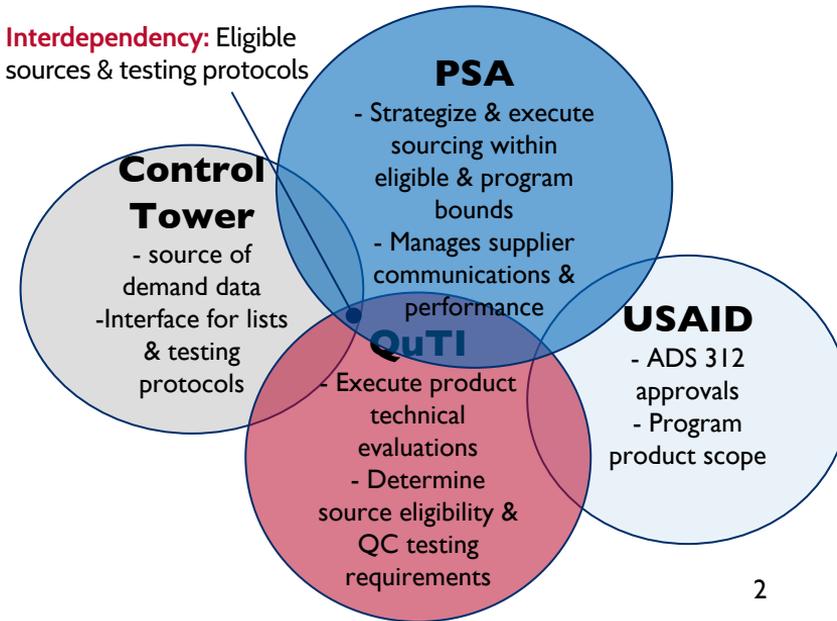* Partners to support market health, diversify supply base, and introduce new products

1. USAID policy approval & portfolio direction
2. QA technical evaluations
3. QuTI communicates via control tower
   a. Listing of eligible sources by product
   b. QC testing protocols by product/source
4. Strategic sourcing & purchase execution within eligibility & protocols

ILLUSTRATIVE METRICS FOR SUCCESS:

- **QuTI** -complete & accurate eligibility & testing protocols shared with PSAs
- **PSA** - cost savings delivered through strategic sourcing, on-time delivery, sourcing cycle time

ROLES WITHIN NEXTGEN:

Interdependency: Eligible sources & testing protocols

PSA
- Strategize & execute sourcing within eligible & program bounds
- Manages supplier communications & performance

Control Tower
- source of demand data
- Interface for lists & testing protocols

QuTI
- Execute product technical evaluations
- Determine source eligibility & QC testing requirements

USAID
- ADS 312 approvals
- Program product scope

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ORDERING PROCESS

CHRONOLOGY:

Product Eligibility: QuTI and USAID determine product eligibility

Orders for regional distribution centers can be initiated by the PSAs
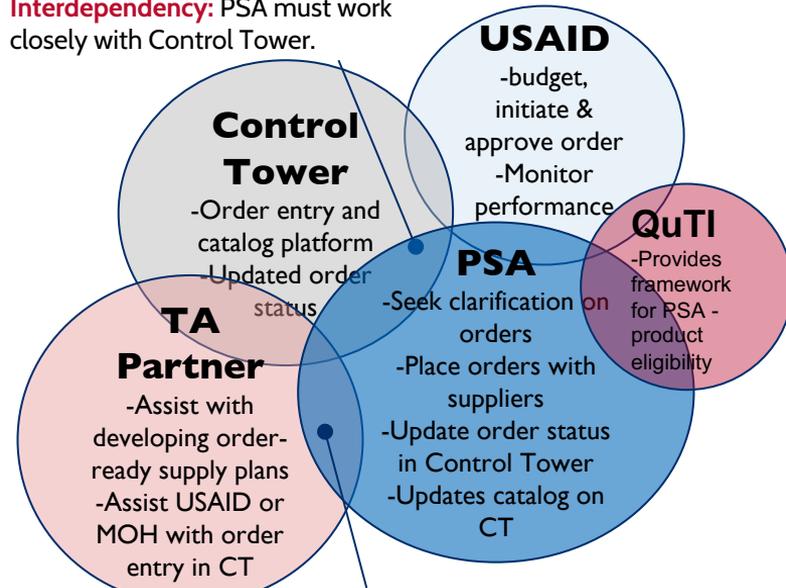
1. *Order Entry*: TA (or other in-country planners) engage with stakeholders to enter orders into Control Tower aligned to supply plan, monitor status, and answer questions from PSA into Control Tower. PSAs retrieve order information from Control Tower.*

2. *Order Clarification*: PSA submits questions to partner entering the order via the Control Tower. Control Tower may have auto-validation function.

3. *Order Processing & Approval*: PSAs process orders. USAID provides final approval prior to PSA placing the order, provided through CT platform.

4. *Order Placement*: PSA places order with supplier.

5. *Order Status Updates*: PSAs to update order status throughout the procurement process in Control Tower. Information on status is available to relevant IPs and USAID staff through CT.

ILLUSTRATIVE METRICS FOR SUCCESS:

- Complete and timely submissions to Control Tower
- On-time order processing
- Cycle time (by segment), as presented in CT

ROLES WITHIN NEXTGEN:

Interdependency: PSA must work closely with Control Tower.

USAID
-budget, initiate & approve order
-Monitor performance

QuTI
-Provides framework for PSA - product eligibility

Control Tower
-Order entry and catalog platform
-Updated order status

PSA
-Seek clarification on orders
-Place orders with suppliers
-Update order status in Control Tower
-Updates catalog on CT

TA Partner
-Assist with developing order-ready supply plans
-Assist USAID or MOH with order entry in CT

Interdependency: Finalization of country supply plans, validation of product details, alignment of procurement expectations

3

QUALITY ASSURANCE

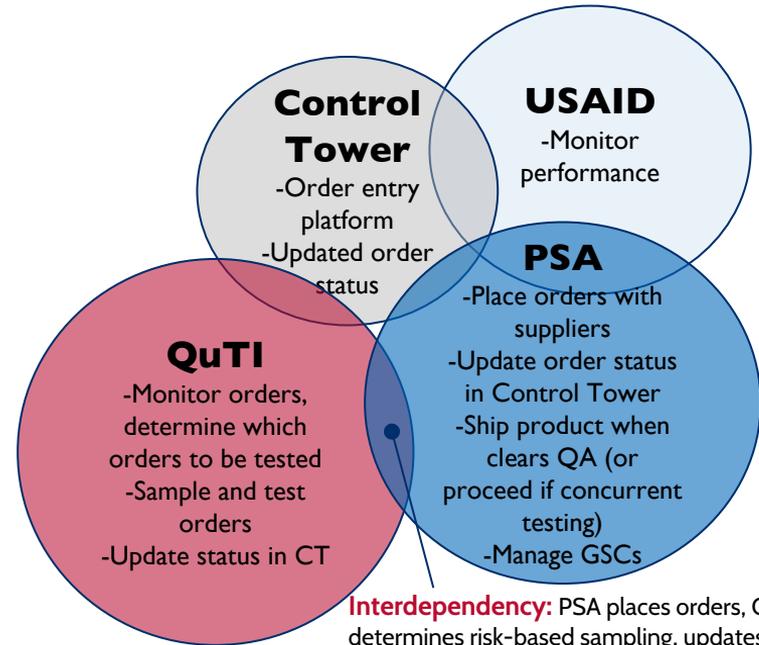## CHRONOLOGY:

1. *Order Placement*: PSA places order with supplier and updates the order status in the Control Tower.
2. *Notification of orders for QA partner*: QuTI receives notification of orders via the Control Tower.
3. *Identification of Orders requiring QA*: QuTI utilizes risk-based testing approach approved by USAID to identify orders requiring QA and updates via the Control Tower.
4. *Order Ready for Testing*: PSA updates order status in Control Tower indicating Goods Available (and ready for sampling).
5. *Order Sampling & Testing*: QuTI samples product and send for testing. QuTI updates status in Control Tower.
6. *QA Completion*: QuTI indicates when an order has passed QA in the Control Tower.

ILLUSTRATIVE METRICS FOR SUCCESS:

- Complete and timely submissions to Control Tower
- QA completion on time
- Cycle time (by segment), as presented in CT

ROLES WITHIN NEXTGEN:

Control Tower
-Order entry platform
-Updated order status

USAID
-Monitor performance

PSA
-Place orders with suppliers
-Update order status in Control Tower
-Ship product when clears QA (or proceed if concurrent testing)
-Manage GSCs

QuTI
-Monitor orders, determine which orders to be tested
-Sample and test orders
-Update status in CT

Interdependency: PSA places orders, QuTI determines risk-based sampling, updates on order status
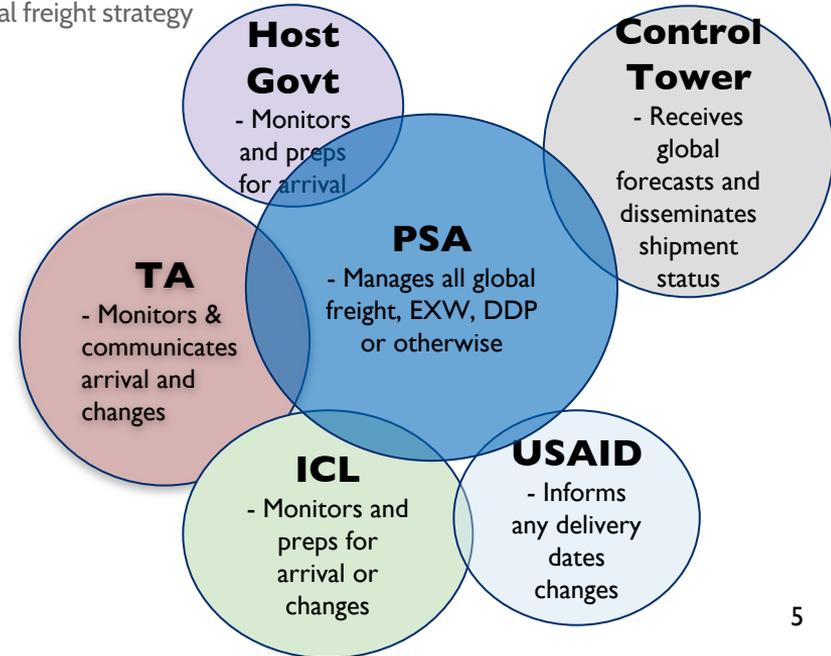
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GLOBAL TRANSPORT

CHRONOLOGY:

1. PSA:
   a. Informs global freight provider of notice to pick up
   b. Informs country stakeholders delivery date & updates on transport milestones
   c. Manages and executes global freight
   d. Submits PODs upon delivery to agreed destination
2. USAID / Mission/in-country POC/TA will inform PSA through CT platform if any delivery dates need to be adjusted (if possible). This may be informed by the TA or ICL partner. PSA informs same vice-versa.
- PSA continuously develops global freight strategy which includes pricing mode and terms in addition to looking at expanding Vendor Managed Solutions. PSA maintains management strategy for any 3PL.
- In country partners provide updated information on country context to CT

ILLUSTRATIVE METRICS FOR SUCCESS:

- 3PL Transportation Metrics (full suite)
- Goods ready to pick-up time
- Pick-up to delivery time (need to define delivery destination)
- Freight lane cost

ROLES WITHIN NEXTGEN:

Interdependency: global forecasts for products within the Control Tower, submitted by TA partners, will inform the PSA's global freight strategy

Host Govt
- Monitors and preps for arrival

Control Tower
- Receives global forecasts and disseminates shipment status

TA
- Monitors & communicates arrival and changes

PSA
- Manages all global freight, EXW, DDP or otherwise

ICL
- Monitors and preps for arrival or changes

USAID
- Informs any delivery dates changes

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Forecasting & Supply Planning | Sourcing & Buying | Manufacturing | QA QC | Global Transport | Global Stock Centers | Customs Clearance | National Storage Level | In-Country Transport | Sub-National Storage Level | Last Mile Delivery | Service Level Delivery
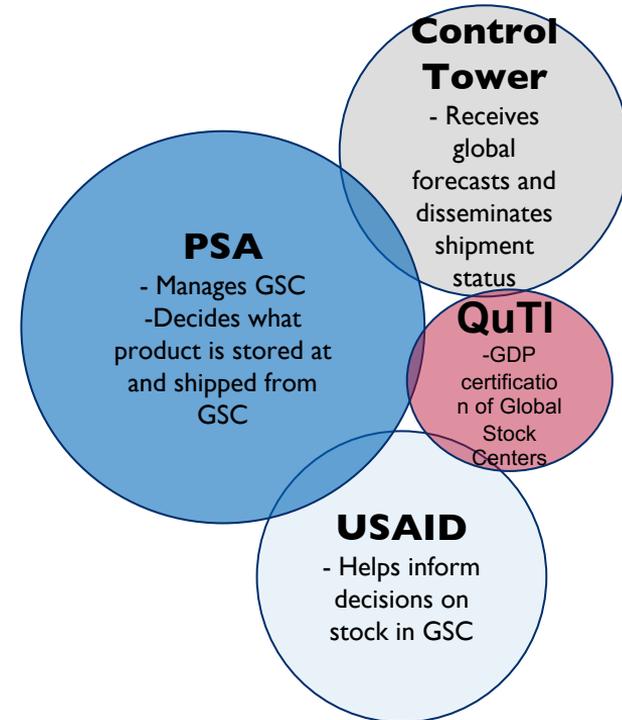
GLOBAL STOCK CENTERS

CHRONOLOGY:

1. PSA, along with USAID, determines GSC strategy
2. PSA determines and fulfills orders from GSC
3. PSA manages inventory at GSC
4. PSA delivers commodities to countries from GSC (follows same processes as "Global Transport"

ILLUSTRATIVE METRICS FOR SUCCESS:

● Lead time reduction
● Losses/wastage (within GSC) disaggregated by expiry or damage

ROLES WITHIN NEXTGEN:

Control Tower
- Receives global forecasts and disseminates shipment status

PSA
- Manages GSC
- Decides what product is stored at and shipped from GSC

QuTI
- GDP certification of Global Stock Centers

USAID
- Helps inform decisions on stock in GSC

CUSTOMS CLEARANCE

CHRONOLOGY:

*_TA/ICL Supports USAID to Establish Country Specific Roles:_ to clarify within each country, roles for registration and tax waivers as well as any other importation documents. The USAID Mission provides input on turnaround time (TAT) expectations and approves the roles.
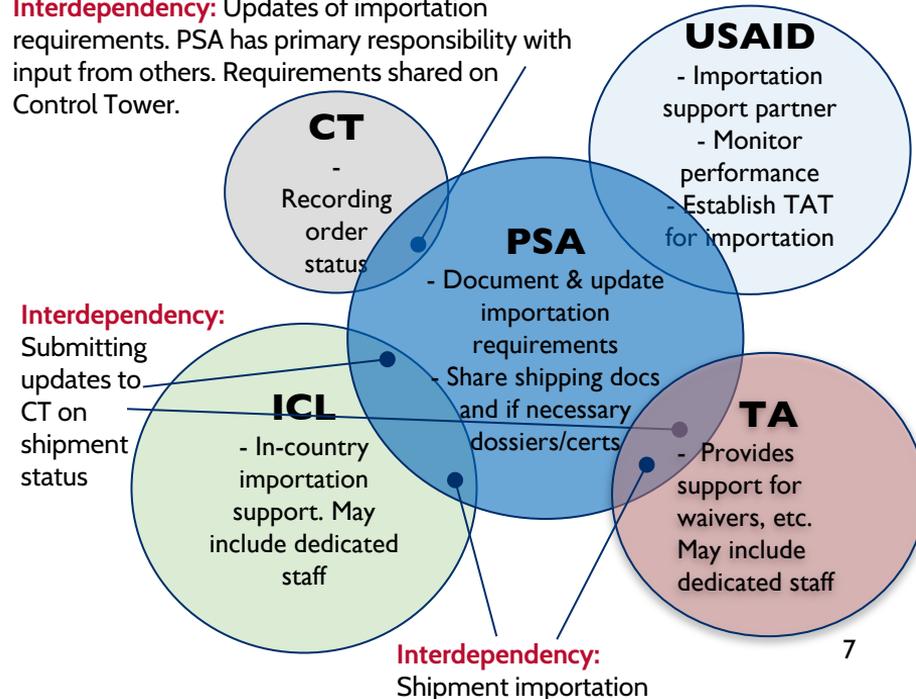
1. Complete documentation on:
   a. Registration waivers organized by PSA because request often requires supplier dossiers or certifications, from the PSA's supplier
   b. Tax waivers drafted by TA, ICL or other with USG support
   c. Other importation documents TA partner or ICL
2. Clears customs and delivers goods to identified in country warehouse/storage, PSA clearing agent; Obtain proof of delivery (POD)

ILLUSTRATIVE METRICS FOR SUCCESS:

- Turnaround time for importation processes

ROLES WITHIN NEXTGEN:

Interdependency: Updates of importation requirements. PSA has primary responsibility with input from others. Requirements shared on Control Tower.

Interdependency: Submitting updates to CT on shipment status

Interdependency: Shipment importation

CT - Recording order status

USAID - Importation support partner - Monitor performance - Establish TAT for importation

PSA - Document & update importation requirements - Share shipping docs and if necessary dossiers/certs

ICL - In-country importation support. May include dedicated staff

TA - Provides support for waivers, etc. May include dedicated staff
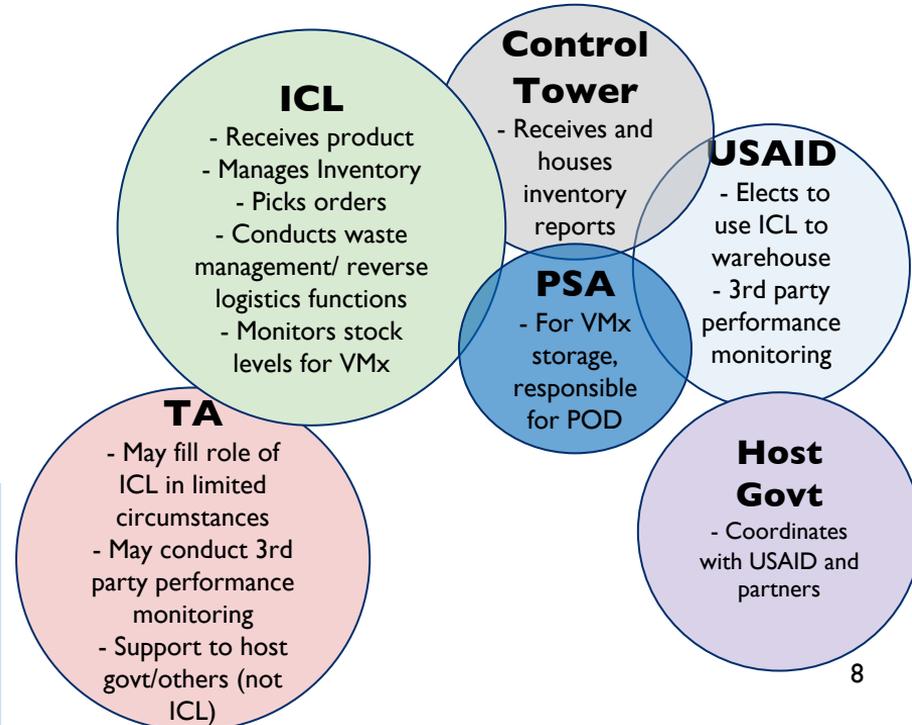
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IN-COUNTRY WAREHOUSING

CHRONOLOGY/COMPONENTS:

* USAID identifies the need for ICL to warehouse
* For Vendor Managed (VNx) storage, PSA obtains PODs; stock levels are monitored by either host government, TA, or ICL
* ICL, host government, USAID and TA may conduct 3rd party performance monitoring
* SCSC conducts supply chain security assessment

1. ICL (or TA, in limited circumstances, or host government) receives product at warehouse, manages inventory, and submits inventory reports. (For host government-operated supply chain, TA submits inventory reports). Reports are submitted to CT
2. ICL (or TA, in limited circumstances, or host government) picks orders
3. ICL (or TA, in limited circumstances) conducts waste management/reverse logistics activities

ILLUSTRATIVE METRICS FOR SUCCESS:

● Turnaround time for receipt, and order fulfillment
● Inventory accuracy
● Product loss due to theft, damage or avoidable expiration

ROLES WITHIN NEXTGEN:

ICL
- Receives product
- Manages Inventory
- Picks orders
- Conducts waste management/ reverse logistics functions
- Monitors stock levels for VMx

Control Tower
- Receives and houses inventory reports

USAID
- Elects to use ICL to warehouse
- 3rd party performance monitoring

PSA
- For VMx storage, responsible for POD

TA
- May fill role of ICL in limited circumstances
- May conduct 3rd party performance monitoring
- Support to host govt/others (not ICL)

Host Govt
- Coordinates with USAID and partners

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Forecasting & Supply Planning | Sourcing & Buying | Manufacturing | QA QC | Global Transport | Global Stock Centers | Customs Clearance | National Storage Level | In-Country Transport | Sub-National Storage Level | Last Mile Delivery | Service Level Delivery
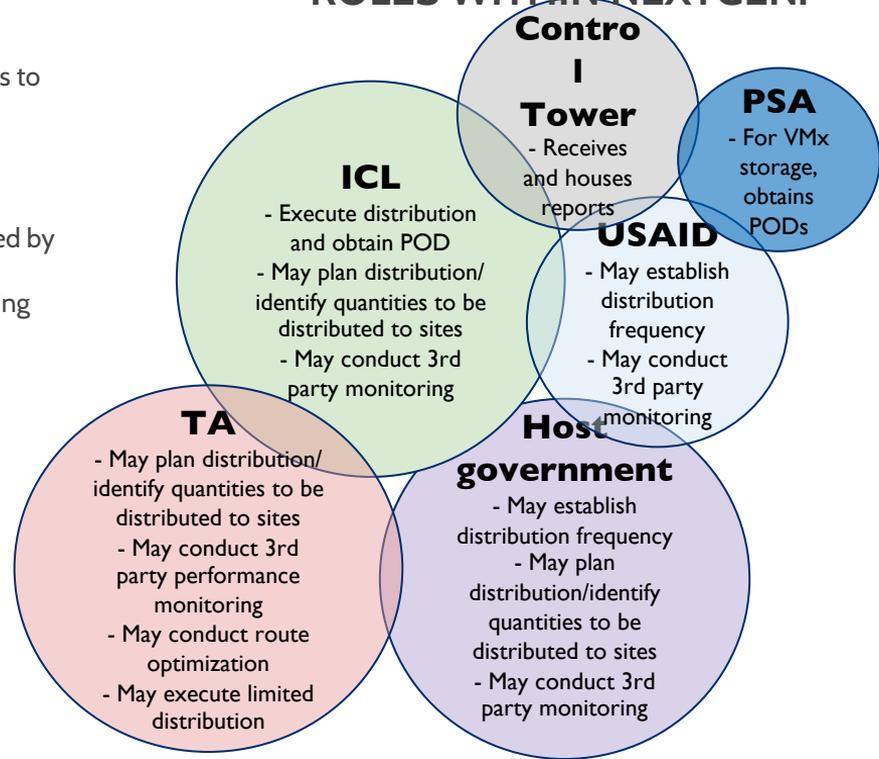
IN-COUNTRY DISTRIBUTION

CHRONOLOGY/COMPONENTS:

1. USAID or host government establish distribution frequency
2. TA partner, ICL, or host government plan distribution/ identify quantities to be distributed to sites
3. ICL executes distribution and obtains PODs

- TA partner conducts route optimization
- For VMx distribution, PSA obtains PODs; 3rd party monitoring conducted by TA or ICL
- ICL, host government, USAID, or TA partner conduct 3rd party monitoring
- SCSC conducts post market surveillance to detect leakage of donated products

ILLUSTRATIVE METRICS FOR SUCCESS:

- Turnaround time for receipt, order fulfillment, delivery
- Inventory accuracy, delivery accuracy

ROLES WITHIN NEXTGEN:

Control Tower
- Receives and houses reports

PSA
- For VMx storage, obtains PODs

ICL
- Execute distribution and obtain POD
- May plan distribution/ identify quantities to be distributed to sites
- May conduct 3rd party monitoring

USAID
- May establish distribution frequency
- May conduct 3rd party monitoring

TA
- May plan distribution/ identify quantities to be distributed to sites
- May conduct 3rd party performance monitoring
- May conduct route optimization
- May execute limited distribution

Host government
- May establish distribution frequency
- May plan distribution/identify quantities to be distributed to sites
- May conduct 3rd party monitoring
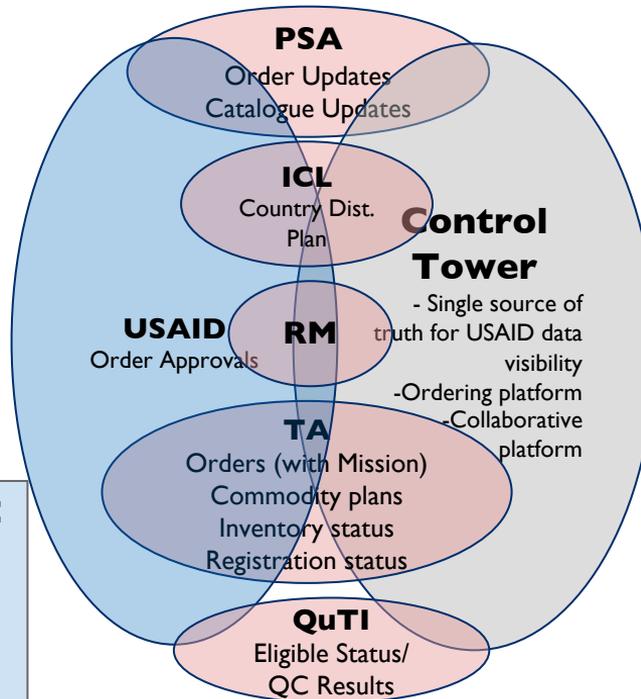
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CONTROL TOWER DATA EXCHANGE BASICS

KEY INTERDEPENDENCIES:

1. Signed Data Sharing Agreement by all NextGen Mechanisms (NGM): Define shared data, data standards, sharing frequency, technical mechanisms, exception handling, security, proprietary information
2. Quality, timely, secure data provided to Control Tower (CT) by each NGM
3. Successful electronic exchange of data between CT and NGM
4. CT formats data for visibility and access by NGMs and USAID
5. Communication between NGMs within CT and CT data utilized to address programmatic queries
6. Data changes and discrepancies use CT ticket system. CT will initiate discussion between NGMs to reconcile data
7. USAID reviews data and calculates KPIs within CT

ILLUSTRATIVE METRICS FOR SUCCESS:

- Timely and quality data availability for USAID and partners
- Response time for data discrepancies
- Order platform functionality
- % of tickets resolved during the reporting period
- Data submitted on-time

ROLES WITHIN NEXTGEN:

PSA
Order Updates
Catalogue Updates

ICL
Country Dist. Plan

Control Tower
- Single source of truth for USAID data visibility
- Ordering platform
- Collaborative platform

USAID
Order Approvals

RM

TA
Orders (with Mission)
Commodity plans
Inventory status
Registration status

QuTI
Eligible Status/
QC Results

CT Data:

- Forecast & Demand Plan
- Requisition Orders
- Purchase Orders
- Distribution orders
- Order status
- Shipment status
- QA status
- Production status
- GSC inventory status
- Country inventory status
- ICL inventory status
- Country distribution plan
- ASN
- Product Catalog
- Registration status

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Forecasting & Supply Planning	Sourcing & Buying	Manufacturing	QA QC	Global Transport	Global Stock Centers	Customs Clearance	National Storage Level	In-Country Transport	Sub-National Storage Level	Last Mile Delivery	Service Level Delivery

CONTROL TOWER – DATA EXCHANGE BY CONTRACT

PSA Data to CT:

- Purchase Orders
- Distribution orders
- Order status
- GSC inventory status
- ASN
- Product Catalog
- Lead time tables
- Aggregated procurement plans
- Manufacturing capacity

PSA from CT:

- Forecast & Demand Plan (TA)
- Requisition Orders (TA/Mission)
- QA status (QuTI)
- Country inventory status (TA)
- ICL inventory status (ICL)
- Country distribution plan (ICL)
- Registration verification (TA)

TA Data to CT:

- Forecasts & Supply Plans (TA/ Mission)
- Country inventory status
- Registration status
- Requisition Orders

TA from CT:

- Purchase Orders (PSA)
- Distribution Orders (PSA)
- Order Status (PSA)
- Manufacturing Capacity (PSA)
- GSC Inventory Status (PSA)
- ASN (PSA)
- Product Catalog (PSA)
- QA status (QuTI)
- ICL inventory status (ICL)
- Country distribution plan (ICL)

ICL Data to CT:

- ICL inventory status
- Country distribution status

ICL from CT :

- Purchase Orders (PSA)
- Distribution Orders (PSA)
- Order Status (PSA)
- GSC Inventory Status (PSA)
- ASN (PSA)
- Lead Time Tables (PSA)
- Aggregated Procurement Plans (PSA)
- QA status (QuTI)
- Forecast & Demand Plans (TA)
- Registration Status (TA)
- Country Inventory Status (TA)
- Country/Program distribution plan

QuTI Data to CT:

- Eligibility Status
- Testing Protocols

QuTI from CT:

- Purchase Orders (PSA)
- Distribution Orders (PSA)
- Order Status (PSA)
- Shipment Status (PSA)
- Production Status (PSA)
- Manufacturing Capacity (PSA)

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MONITORING, EVALUATION & LEARNING
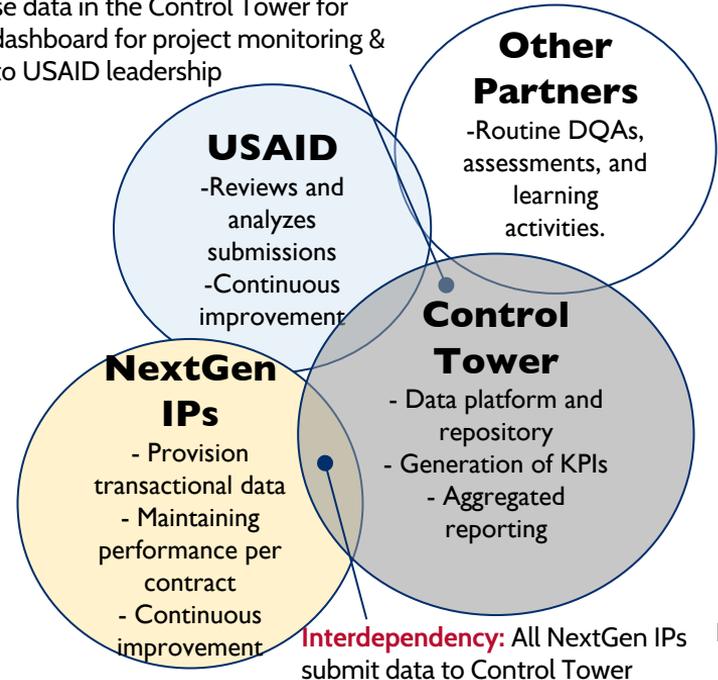
MEL Process:

1. *Data submission*: NextGen IPs submit transactional data to the Control Tower on a regular basis (defined by project)
2. *Data analysis*: USAID MEL Team (incl. GHSC data analysts and scientists) and IPs will analyze submitted data.
3. *Reporting*: Each IP is responsible for preparing their own performance reports. USAID MEL Team and MEL IPs to prepare dashboard looking at shared metrics across NextGen projects using data submitted to the Control Tower.
4. *Learning and CI*: Identify and discuss key performance trends; validation and assessment/evaluative exercises.

ILLUSTRATIVE METRICS FOR SUCCESS:

- Standard (Core) KPIs across the PSAs and across the TA partners
- Data submission on-time and in-full (Control Tower, DATIM, etc.)
- IP coordination and collaboration
- Customer satisfaction

ROLES WITHIN NEXTGEN:

Interdependency: USAID and the USAID MEL IPs use data in the Control Tower for NextGen dashboard for project monitoring & reporting to USAID leadership

Other Partners
-Routine DQAs, assessments, and learning activities.

USAID
-Reviews and analyzes submissions
-Continuous improvement

Control Tower
- Data platform and repository
- Generation of KPIs
- Aggregated reporting

NextGen IPs
- Provision transactional data
- Maintaining performance per contract
- Continuous improvement

Interdependency: All NextGen IPs submit data to Control Tower

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Forecasting & Supply Planning | Sourcing & Buying | Manufacturing | QA QC | Global Transport | Global Stock Centers | Customs Clearance | National Storage Level | In-Country Transport | Sub-National Storage Level | Last Mile Delivery | Service Level Delivery

IMPLEMENTING GLOBAL STANDARDS

CHRONOLOGY:

USAID helps define the data standards that all NextGen IPs should use
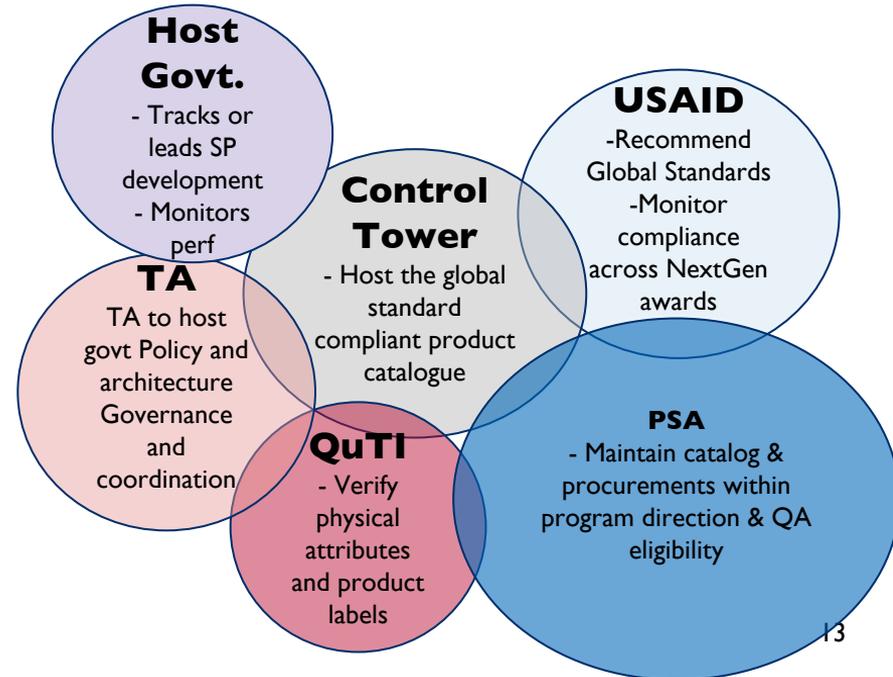*Control Tower hosts a product catalogue that is compliant with global standards*

1. TA award will identify data authorities in country and work with the entity to adopt standards within countries
2. PSAs register with data standards authority and master data enterprise
3. PSAs monitor supplier performance
4. PSAs manage product Catalogue
5. QuTI verifies physical attributes and product labels
6. ICL or others receive shipments, manage inventory and provide delivery updates and PODs using GS1 data

ILLUSTRATIVE METRICS FOR SUCCESS:

- Proportion of suppliers with at least one in-scope item that demonstrate at least 95% compliance
- Percentage of in-scope products that are compliant w/global standards
- Percent of total order lines (DOs and POs) released for fulfillment in the past 12 months that are compliant w/global standards
- Number of NextGen awards accessing master data

ROLES WITHIN NEXTGEN:

Host Govt.
- Tracks or leads SP development
- Monitors perf

USAID
-Recommend Global Standards
-Monitor compliance across NextGen awards

Control Tower
- Host the global standard compliant product catalogue

TA
TA to host govt Policy and architecture Governance and coordination

QuTI
- Verify physical attributes and product labels

PSA
- Maintain catalog & procurements within program direction & QA eligibility

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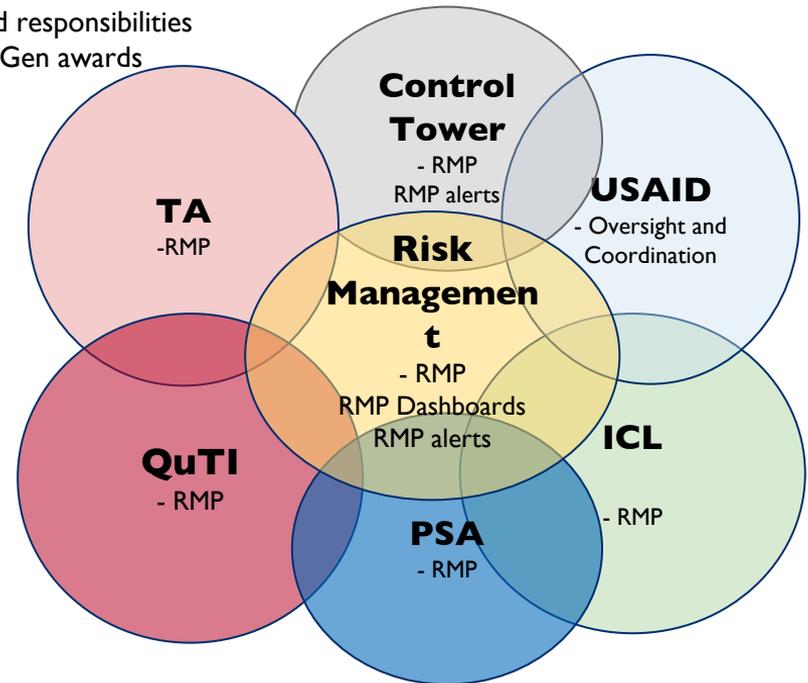| Forecasting & Supply Planning | Sourcing & Buying | Manufacturing | QA QC | Global Transport | Global Stock Centers | Customs Clearance | National Storage Level | In-Country Transport | Sub-National Storage Level | Last Mile Delivery | Service Level Delivery |

RISK MANAGEMENT

CHRONOLOGY:

1. Prepare award specific risk management plan (RMP)
2. Submit risk management plan
3. Prepare consolidated NextGen risk profile and mitigation plan
4. Risk management dashboard, monitored by USAID with follow up with specific IPs
5. Disseminate risk alert

ILLUSTRATIVE METRICS FOR SUCCESS:

• Number of RMPs submitted
• Number of mitigation activities completed on time
• Number of risks closed

Interdependency: Risk management plan elements that are shared responsibilities between NextGen awards

ROLES WITHIN NEXTGEN:

Control Tower
- RMP
RMP alerts

USAID
- Oversight and Coordination

TA
-RMP

Risk Management
- RMP
RMP Dashboards
RMP alerts

ICL
- RMP

QuTI
- RMP

PSA
- RMP

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