

# PPM Escalation Framework for Delayed Orders

5 November 2021

The global response to COVID-19 has [impacted health product supply chains](#), with revised (conservative) advice that deliveries could have lead-times of up to 75 days longer than the pre-pandemic situation in 2019. This has increased by 45 additional days, our Q1 2020 advice, due to the current increased international air and ocean freight capacity constraints.

The Global Fund is further working with suppliers and PSAs on mitigation strategies. This guidance is intended to facilitate discussion and decision-making to minimize impact of delayed orders.

## How can I tell if my order is delayed?

Principal Recipients should use available track-and-trace tools to monitor the progress of specific orders. We have published links to the various [track and trace tools](#) on the Global Fund website. Additionally, we have rolled out country-level order summary dashboards to flag delayed orders to your respective Global Fund Country Team counterparts.

## When should I escalate my delayed order?

The global response to COVID-19 has had an impact on health product production and freight and logistics, thus delivery delays are expected. You should escalate your concern only if:

- ✓ The delay is more than 30 days
- ✓ The delay has significant programmatic impact for lifesaving products or key interventions
- ✓ The delay impacts Global Fund agreed time, product or service-level thresholds
- ✓ You were informed of verified incidents concerning the order

## What can be done to better ensure timely delivery of orders?

- **Place clear orders on time** using the wambo catalogue and in-line with the prevailing indicative lead-time planning guide. Timely order placement is critical to

optimizing product and freight availability as well as mitigating or minimizing the programmatic impact of potential delays in order fulfillment.

- **Maintain transparent and proactive communication** around current and anticipated delays. Delays are expected at global and local levels due to COVID-19 control measures, including the manufacturer, international shipping, and regional or in-country logistics.
- **Reflect, then take calculated, evidence and risk-based decisions.** In some instances, these may seem counter intuitive. For example, ocean freight is currently more reliable than air freight and may enable timely delivery despite longer lead times.
- **Recall roles and responsibilities** and identify who is responsible and accountable for success and failure for each step. Keep in mind that PSAs and their sub-contractors and Principal Recipients are signatories to the transactional contract.
- **Facilitate real-time collaboration** by channeling concerns, triaging issues and enabling swift decision-making.
- **Manage current and planned deliveries and optimize production and logistics** by prioritizing actions and exploring all resolution and contingency options.
- **Stay ahead of future demand** to get back on track and mitigate continued disruptions.

The first point of escalation for delayed orders is the Global Fund’s Principal Recipient Services Team. Principal Recipients should come prepared with relevant information to facilitate discussion and inform rapid decision-making.

**Step 1: Confirm the order meets escalation criteria**

**Step 2: Gather relevant information to facilitate discussions and agile decision-making**

**Principal Recipients**

**The Global Fund**

**Manage freight cost increases**

**Evaluate stock-out risks**

**Exchange knowledge with stakeholders**

Enable agile decision-making to:

- Rapidly agree to compliant decision-making mechanism with Global Fund Finance and Grant Management to avoid missing logistics opportunities

Establish standard metrics to:

- Estimate months-of-stock available in country
- Identify other planned supply/deliveries, especially with USAID and other key partners
- Identify bottlenecks and work with PSA to explore mitigation options

Leverage Supply Operations Working Group to:

- Build on cross-PSA learnings; explore cross-PSA consolidation in challenging origin/destinations
- Utilize Supply Chain team expertise to support managing unforeseen or actual challenges
- Map relevant experience and country coverage for on-call roster

**Step 3: Escalate to the Global Fund Principal Recipient Services Team**