REGIONAL SUPPLY CHAIN WORKSHOP

DAY 2

Customs Clearance and NTDeliver Monitoring

World Health Organization
African Region

ESPEN
EXPANDED SPECIAL PROJECT
FOR ELIMINATION OF
NEGLECTED TROPICAL DISEASES

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

WRAP UP
DAY 1

Angola, Madagascar, Ghana, Uganda

WHO AFRICAN REGION • ESPEN

Day 1 - Wrap-Up

Day1 theme: Strengthening Greenlight (Import Permit) and Shipment Coordination

Regional Training Workshop on Supply Chain Management for PC-NTDs

Strengthening Supply Chain Coordination and Forecasting to Accelerate Access to PC Medicines and Diagnostics

Day 1 summary team: Angola • Madagascar • Ghana • Uganda

Key discussions from Day 1

01

1 Shared understanding of the Green Light

The shipping Green Light is the decisive first-mile gate - issued only when QC, documentation, regulatory clearance, warehouse readiness and recipient readiness to utilise are all confirmed. Complexity depends on regulatory rules, not shipment size.

2 Most delays are administrative and preventable

Late or incomplete checklists, inaccurate or mid-process consignee changes, and unconfirmed funding are the main avoidable causes. For air shipments, import permit / tax exemption must be secured before loading.

3 Consignee consistency and stakeholder awareness

Fix the consignee (preferably WHO/UN for tax exemption) and delivery address from request to delivery; confirm all in-country stakeholders are aware of the incoming shipment before it ships.

4 Uganda model endorsed as good practice

A multidisciplinary NTD SCM Expert Committee with formal TORs and a WhatsApp channel cut regulatory verification from 2-21 to 2-10 days and enabled timely MDA with reduced wastage.

Key outcomes from Day 1

5

LF Diagnostics: QFAT now available alongside FTS

QFAT is the first LF antigen test endorsed by the WHO Expert Review Panel (24-month shelf life, 20 microlitre sample); >6 million LF tests were delivered to 49 countries despite documented delays.

6

IDM Case-Management Medicines: Multi-disease portfolio with coordinated supply.

Covers VL, HAT, Yaws, Taeniasis and Chagas, with 14 products and 30.6 million units supplied since 2011, though uptake is constrained by high unused stock, limited implementation funding and delayed approvals.

Priority actions & bridge to Day 2

02

Priority actions /recommendations for countries

- Complete and return the Green Light form promptly; secure import permit / tax exemption before loading.
- Fix the consignee and delivery address at request stage and keep them consistent.
- Confirm implementation funding before shipment; integrate with other programmes where feasible.
- Establish / strengthen an NTD SCM committee with clear TORs (Uganda model).
- Develop or apply national SOPs and add signatory lines to the checklist.
- Finalise country Green Light action plans for the year ahead.
- Revise the IDM product forecast between 2026-2030 absorption capacity

Outstanding challenges to track

- Regulatory & customs lead times; supplier document gaps (batch number, CoO, transport document).
- Consignee / delivery-address errors forcing re-packaging and re-routing.
- Funding constraints limiting countries' ability to absorb donations.
- Short shelf-life vs long lead times; demurrage and Master BL vs Green Light timing.
- Diagnostics / reagents not fully integrated into supply-chain norms.

Looking ahead - Day 2: Customs Clearance and NTDeliver Monitoring (global supply-chain trends, first-mile KPIs, NTDeliver walk-through). Ensure NTDeliver log-in is ready.

THANK YOU

QUIZ

WHO AFRICAN REGION • ESPEN

Day 1 - Quick Quiz

Four quick questions to check what we captured today

Multiple-choice and True/False • no marks, just a show of hands • answers revealed at the end

Question 1

Q1

A shipping "Green Light" for NTD-PC medicines is issued when...

A The country's medicine request has been approved by WHO

B The pharmaceutical donor has finished producing the medicines

C QC, complete documentation, regulatory clearance, warehouse readiness and recipient readiness to utilise are ALL confirmed

D The shipment has already arrived at the port of entry

Question 2

Q2

TRUE or FALSE

For air shipments, the import permit and tax exemption can be obtained AFTER the goods arrive in the country.

TRUE

FALSE

Question 3

Q3

What was Uganda's key measure to speed up medicine importation and clearance?

A Hiring a private courier to bypass customs

B Establishing a multidisciplinary NTD SCM Expert Committee with formal TORs and a WhatsApp coordination channel

C Discontinuing the use of import permits

D Shipping all medicines by sea instead of air

Question 4

Q4

TRUE or FALSE

The new QFAT is the first and only LF antigen test endorsed by the WHO Expert Review Panel, and it has a longer shelf life than the FTS.

TRUE

FALSE

Answer key

Q1

C

A Green Light is the formal go-ahead issued only after all checks are complete. Its complexity depends on regulatory rules, not on the shipment quantity.

Q2

FALSE

For AIR shipments the import permit / tax exemption must be obtained BEFORE loading. (For sea/road, donors now also ship only once documents are available.)

Q3

B

A dedicated NTD SCM Expert Committee cut regulatory verification from 2-21 days to about 2-10 days, enabling timely MDA with reduced wastage.

Q4

TRUE

QFAT is the first LF antigen test endorsed by the WHO Expert Review Panel, with a 24-month shelf life versus 12 months for FTS (and a 20 vs 75 microlitre sample).

Daily Summary Teams

✓*Each day, the designated countries will present a brief summary of the key discussions, lessons learned and agreed action points.*

- Day 2: Mozambique ,Chad, Nigeria
- Day 3: Democratic Republic of Congo (DRC), Mauritania, Kenya
- Day 4: Central African Republic, United Republic of Tanzania (Mainland), Ethiopia

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Global Supply Chain Trends Impacting the African Region

DHL HUMANITARIAN LOGISTICS

GLOBAL LOGISTICS OUTLOOK/IMPLICATIONS

Global Forwarding

Agenda

- **Update DHL Global Forwarding – Humanitarian Logistics**
- **Market update**
  - Middle East Impact
  - Consequences
- **Effective communication**
- **Ebola crisis**

Management Organization

DHL Group

Central Functions

Corporate Center
Group management functions are centralized in the Corporate Center, incl. Finance and Human Resources

Global Business Services (GBS)
Internal services that support the entire Group

Customer Solutions & Innovations (CSI)
Cross-divisional account management and innovation unit

Five Operating Divisions

DHL Express

International time-definite shipments

DHL Global Forwarding, Freight

Air, ocean and overland freight forwarding services

DHL Supply Chain

Tailor-made logistics services and supply chain solutions

DHL eCommerce

Domestic parcel transport; deferred cross-border services

Post & Parcel Germany

Mail & parcel services in Germany, cross-border shipping with partners

Global Humanitarian Logistics – DHL Global Forwarding

Global Humanitarian Logistics – DHL Global Forwarding

- **25 dedicated experts doing only Humanitarian logistics**
- **Based in 2 Control Towers + support offices in India and Brazil**
- **Work with our global network and partners – but also with other entities in DHL Group**
  - DHL Express
  - DHL Aviation
  - DHL Supply Chain

Indirect Middle East impact

Port congestion increases

with increased cargo volumes in transshipment ports, both smaller ones in the Middle East (UAE, Oman) as well as larger regional ones (Sri Lanka, Singapore), next to anchored vessels

Container equipment is getting scarce

as the flow of empty containers from the Gulf back to Asian origins is interrupted, which is starting to create an equipment imbalance in Asia

Bunker fuel availability is reduced

in typical bunker ports such as Singapore, with refueling delays of 10+ days; to maintain Asia-Europe schedules, carriers must bunker in other Asian ports or along the route at an increased cost

Global impact

Given global nature of shipping, shippers may experience **some disruption**:

- Extended **transit times** due to re-routing, re-allocation of capacity, and unscheduled bunkering
- Reduced **connectivity** to, from, and via the Middle East
- **Capacity** constraints due to Arabian Gulf blockage and re-routing of Gulf cargo via Mediterranean
- **Fuel-related surcharges** in the shape of emergency bunker surcharges
- **Other surcharges**

Sources: DHL Global Forwarding, Bunker Index, Sea Intelligence

Disrupted Routes, Critical Medicines: What It Means for Africa-Bound Shipments

Route Shifts and Transit Impact

- Increased Freight and Insurance Costs
- Shipping Delays and extended Transit Times depending on the routing
- Reduced schedule Reliability
- Greater risk to temperature – sensitive products
- Higher probability of stock-outs

Increased Operational Complexity

- Multi-step routing including alternative ports
- Inland trucking increased costs
- Added risks and operational costs
- Alternative ports face rising congestion not designed for sudden volume surges, reducing booking reliability

Middle East Conflict / Strait of Hormuz Risk and its Impact to Africa Movement of Cargo

- Cargo flight schedules
- Airspace Availability
- Cold-chain transport routes
- Increased Oil Prices
- Rising Maritime Bunker Fuel Surcharges
- Escalating logistics costs across the entire pharmaceutical supply chain

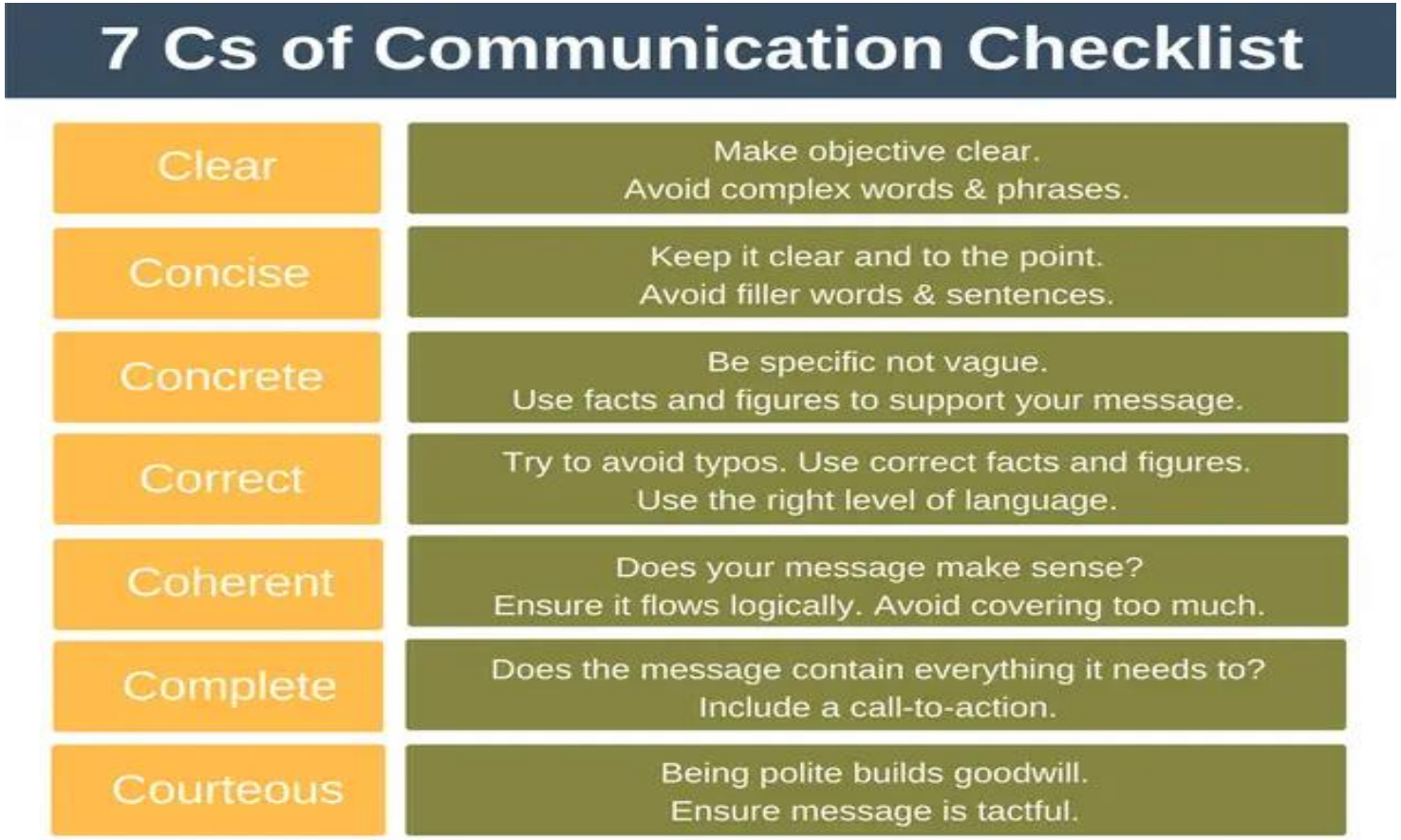
Practical mitigation plans

- **Communication**
- Buffer stock: 2–4 weeks
- Pre-clear permits + customs
- Back-up routes, ports + carriers
- Regular control tower reroute triggers

Practical examples of changes to transit times

Sr No.	Origin	Destination	Transit time	Period	Increase
1	Lisbon, Portugal	Mombasa, Kenya	44 Days	Before conflict	**175%**
	Lisbon, Portugal	Mombasa, Kenya	77 Days	After conflict	
2	Capetown, South Africa	Yangon, Myanmar	35 Days	Before conflict	**180%**
	Capetown, South Africa	Yangon, Myanmar	63 Days	After conflict	
3	Veracruz, Mexico	Conakry, Conakry	49 Days	Before conflict	**174%**
	Veracruz, Mexico	Conakry, Conakry	85 Days	After conflict	

In challenging times – Provide effective communication and information



Ebola – Current status and logistics options

- **Borders:**
  - Bunia airport open – scheduled flights to Kinshasa to be resumed
  - Country borders open to cargo movements from Uganda, Rwanda and DRC
  - Truck drivers returning only isolated if tested positive
  - Customs requirements/procedures fairly flexible

- **Transport options:**
  - Airfreight options from Entebbe, Nairobi and Kinshasa
  - Ocean freight into Mombasa => truck from there
  - Road solutions from Nairobi, Kigali, Kampala

THANK YOU

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World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Operational Challenges in Shipment and Delivery of PC-NTD Medicines
Experience from Freight Forwarder

DHL HUMANITARIAN LOGISTICS

CHALLENGES FROM A FREIGHT FORWARDERS PERSPECTIVE

Global Forwarding

Agenda

- **Risk overview**
- **Customs / Demurrage**
- **Fuel situation**
- **Pricing**
- **Practical Examples of challenges**
- **Future Focal Points**
- **DAHL**

Forwarder Lens: Risk overview

Greenlight Process

- Sudden changes to country systems/regulations with regards to Tax Exemption processes
- Extremely long and tedious approval processes
- Uncertainties regarding documentation requirements by different stakeholders

Routing

- Change in traditional routings as a result of the Middle East Conflict e.g Cape of Good Hope
- Limited Equipment Availability
- Sporadic sailing cancellations / port omissions
- Introduction of surcharges at different levels

Last Mile Delivery

- Change of traditional routings due to security situation
- Frequent and uncontrolled rate changes due to current Middle East Situation
- Availability of equipment / trucks
- Local Fuel situation
- Delayed visibility

Positives

- Increased awareness on the shipping process by the stakeholder
- Waiver on War Risk Surcharge by some strategic carriers
- Relationship Management at country level

Customs / Demurrage

- **Delays in customs procedures => additional costs and delay of deliveries**

- **Preventive actions to ensure as smooth process as possible**
  - Identify all key contacts prior to moving cargo
  - Communicate with local partners/agents/consignees for updated demands to documents/requirements
  - Get preapproval of documents (if possible)
  - Close follow-up and immediate action if/when problems occur

-

Fuel situation

- **Fuel situation is several countries effected by Middle East crisis**
- **Pricing in local markets have exploded (fuel in Kenya +40%)**
- **Some markets have run out of fuel at official gas stations (Sudan for example)**
- **Consequences for local deliveries/distribution to inland destinations**
  - Constant increase costs (price tomorrow may change compared to today)
  - Cash payments demanded in local markets for long haul movements
  - Capacity of trucks are reduced – some truckers leave the market – remaining truckers increase prices
  - Challenging deliveries are being dropped

Pricing

- **Constant changes and limitations of capacity leads to increasing prices from airlines, shipping lines etc – not only fuel increases but also pricing on services increase**

- **Prices provided at early stage of planning/shipping are not valid at actual time of shipping – total costs may actually change while cargo is moving (local costs at destination)**

Sierra Leone Case Study: Exemption & Clearance Process

Average approval timeline: 35–50 days from vessel arrival

Demurrage & detention free time:
30 days general cargo / 15 days reefer cargo

Port Storage Free Time:
4 days

Tanzania Case Study: Exemption & Clearance Process

Shipping Documents Prepared → Greenlight Approval Documents Submitted → Shipment Booked & Loaded → Master Bill of Lading Issued → Import Permit Details Completed → Clearance Timeline Confirmed

Greeenlight documents:

- ☑ *Shipping documents*
- ☑ *Commercial invoice*
- ☑ *Packing list*
- ☑ *Certificate of Analysis*

Timeline dependent on import permit issuance after Master Bill of Lading

System impact:

- *System downtime may affect submission, processing, and approvals.*

Future focal points

Customs procedures

- Correct documents
- Duties / taxes exemptions
- Compliance

Warehousing

- Controlling party
- Multiuser facilities
- Forecasting

Last mile distribution

- Risks
- Demands to local partners

Delivery terms

- Education /Training of staff in individual terms
- Risks in individual terms

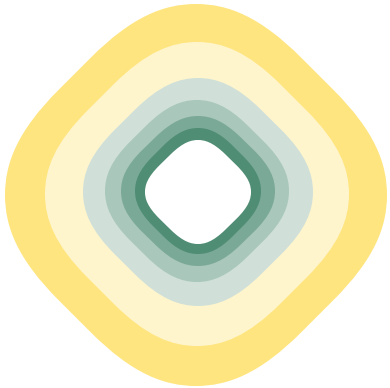
IT, AI, Technology in Supply Chain

- Opportunities
- Demands to all parties

Disaster Logistics

(Earthquakes, floods..)

- Roles: who is doing what?
- How can we best help you?



Green Light Process

- Stakeholders
- Demurrage / Detention
- Communication

Effective Communication

- Identify relevant stakeholders
- Communication (email, EDI etc)

Outsourcing of work functions

- Purchasing, Shipping
- Warehousing

RFQ Process

- Long term / Ad-hoc
- Delivery terms
- Input preparation

GOHELP

DHL Academy of Humanitarian Logistics (DAHL)

Building logistics capacity where it's needed most

DHL Group

What is DAHL?

The DHL Academy of Humanitarian Logistics (DAHL) is a global logistics capacity-building initiative within DHL Group's GoHelp program, equipping humanitarian organizations with practical, expert-led training to enable faster, more effective and locally driven aid operations.

What we offer:

- Pro bono access
- Practical, scenario-based learning
- Delivered by practicing DHL logisticians
- Designed especially for local & regional responders
- Flexible formats: in-person & digital trainings, assessments and e-learnings

Who can participate?

- Local and international NGOs
- Civil protection and national authorities
- Regional humanitarian networks
- UN agencies and global relief actors

Who delivers the trainings?

DAHL sessions are facilitated by a global network of over 200 trained DHL logistics professionals, bringing real-world operational expertise from air, ocean, warehousing and last-mile delivery.

Training topics include

- Airport & cargo handling basics
- Health & Safety
- Packing, labelling & palletisation
- Dangerous goods awareness
- Customs & clearance processes
- Warehouse management
- Operations security
- Preparedness, surge logistics

and more

Pilot success*

15
sessions
delivered in **5** countries

650+
participants trained

80+
NGOs reached

*4.8/5 average importance rating by participants

Request a training
or register for upcoming sessions.
Scan the QR code for more information.

THANK YOU

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Q&A

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Pharmaceutical Donor perspective on NTD Supply Chain

NTD – Supply Chain Forum Pharma Insights

16 June 2026

Alison Jordan

NTD Supply Chain Forum Chair

NTD – Supply Chain Forum

- As you may be aware, the NTD-SCF is a unique public–private partnership, established in 2012 to strengthen coordination among key stakeholders involved in the delivery of NTD medicines. We convene supply chain experts from WHO, pharmaceutical donors, national governments, non-governmental organizations, logistics partners, and technical agencies with the collective mission to support the elimination of NTDs through more resilient, efficient, and transparent supply chains.
- Our focus is on addressing **shared supply chain challenges**, particularly related to donated medicines, and includes:
- Supporting **timely and efficient first-mile and last-mile delivery**
- Improving demand planning and inventory visibility through tools like **NTDeliver**
- Developing SOPs and training materials to support country-level implementation
- Enhancing coordination through working groups with annual Forum meetings, including one at WHO Geneva

Drug Donations

The drug produced is prepared in Highly Regulated Licenced Facilities across the globe.

It is manufactured in accordance with licence specifications which has a defined expiry date.

Manufacturers have to manage the complexities of supply chain before, during and after the drug is made.

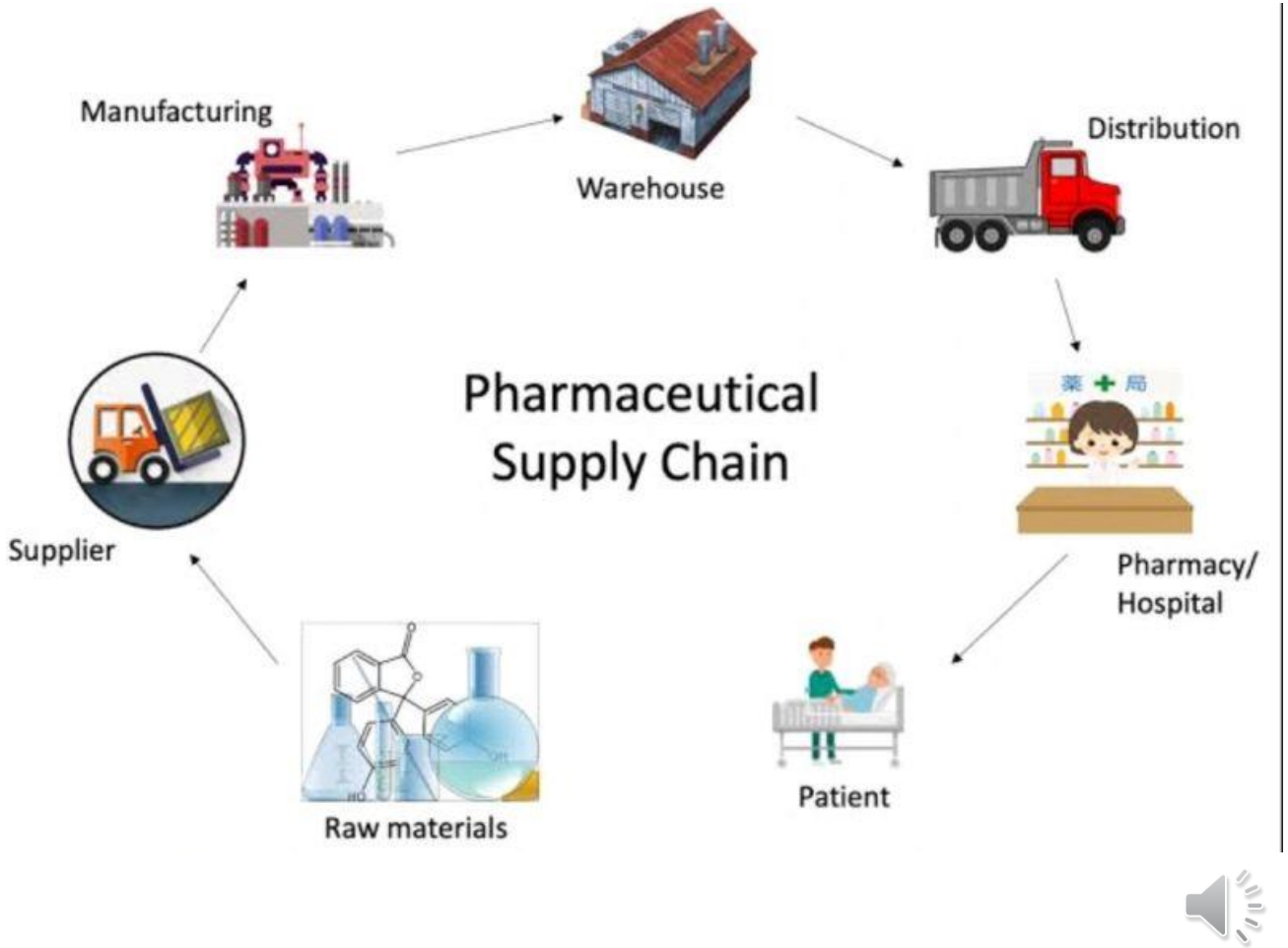
Upon receiving an order, they will order raw materials from "approved suppliers" to ensure the quality and supply of the raw materials meet the required drug specification.

These suppliers are not normally in the same country as the manufacturing site – therefore time is required to order/receive these raw materials.

Factory's manufacturing/packing schedules are generally in high demand, so planning is required to secure the slots to make the drug.

Once the drug is made, it will remain in a warehouse awaiting distribution.

Majority of NTD drugs are not made in the country that requires them and is reliant on third party services (DHL) to get the drug to the final destination.



Pharma Donor's Goal: To supply drug in country on time in full for the country's MDA.

NTD Supply Chain Forum

What are the challenges?

- It is reliant on the forecast, supported by approved timely POs, timely green light working in alignment with the WHO program's roadmap.
- Different pharma companies work to "Make to Order" or "Make to Stock" models. Either way a pharma company will generally have an "ordering cycle" of around 12 months minimum (depending on the availability of API).
- Pharma can try to control the costs within their control but as soon as an order is ready to ship but doesn't have "the green light" – the Inventory holding costs (e.g. Warehouse storage costs) will start to raise concern.
- Over the last year:
- Global Instability – Shipment routes are now far more complex and expensive.
- Availability of warehousing and rising storage costs due to the world moving in more complex ways are much more challenging.
- **Even more of a need for a full end to end alignment between the country forecast and the final delivery request.**

Priorities:

Support

- **Tool improvements improve:**
- **JOINT APPLICATION PROCESS – secure the demand on manufacturing (approved POs)**
- **STRENGTENING GREEN LIGHT APPROVAL PROCESS - allow shipment out from manufacturer with limited storage costs.**

Understand

- **Ordering/Distribution process/demands to meet MDAs dates.**
- Local **customs challenges** to reduce bottlenecks & amount of stock

Pharma Signalling

- **Country inventory reconciliation – helps us "predict"**
- **Country Forecasting – multiyear forecast**
- **The key for the success of supply is having available, accurate, timely data to keep the manufacturers effectively producing**

What do we want to achieve?

3 year forecast available – & timely accurate JAP on schedule

Want to supply drug into country on time in full to support MDA

Minimal Waste Expired Drug

Synergized tools & processes to increase program effectiveness.

Health System Strengthening to support Country Sustainability (via domestic resource)

Disease Elimination Program Goal – 2030 Met

Plan for post 2030 – what does it look like & what role do we play?

Pharma Doner to supply drug in country on time in full for the country's MDA.

Collaboration
Transparency
Accountability
Supportively
Driven

- **Tackle the challenges that come with change whilst delivering supply of drug in accordance with program commitment.**

Visibility
Timeliness
Accuracy

Q&A

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

AFRO Operational Readiness: Greenlight and Customs Clearance Performance

AFRO Operational Readiness: Greenlight and Customs Clearance Performance

Understanding how timing influences downstream supply chain performance

Presented by: Cassandra Holloway
NTD Supply Chain Forum
ITI|TFGH

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EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

World Health Organization

African Region

AFRO Operational Readiness

Greenlight Approval and Customs Clearance Performance

Understanding how timing influences programme readiness and medicine availability

WORKSHOP FOCUS

- Review **Greenlight approval performance**
- Examine **customs clearance trends and delay drivers**
- Identify opportunities to create **more time for successful MDA implementation**

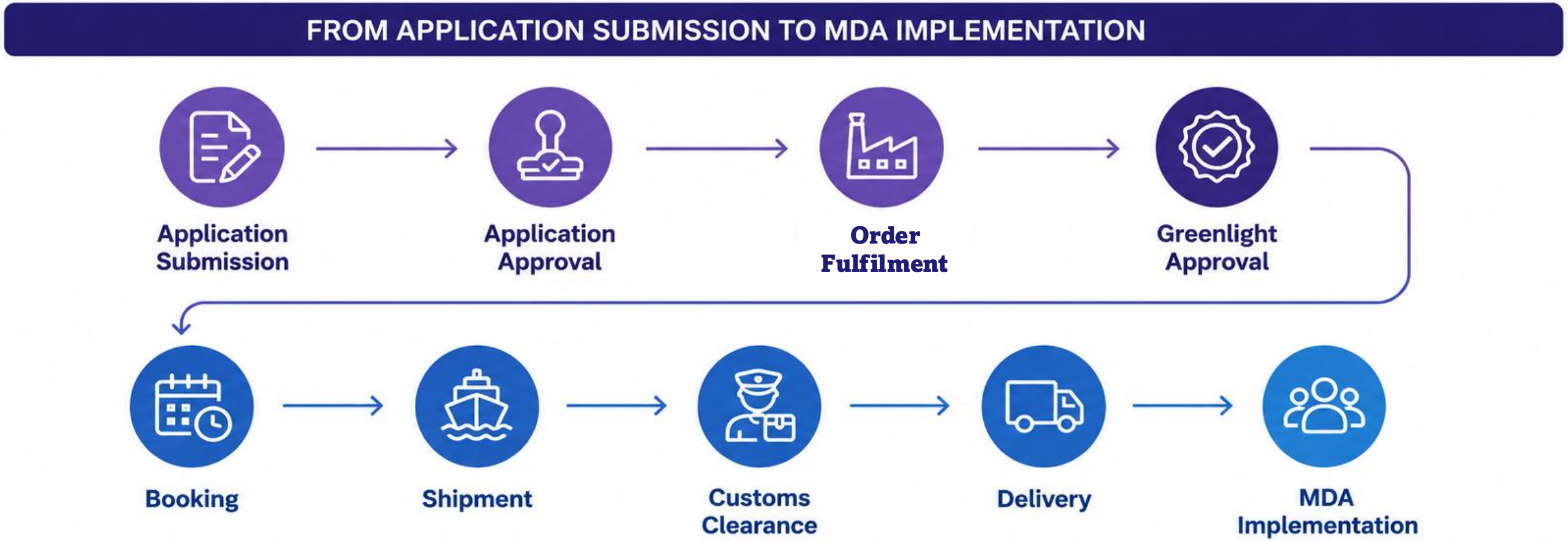
KEY MESSAGE

Every week saved during Greenlight approval and customs clearance creates additional time for successful MDA implementation.

Supporting Treatment Readiness Across the Supply Chain

World Health Organization
African Region

End-to-End coordination support treatment activities and medicine availability



Time is one of the most valuable programme resources. Earlier Greenlight Approval and coordinated Customs Clearance create more opportunity for planning, coordination, risk mitigation and successful implementation.

How much operational time remains after the Greenlight & Customs Clearance

GREENLIGHT APPROVAL

World Health Organization
African Region

WELCOME TO THE FIRST STEP IN OUR SUPPLY CHAIN JOURNEY

Greenlight Approval: The Gateway to Shipment

Before medicines can be shipped, all import, regulatory, and programme readiness requirements must be confirmed and approved. This is done through the **Greenlight approval** process. Timely approval is critical to avoid delays and ensure medicines arrive on time for MDA implementation.

WHAT WE WILL EXPLORE

- How long it takes countries to obtain Greenlight approval
- Trends and differences across countries and time
- Common reasons for delays in approval
- Actions to accelerate Greenlight and improve readiness

Ensure Greenlight approval happen early enough to create adequate time for shipment booking, transportation, and all other supply chain activities.

> Early Greenlight approval unlocks the entire supply chain. The **earlier we approve, the more time** we have to deliver medicines where they are needed most.

- Reduce Delays
- Protect Timelines
- Improve Programme Readiness
- Ensure Medicine Availability

AFRO GREENLIGHT APPROVAL STATUS DISTRIBUTION (2023 - PRESENT)

Percentage of Purchase Orders by Greenlight Approval Timing Category

World Health Organization
African Region

KEY TAKEAWAYS

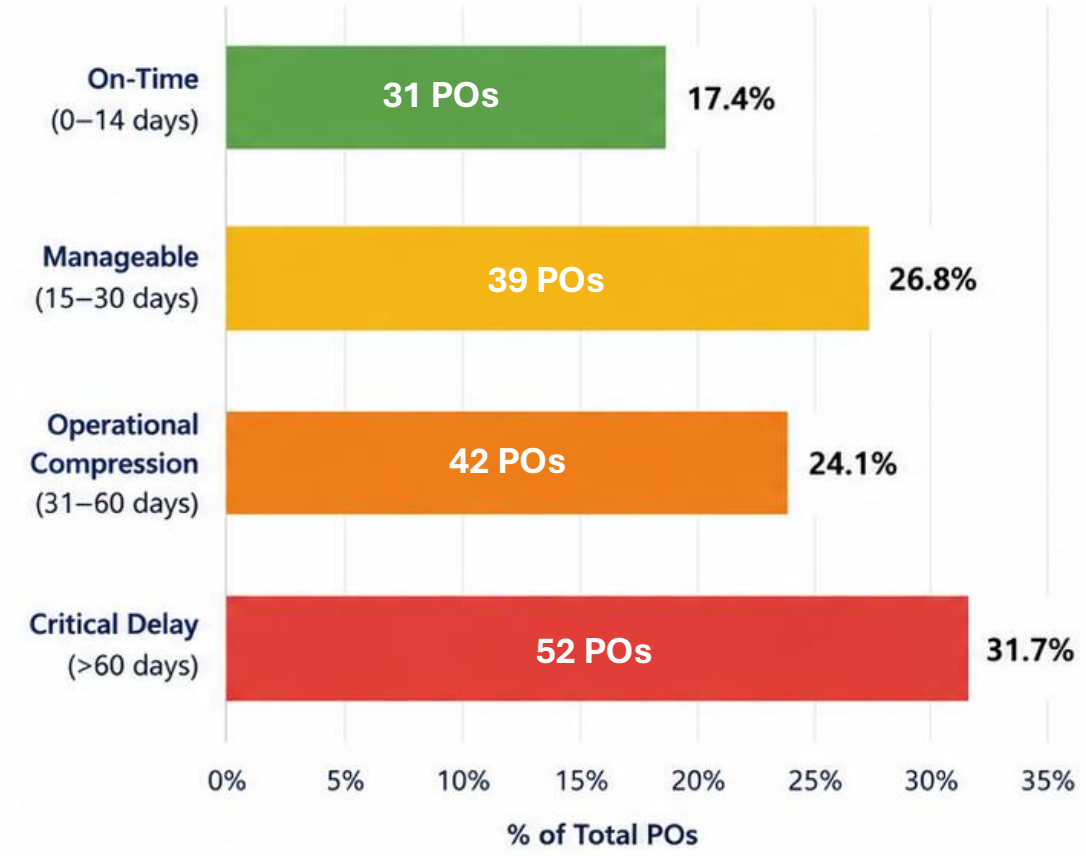
31.7%
of POs experienced Critical Delays >60 days

55.8%
of POs took more than 30 days for approval

26.8%
of POs were approved within 15–30 days

17.4%
of POs met the on-time target (0–14 days)

GREENLIGHT APPROVAL STATUS DISTRIBUTION



GREENLIGHT STATUS DEFINITIONS

STATUS	DEFINITION (DAYS)
On-Time	**0 – 14 days (2 wks)**
Manageable	**15 to 30 Days (4.3 wks)**
Operational Compression	**32 to 60 days (8.5 wks)**
Critical Delay	**>60 days (>8.5 wks)**

SCOPE & METHODOLOGY

- AFRO Region only
- MDA Year 2023 to Present
- Medicines: ALB, MEB, PZQ
- Effective Approval Date = GL Approval Date or Departure Date
- Calculation Effective approval – Greenlight Requested Date
- Excludes negative durations, >365 days, and records with messing required dates.

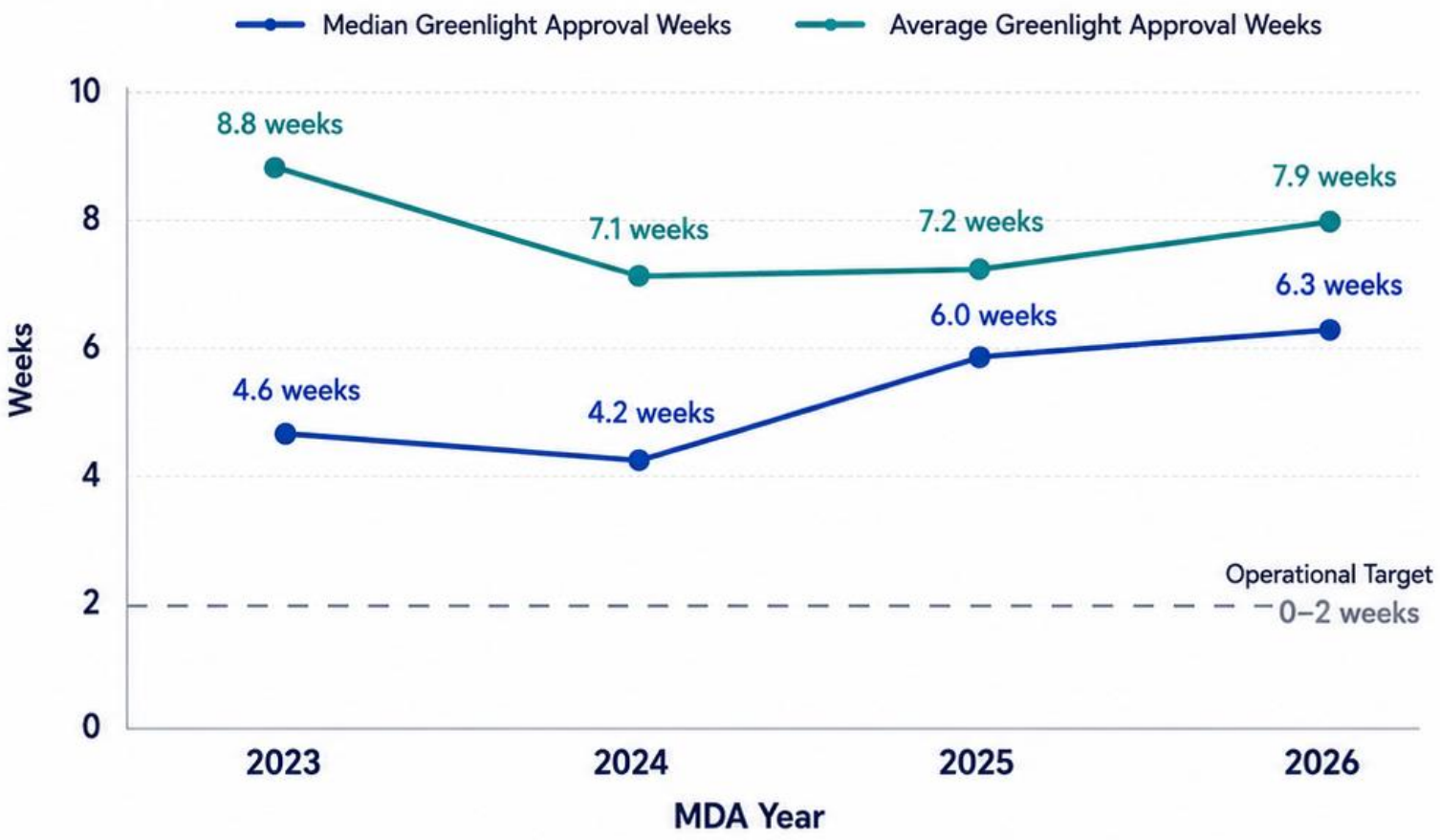
Timely Greenlight approvals are critical to maintaining operational flexibility and ensuring medicines arrive in-country with sufficient time for downstream activities and successful MDA implementation.

AFRO GREENLIGHT APPROVAL TIME TREND BY MDA YEAR (WEEKS)

Median and average Greenlight approval duration across AFRO Purchase Orders | MDA Year 2023 to Present

World Health Organization
African Region

GREENLIGHT APPROVAL TIME TREND (WEEKS)



KEY TAKEAWAYS

Median approval time is increasing

Median Greenlight approval duration increased from 4.2 weeks in 2024 to 6.3 weeks in 2026, indicating growing operational compression before implementation.

Average approvals remain higher than medians

Average approval times remain between 7–9 weeks, suggesting a continued presence of longer approval cycles that extend beyond the experience of a typical Purchase Order.

Approval timelines remain above operational targets

Even the lowest annual median exceeds the operational target of 0–2 weeks, reducing available flexibility for downstream activities.

Impact on downstream readiness

Longer approval timelines reduce the time available for shipment booking, customs preparation, delivery coordination, and final implementation readiness activities.

BOTTOM LINE | Greenlight approvals are taking approximately 6–8 weeks on average, significantly longer than the operational target and reducing flexibility before implementation.

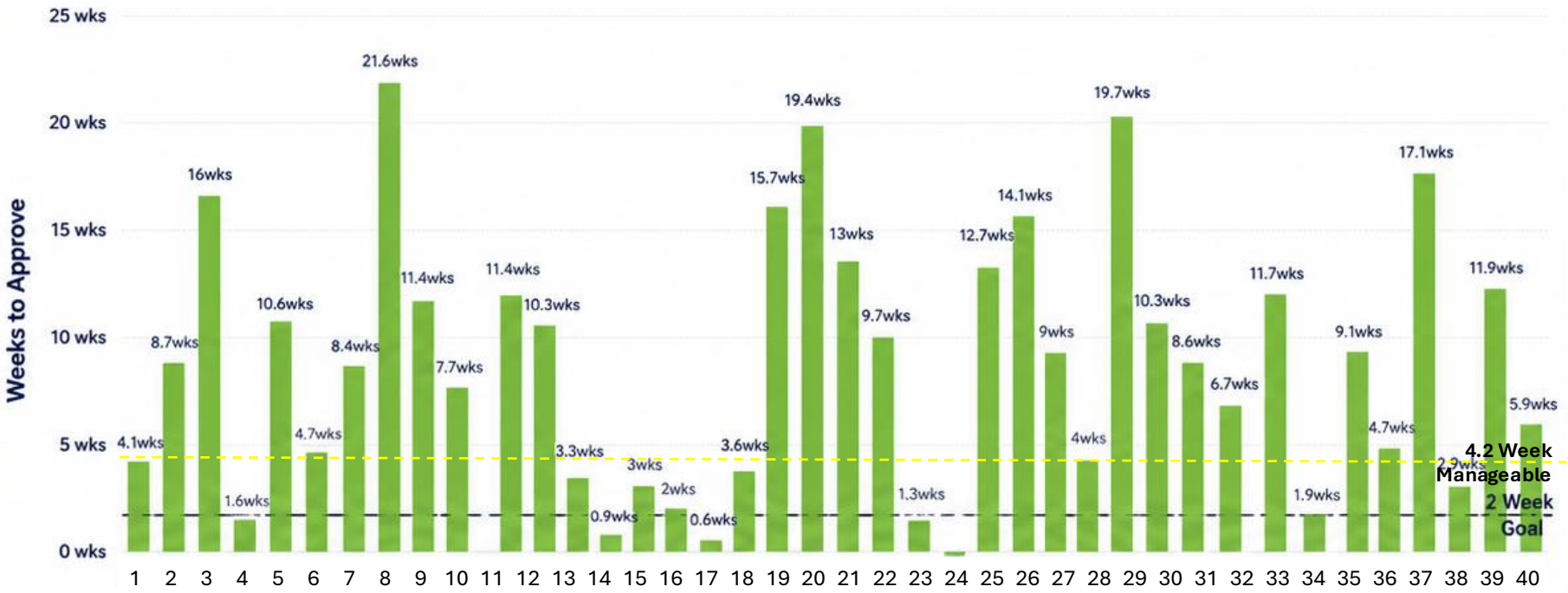
FOCUS | Accelerate Greenlight approvals to restore operational flexibility and increase available time for downstream supply chain activities.

AFRO: MOST RECENT GREENLIGHT APPROVAL STATUS BY COUNTRY (2023–2025)

Based on each country's most recent completed purchase order prior to the 2026 MDA year.

NTD Supply Chain Forum

WEEKS FROM GREENLIGHT REQUEST TO APPROVAL (LATEST PO PER COUNTRY)



40 Countries

KEY FINDINGS

Over half of countries required more than 6 weeks for approval

Only a small number of countries achieved approval within the 0–2 week operational target.

Approval performance varies significantly across countries

The most recent approval durations range from less than 1 week to more than 20 weeks.

Most countries remain above the operational target

The majority of countries required more than 2 weeks to obtain Greenlight approval.

Strong performers demonstrate that faster approval is achievable

Several countries completed approvals within the target timeframe, demonstrating that shorter approval cycles are operationally possible.

KEY MESSAGE

The most recent Greenlight approval experience varies widely across AFRO countries, suggesting that approval delays are not solely driven by regional processes. Understanding the practices used by faster-approving countries may help identify opportunities to reduce approval timelines across the region.

GREENLIGHT: CLEAR REQUIREMENTS REDUCE DELAYS

Greenlight confirms that all import, regulatory and readiness requirements are in place before shipment can be booked.

THE GREENLIGHT PROCESS

Key steps from request to approval

1. **SHIPPER SUBMITS GREENLIGHT REQUEST**
   Shipper submits Greenlight request and provides available documents.
2. **COUNTRY REVIEWS REQUIREMENTS**
   Country reviews import, regulatory, warehouse and programmatic requirements.
3. **QUESTIONS / CLARIFICATIONS**
   Questions or requests for additional information may be raised.
4. **GREENLIGHT APPROVAL**
   Once all requirements are satisfied, Greenlight is approved.

TYPICAL DOCUMENTS PROVIDED BY SHIPPER

- Proforma Invoice / Packing List
- Product Information
- Country of Origin
- Draft Bill of Lading (if available)
- Other supporting documents

WHY CLARIFYING DOCUMENT REQUIREMENTS EARLY REDUCES RISK

Key Lesson

Focus on the information required, not the document name.

What Happened?

- ❑ Country needed information to begin an automated importation process.
- ❑ The request was initially communicated as a requirement for the Master Bill of Lading (MBL).
- ❑ **The MBL is only issued after vessel departure and could not be provide for the Greenlight approval process.**
- ❑ Further discussion revealed that a Draft Bill of Lading contained the required information.

What Changed?

- ✓ The actual information requirement was clarified.
- ✓ A Draft Bill of Lading could be provided immediately.
- ✓ Import preparation could begin before vessel departure.
- ✓ Potential customs clearance risk was identified and addressed early.
- ✓ Shipment planning could continue without unnecessary delays.

OPERATIONAL LESSON

Maintain a documented importation SOP that clearly identifies required documents, when they become available, and acceptable alternatives. This helps countries prepare earlier, reduces follow-up questions, and lowers the risk of approval and customs clearance delays.

KEY TAKEAWAY

Clear, complete and timely information helps countries, WHO and logistics partners resolve questions quickly and keeps shipments on track.

- Explain why the information is needed
- Confirm when the information will be available
- Confirm if alternative documents are acceptable
- State the impact on timelines if not available

GREENLIGHT DISCUSSION:
LESSONS, CHALLENGES AND OPPORTUNITIES

World Health Organization
African Region

Reflecting on Greenlight approval experiences and identifying opportunities to improve programme readiness.

DISCUSSION TOPICS

1 Documentation Requirements
- Were any document requirements unclear?
- Did you encounter requests for documents that were not immediately available?
- How were those issues resolved?

2 Approval Timelines
- What factors contribute most to Greenlight delays in your country?
- Which steps take the longest?
- Are there opportunities to reduce approval timelines?

3 Coordination and Communication
- How are Greenlight requirements communicated?
- Are responsibilities clearly understood?
- What communication practices work well?

4 Readiness Planning
- How do you prepare for Greenlight approval?
- What activities are completed before shipment booking?
- What challenges remain?

QUESTIONS FOR DISCUSSION

Looking at the data presented today:

- Did any of the findings reflect challenges that you have experienced?
- Were there any results that surprised you?
- Do the Greenlight approval timelines shown align with your country's experience?
- What actions could help reduce delays in your context?
- What support would help strengthen Greenlight readiness?

COUNTRY EXAMPLES

Common Characteristics of Faster Greenlight Approvals
- Import permits prepared in advance
- Clear documentation requirements
- Defined stakeholder responsibilities
- Strong communication channels
- Established Greenlight procedures

Examples of Challenges
- Import permits
- Regulatory approvals
- Documentation requirements
- Communication gaps
- Delayed approvals

OPERATIONAL REFLECTION

Greenlight approval is intended to confirm that import, regulatory, and programme readiness requirements are in place before shipment booking. Understanding what works well and where challenges occur helps identify opportunities to improve readiness and reduce delays.

KEY DISCUSSION QUESTION

What practical actions could help countries obtain Greenlight approval earlier and create more time for downstream supply chain activities?

NEXT IN THE SUPPLY CHAIN

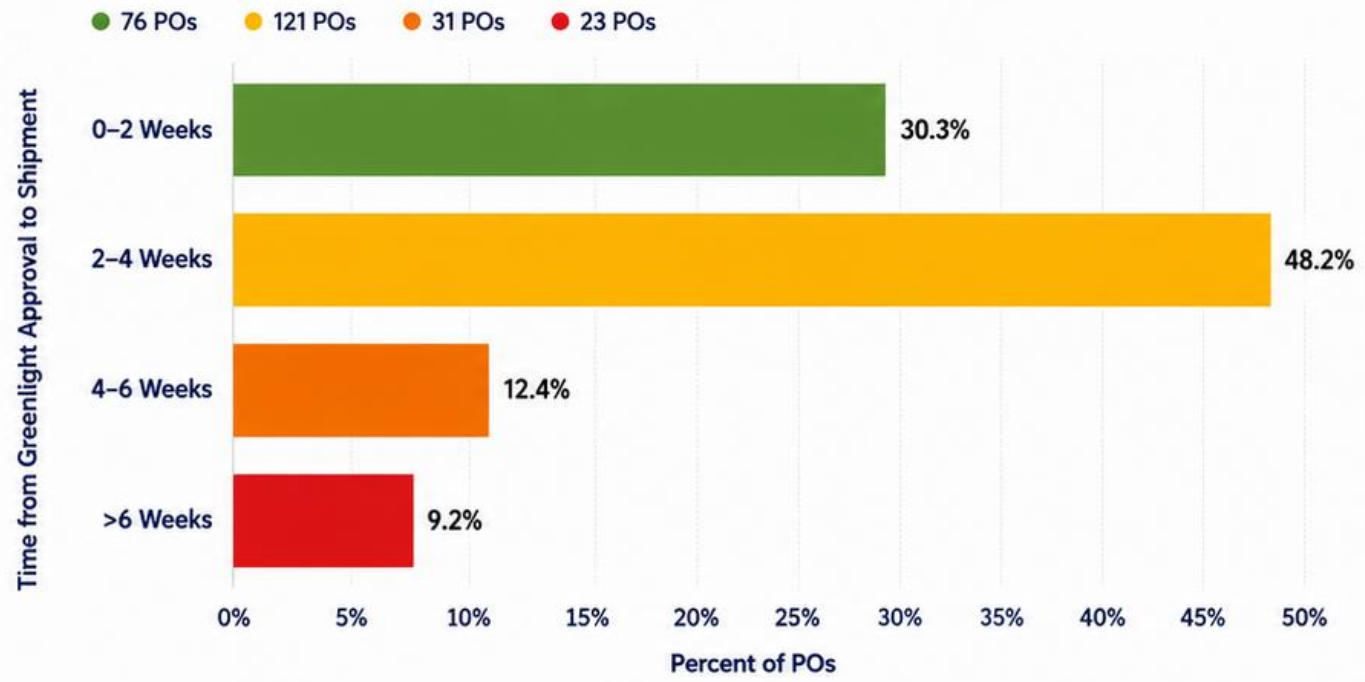
TRANSITION TO SHIPMENT DEPARTURE

AFRO: TIME FROM GREENLIGHT APPROVAL TO SHIPMENT (2023–PRESENT)

World Health Organization
African Region

This analysis examines the time between Greenlight approval and shipment departure.
Timely shipment departure is essential to ensure medicines arrive in-country with sufficient time for customs clearance and MDA implementation.

PERCENTAGE OF PURCHASE ORDERS BY TIME FROM GREENLIGHT APPROVAL TO SHIPMENT DEPARTURE



KEY FINDINGS

Most shipments move within four weeks of Greenlight approval
78.5% of Purchase Orders shipped within four weeks.

Two to four weeks is the most common timeframe
Nearly half of all Purchase Orders shipped between two and four weeks after approval.

Some operational delays remain
21.5% of Purchase Orders required more than four weeks before shipment departure.

A small number of shipments experienced significant delays
9.2% of Purchase Orders required more than six weeks after approval before shipment departure.

KEY MESSAGE

Once Greenlight approval is obtained, most shipments move relatively quickly. Reducing approval-to-departure time provides a greater opportunity to improve overall supply chain readiness.

WHY IT MATTERS

Shorter lead times help ensure medicines arrive earlier, reduce customs and storage risks, and increase the time available for distribution planning and MDA preparation.

NEXT STEP: CUSTOMS CLEARANCE

What happens after the shipment departs?
The next step in the supply chain is customs clearance, where delays can continue to affect medicine availability and programme readiness.

World Health Organization
African Region

CUSTOMS CLEARANCES

WELCOME TO THE NEXT STEP IN OUR SUPPLY CHAIN JOURNEY

From Shipment Arrival to Delivery

Medicines have arrived in country. The next critical step is **customs clearance**. Timely clearance ensures medicines move quickly from the port to national stores and on to communities for MDA implementation.

WHAT WE WILL EXPLORE

- How long shipments take to clear customs after arrival
- The proportion of shipments experiencing clearance delays
- The cost impact of delays (demurrage and storage charges)
- Actions to improve clearance timeliness and storage programme resources

OUR GOAL

Ensure medicines clear customs quickly and reach programmes on time, while reducing avoidable costs and protecting country resources.

> Efficient customs clearance is essential to protect timelines, reduce costs, and ensure medicines are available when communities need them most.

- Protect Timelines
- Reduce Costs
- Ensure Medicine Availability
- Support Programme Success

CUSTOMS CLEARANCE PERFORMANCE

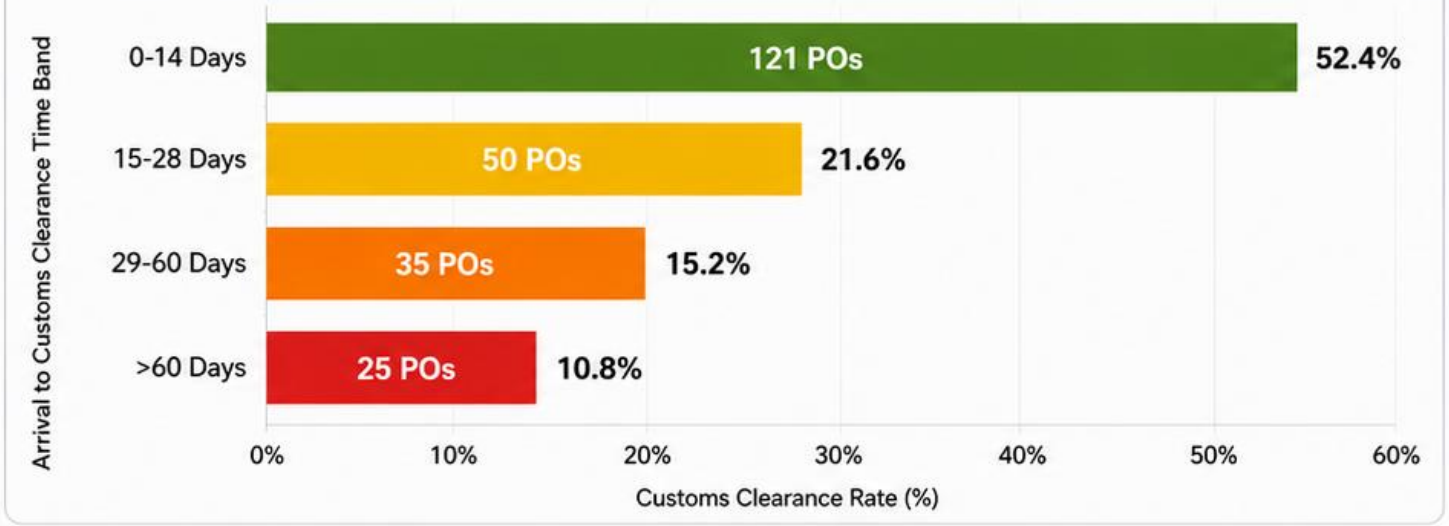
AFRO CUSTOMS CLEARANCE DURATION DISTRIBUTION

World Health Organization
African Region

ALB, MEB, PZQ | MDA YEARS 2023–PRESENT

Time from Shipment Arrival to Customs Clearance Completion
(Delivery Date used as proxy where Customs Clearance Date was unavailable)

ARRIVAL TO CUSTOMS CLEARANCE STATUS DISTRIBUTION



52.4% of shipments cleared customs within **14 days**

74.0% of shipments cleared customs within **28 days**

26.0% of shipments required more than **4 weeks**

10.8% of shipments required more than **60 days**

KEY FINDING

While most shipments clear customs within four weeks, one in four shipments still remains in customs for more than 28 days, creating avoidable programme delays and potential demurrage and storage costs.

CUSTOMS DELAYS CREATE PROGRAMME AND COST RISK

Delays beyond the free time period can result in:

- Demurrage charges
- Storage charges
- Reduced time for distribution before MDA
- Increased programme implementation risk

FREE TIME AT MANY PORTS IS LIMITED

Refrigerated Containers
3 DAYS
Free time

Dry Containers
5 DAYS
Free time

After the free time period, each container may incur demurrage charges (shipping line) and storage charges (port/country).

- Prepare documents early
- Strengthen customs coordination
- Monitor shipments closely
- Reduce delays and costs

Note: Weeks calculated from Actual Shipment Arrival Date to Customs Clearance Completed Date.
Where Customs Clearance Completed Date was unavailable, Delivery Date was used as a proxy to improve shipment coverage.

AFRO CUSTOMS CLEARANCE PERFORMANCE IMPROVED SINCE 2023, BUT EXTENDED DELAYS REMAIN

World Health Organization
African Region

Customs Clearance Approval Time Trends (Weeks) | Data from NTDeliver

MEDIAN AND AVERAGE CUSTOMS CLEARANCE TIME (WEEKS)

From 2023 to 2025, the median customs clearance time improved from 2.7 weeks to 2.1 weeks, while the average decreased from 4.1 weeks to 3.5 weeks.
Performance in 2025 remained better than 2023, although averages increased compared with 2024.

UNDERSTANDING THE DATA

MEDIAN (BLUE LINE)
Typical Shipment Experience

- Represents the typical shipment.
- Less influenced by unusually long or short clearance times.
- Remained near the two-week operational target.

AVERAGE (GREEN LINE)
Overall Regional Performance

- Represents total regional performance.
- Influenced by prolonged customs clearance events.
- Remained consistently higher than the median.

WHAT THIS TELLS US

- Most shipments clear customs relatively quickly.
- A small number of prolonged customs clearance events continue to affect regional performance.
- These exceptions drive a disproportionate share of programme delay, risk, and costs.

KEY TAKEAWAYS

PERFORMANCE IMPROVED
Customs clearance performance improved from 2023 to 2025 compared with the 2023 baseline.

TYPICAL SHIPMENTS CLEAR FASTER
Median clearance times remained close to the two-week operational target.

EXTENDED DELAYS REMAIN
A limited number of prolonged clearance events continue to drive regional averages upward.

GREATEST OPPORTUNITY
Reducing prolonged clearance events offers the greatest opportunity to improve overall performance.

KEY MESSAGE

Customs clearance performance has improved across AFRO since 2023. However, a relatively small number of prolonged customs clearance events continue to drive a **disproportionate share of regional delay, programme risk, and potential demurrage and storage costs.**

Our operational focus is to identify and resolve these prolonged clearance events—creating more time for distribution planning, implementation readiness, and successful MDA delivery.

Note: Weeks calculated from Actual Shipment Arrival Date to Customs Clearance Completed Date.
Where Customs Clearance Completed Date was unavailable, Delivery Date was used as a proxy to improve shipment coverage.

CUSTOMS CLEARANCE PERFORMANCE

World Health Organization
African Region

AFRO CUSTOMS CLEARANCE: COMMON DELAY DRIVERS (2023–PRESENT)

Understanding the main causes of prolonged customs clearance times

THE CUSTOMS CLEARANCE PROCESS

1. Arrival at Port
2. Documentation Review
3. Customs Processing
4. Clearance Approval
5. Handover to Consignee

Delays can occur at any step, but most prolonged delays happen before physical release of the shipment.

TOP OPERATIONAL DELAY DRIVERS

DOCUMENTATION READINESS
- Missing or incomplete customs documents
- Missing permits or certificates
- Consignee documentation delays

REGULATORY REQUIREMENTS
- Import permit not ready before arrival
- Product registration requirements
- Regulatory reviews and approvals

COORDINATION CHALLENGES
- Multiple agencies involved
- Delayed communication between stakeholders
- Unclear roles and responsibilities

PORT & LOGISTICS CONSTRAINTS
- Port congestion and terminal delays
- Container inspections and examinations
- Administrative processing delays

KEY MESSAGE

Most customs delays occur **before physical release** of the shipment and are often driven by **documentation readiness, regulatory approvals,** and **coordination challenges** rather than transportation issues.

FROM THE DATA (2023–PRESENT)

- **9** Severe Delays in 2023 (>8 weeks)
- **1** Severe Delay in 2025 (>8 weeks)
- **0** Severe Delays in 2026 (Preliminary – 6 shipments)
- Most shipments clear customs **within 1–3 weeks**

2026 data are preliminary (6 shipments) and should be interpreted cautiously.

COUNTRY DISCUSSION: LESSONS, CHALLENGES & OPPORTUNITIES

- What causes the longest delays in your country?
- Which documents create the most challenges?
- Are import permits usually available before arrival?
- What agencies are involved in customs clearance?
- What has worked well to reduce delays?

KEY TAKEAWAYS

DRIVING TIMELY MEDICINE AVAILABILITY AND MDA READINESS

World Health Organization
African Region

1. GREENLIGHT

- Most Greenlight approvals exceed the 0–14 day target.
- Earlier approvals create more time for downstream activities.

2. SHIPMENT EXECUTION

- Once approved, most shipments depart within four weeks.

3. CUSTOMS CLEARANCE

- Customs performance has improved since 2023.
- 93% of 2026 shipments cleared within four weeks.
- Continued focus on permits, documentation, and coordination can further improve performance.

FINAL MESSAGE

Every week saved during Greenlight approval and customs clearance creates additional time for successful MDA implementation.


THANK YOU

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Walk-through of NTDeliver

THE NTD MEDICINE SUPPLY CHAIN TRACKING SYSTEM

NTDeliver: Tools, Dashboards & a Hands-On Walkthrough

ESPEN Supply Chain Meeting | June 2026

Presenter: Alex Pavluck · Developed by Standard Co for the ESPEN Supply Chain meeting

What we'll cover

NTDeliver
Supply Chain Information System

1

Orientation

What NTDeliver is, the data inside it, and the milestone pipeline every order follows

2

Who sees what

Open (no login) access versus login access, and why the difference matters

3

Two examples tools

KPI Dashboard and MDA Planning Tool, with a live walkthrough

4

Your turn

A short hands-on challenge: I give you the goal, you find the answer in the system

What is NTDeliver

Supply Chain Information System

One system that centralises and coordinates first mile NTD supply chain information that is otherwise scattered across spreadsheets, emails, and separate databases.

Reduce fragmentation

One source of truth instead of many spreadsheets and inboxes

Improve collaboration

WHO, donors, shippers, MoH and partners work in the same system

Increase measurement

KPIs show why orders run late so problems can be diagnosed

Simplify reporting

Common reports (monitoring tables, application statuses) auto-generated

What data is inside, and how it gets there

WHO PCT Databank	Population and treatment data, used to extrapolate demand
Country applications	What each programme has requested for its MDAs
Purchase order & shipping data	Auto-loaded from donors and logistics partners
Country & partner inputs	Milestone dates, inventory and consumption entered in-system

Combined into:

Projected vs actual milestone KPIs
demand forecasts, country pages, and the reports and tools we'll look at next

Every order follows the request, review, approve, ship, deliver pipeline - NTDeliver shows you the order progress details

Order	Pack & approve	Ship	Arrive & clear	Deliver
PO Raised	Packing Completed	Booking Request	Actual Time of Arrival	MDA
PO Acknowledgment	Greenlight Requested	Dispatch Shipment	Customs Clearance	
	Greenlight Approved	Pre Alert / Final Docs	Delivery to Warehouse	
			POD Received	

13 milestones, from PO Raised through to Mass Drug Administration. ***The tools track where each order sits along this line.***

Who sees what: login vs open access

Anyone can use parts of NTDeliver without an account. The operational tools need a login.

Open access vs login access

OPEN · no login

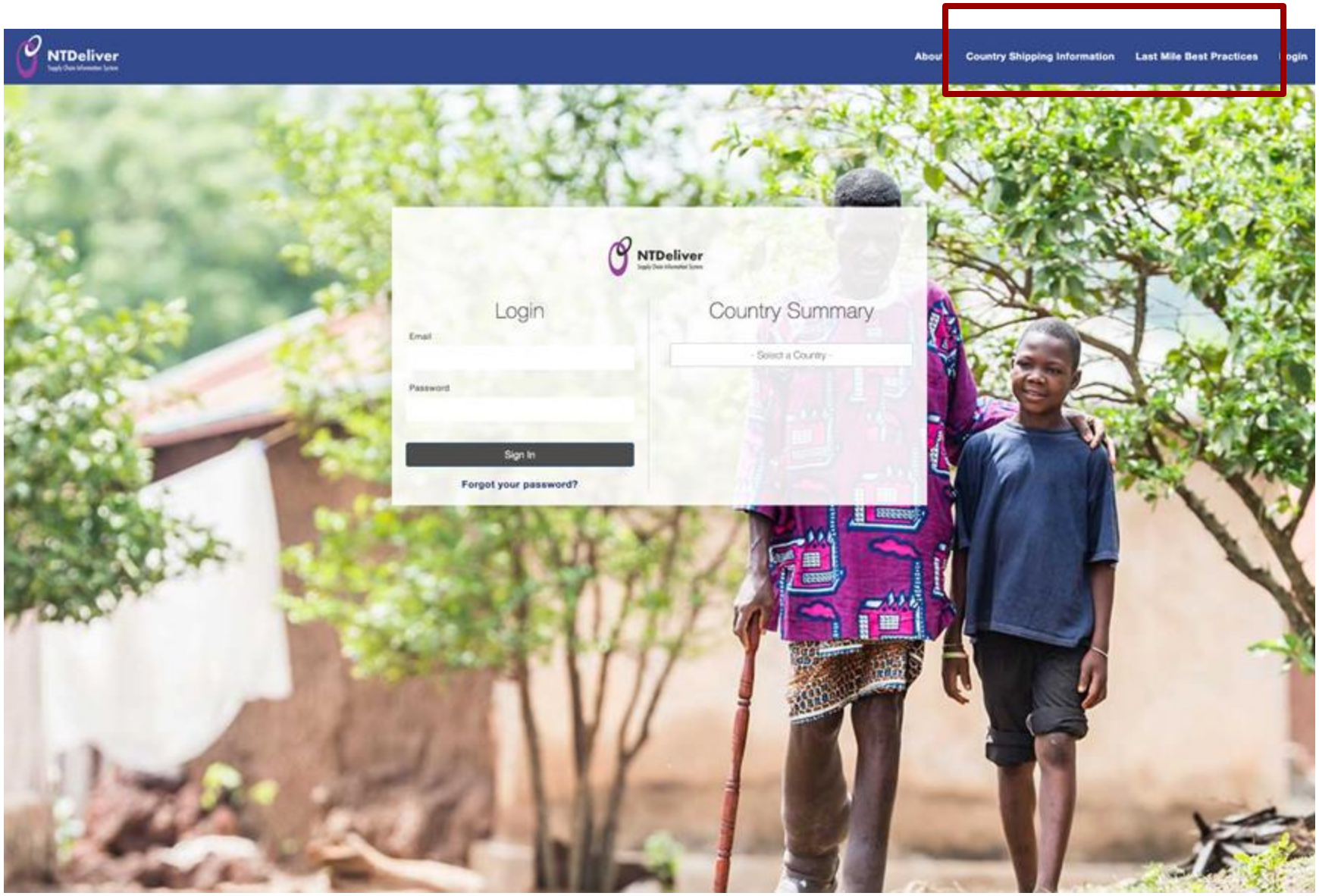
- Country Summary selector (pick any country)
- Public dashboards: MDA Report, Search All Orders, ALB Tracker, Total Shipped by Year
- Country Shipping Information pages
- Last Mile Best Practices
- Subscribe to country page updates by email

LOGIN · account required

- **Everything in open access, plus:**
- PO Priority Tool (bulk update orders)
- KPI Dashboard with single-PO drill-down
- MDA Planning Tool (inventory & consumption)
- Planning & forecasting (soft and hard demand)
- Enter and edit milestone dates

Rule of thumb: open access is for looking up and reporting. Login is for acting on and updating orders.

Open access


NTDeliver
Country Shipping Information
Last Mile Best Practices
NTDeliver
Login
Email
Password
Sign In
Forgot your password?
Country Summary
- Select a Country -

YOUR TURN: OPEN ACCESS

Find the answer yourself

I'll give you the goal. You navigate the system to reach it. Challenges 1 and 2 work on open access, so no login needed.

1 Challenge **Find purchase orders!**

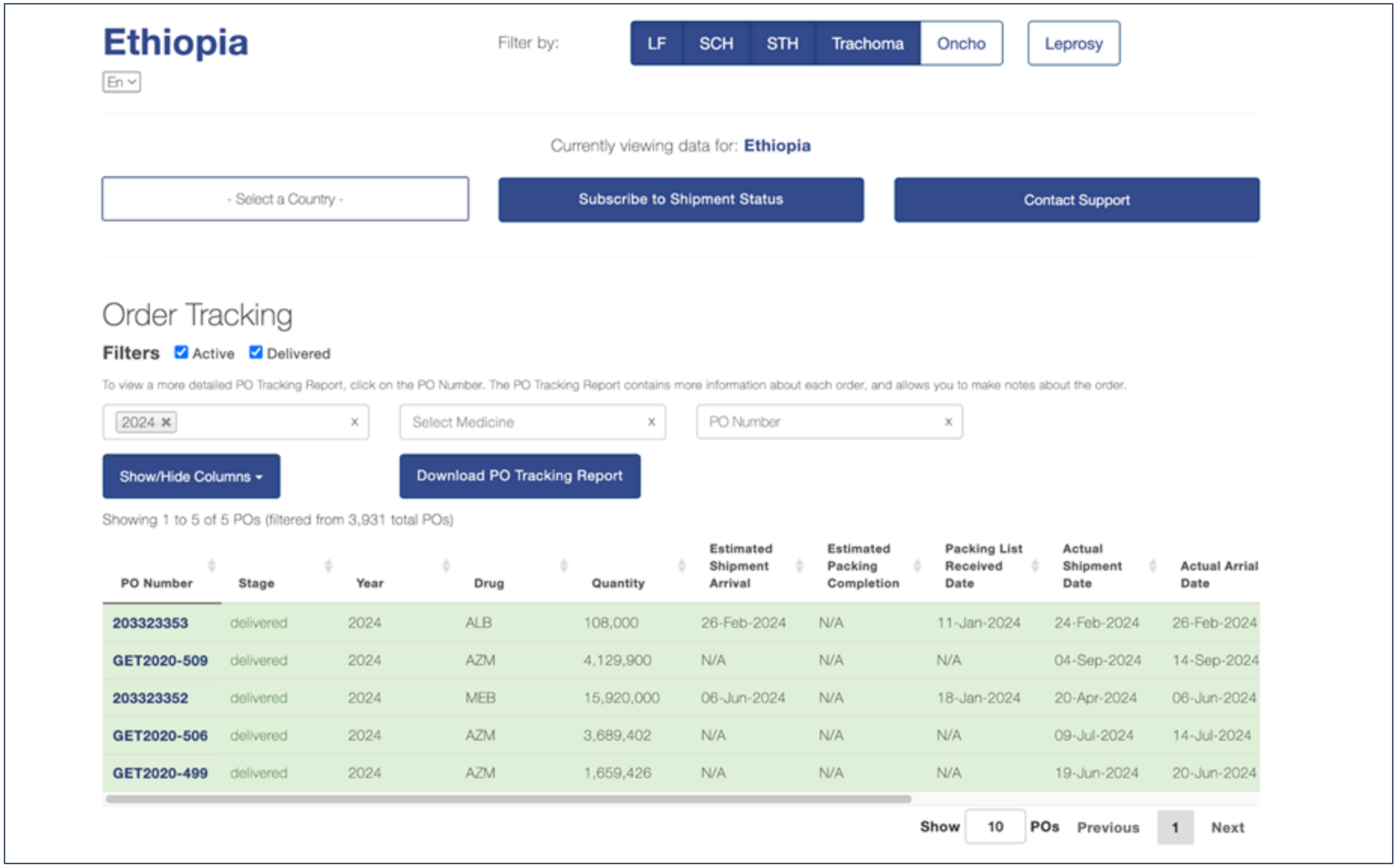
GOAL: How many purchase orders where there for LF, SCH, STH, and Trachoma for Ethiopia in 2024?

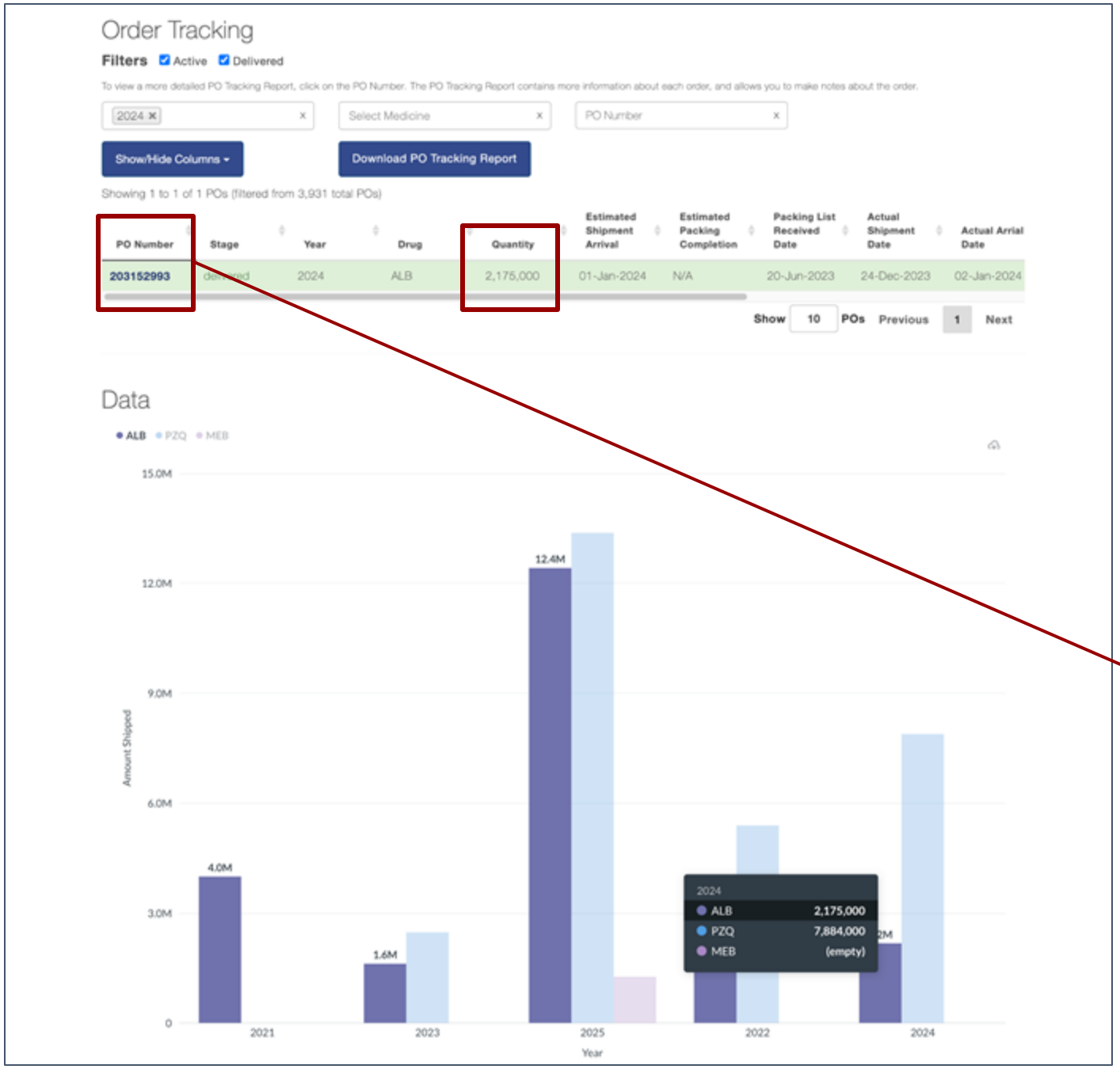
2 Challenge **Track one drug!**

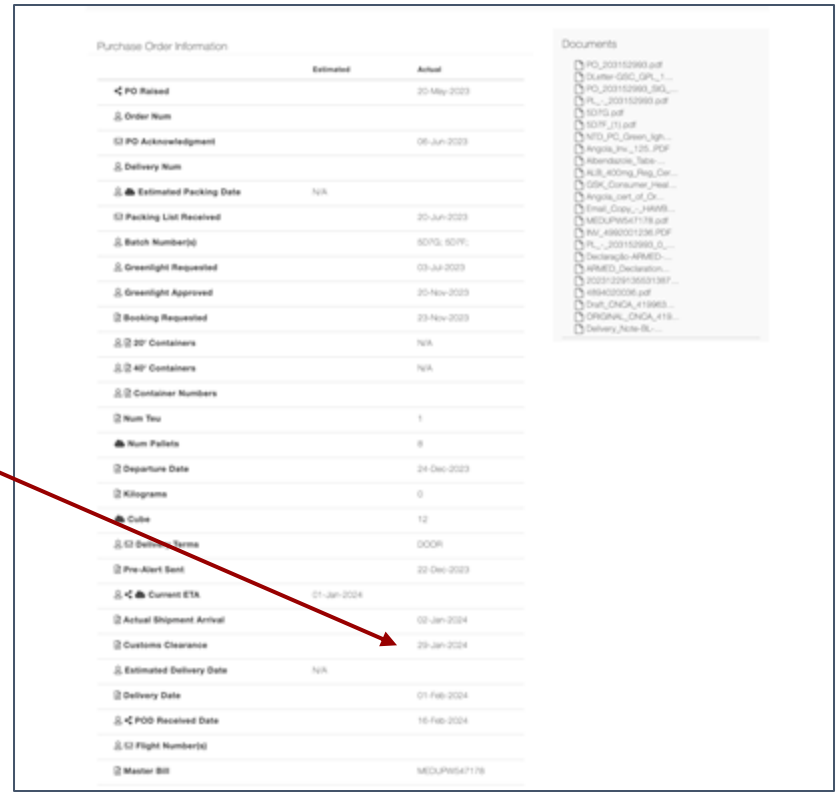
Bonus On what date did this order clear customs?

GOAL: What is the quantity of albendazole (ALB) shipments for Angola in 2024

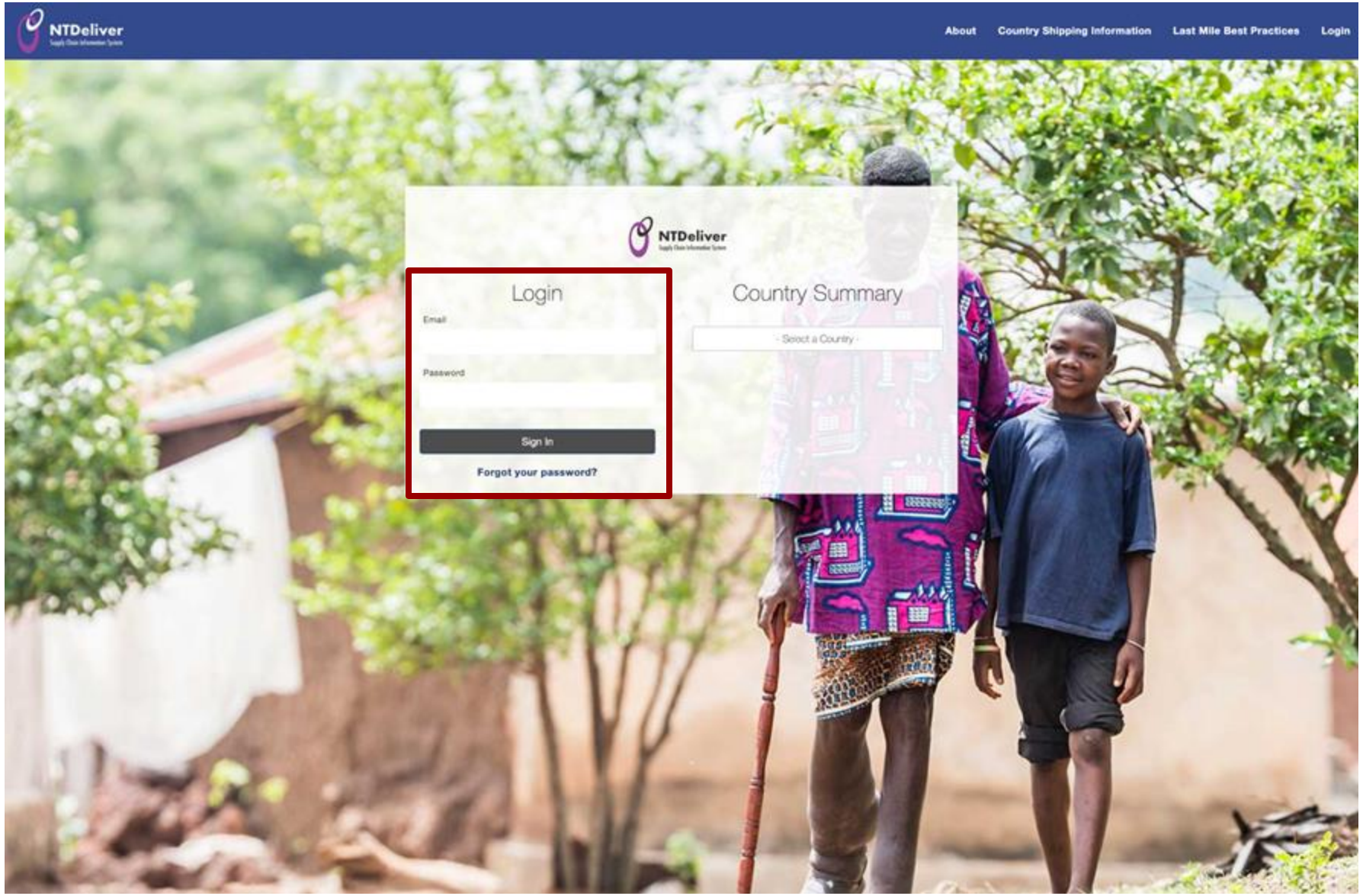
Answer key & how to get there




Order Tracking
Filters Active Delivered
To view a more detailed PO Tracking Report, click on the PO Number. The PO Tracking Report contains more information about each order, and allows you to make notes about the order.
2024
Select Medicine
PO Number
Show/Hide Columns
Download PO Tracking Report
Showing 1 to 1 of 1 POs (filtered from 3,931 total POs)
PO Number
Stage
Year
Drug
Quantity
Estimated Shipment Arrival
Estimated Packing Completion
Packing List Received Date
Actual Shipment Date
Actual Arrial Date
203152993
2024
ALB
2,175,000
01-Jan-2024
N/A
20-Jun-2023
24-Dec-2023
02-Jan-2024
Show 10 POs Previous 1 Next
Data
ALB PZQ MEB
15.0M
12.0M
9.0M
6.0M
3.0M
0
Amount Shipped
4.0M
1.6M
12.4M
2021
2023
2025
2022
2024
Year
2024
ALB 2,175,000
PZQ 7,884,000
MEB (empty)


Purchase Order Information
Documents

Login required



The two tools we'll focus on

K

KPI Dashboard

Projected vs actual milestones. Shows where and why orders run late, with single-PO drill-down.

Used by: WHO, programmes, partners

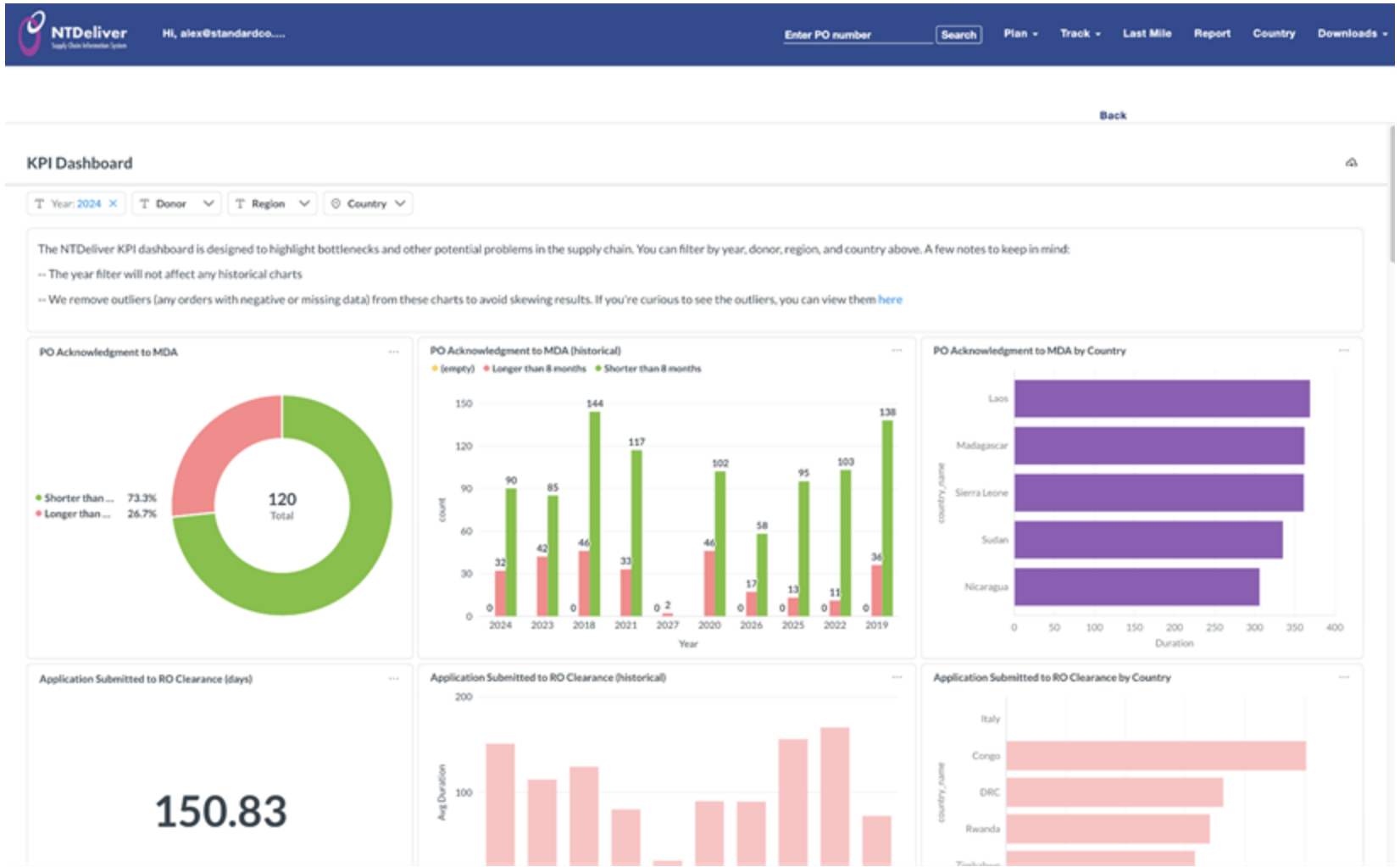
M

MDA Planning Tool

A monthly grid of inventory and consumption per drug. Flags stockout risk before an MDA.

Used by: country programme teams

KPI Dashboard



MDA Planning Tool (still in limited rollout)

What it is: a month-by-month grid, per drug, where country teams track inventory and consumption against incoming shipments, so a stockout is visible before the MDA, not after.

Row \ Month	Jan	Feb	Mar	Apr
Estimated inventory	120k	95k	40k	**-10k**
+ Shipments in	0	0	**60k**	0
– Forecast consumption	25k	55k	110k	
Actual consumption	25k			

Negative estimated inventory (red) = projected stockout. The grid makes it obvious where a shipment must arrive in time.

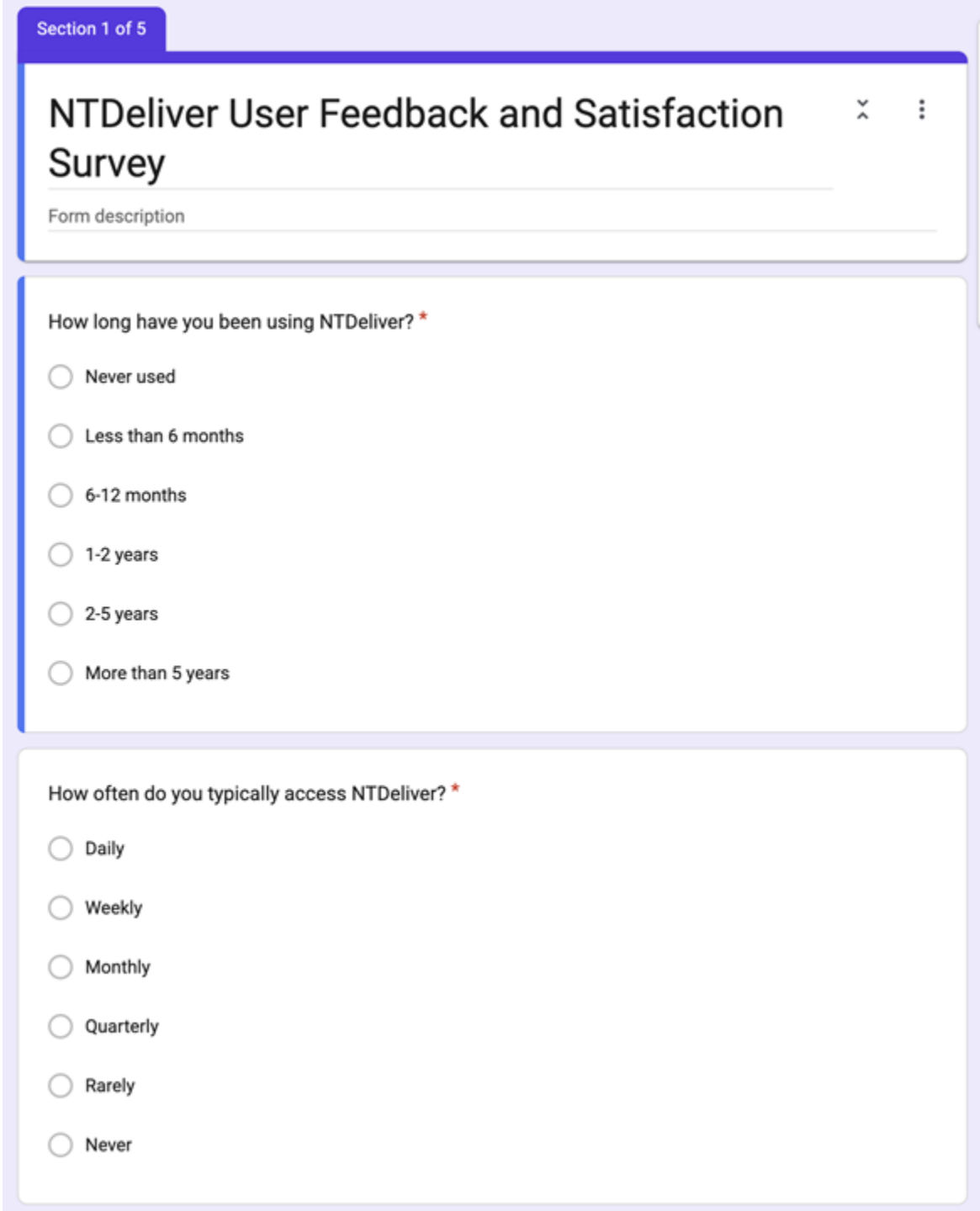
Also captures

- Actual consumption overrides the forecast
- Manual adjustments (+ or –)
- Report date and JRSM status
- Comments thread per country

A quick reminder about the NTDeliver survey

If you haven't completed the NTDeliver feedback survey yet, please do.

https://forms.gle/nuyJfjxoZt1aFnv4A



SURVEY

What we are hearing from you?

The limited results

In-transit / confirmed shipments — strongest

Can you determine what is in transit or has confirmed dates?

Production / donation pipeline

Can you see the pipeline and anticipated timelines?

Enough medicine for upcoming MDAs

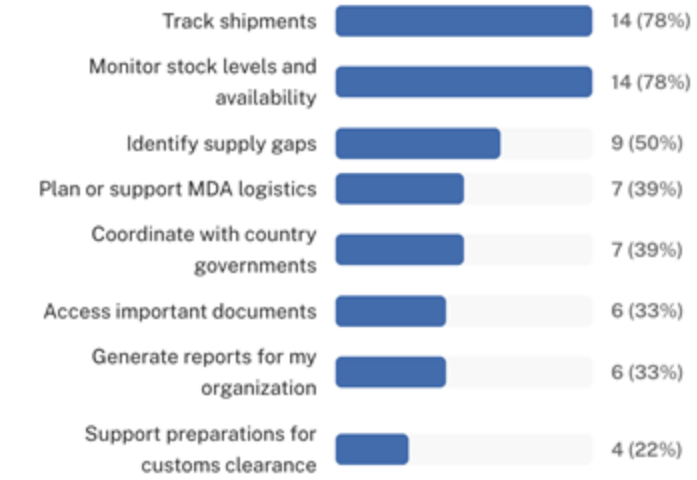
Does it help you judge sufficiency for MDA?

Current in-country stock levels — weakest

Sufficient visibility into current stock?

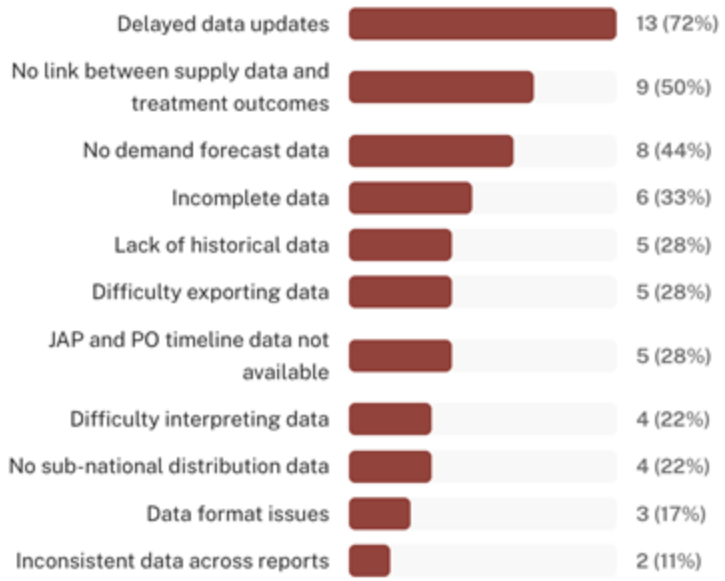
Primary reasons for using NTDeliver

Multi-select, n=18



Data limitations encountered

Multi-select, n=18



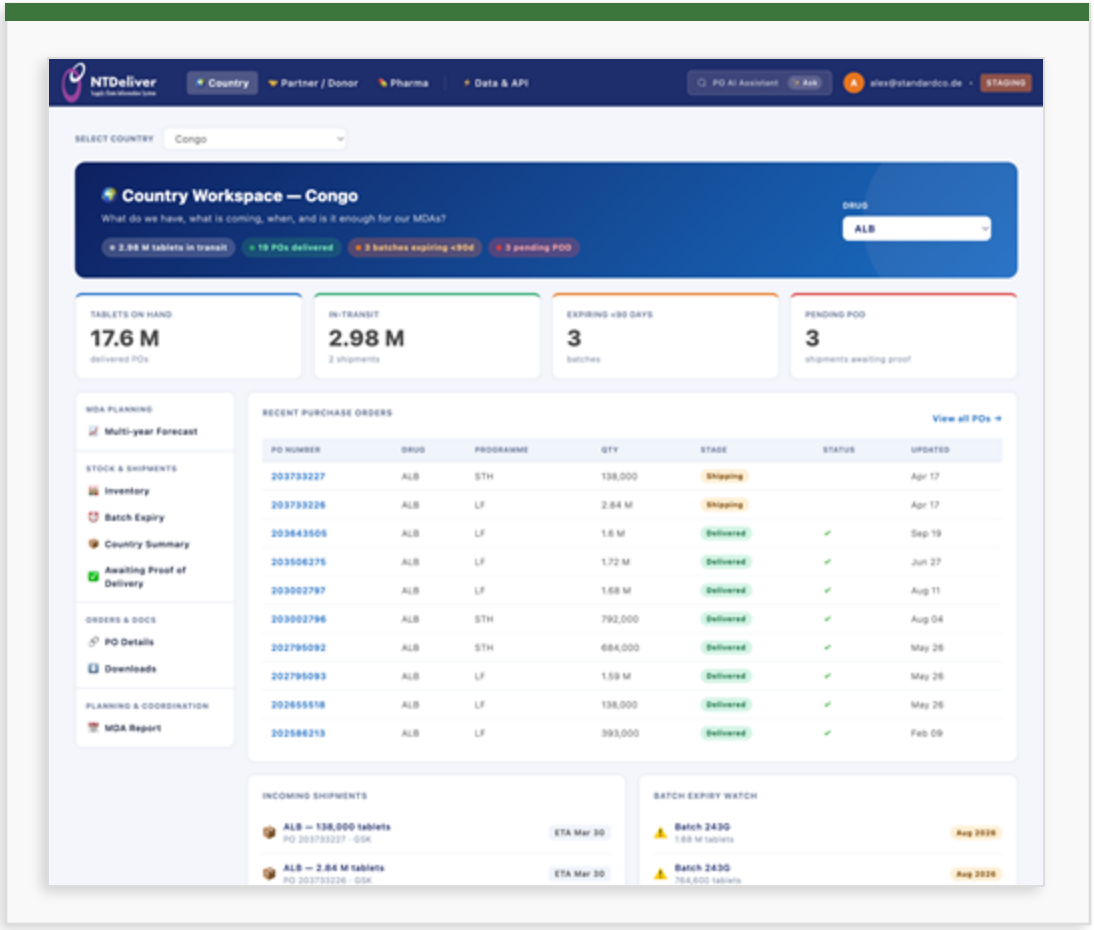
NTDeliver
Supply Chain Information System

Coming soon

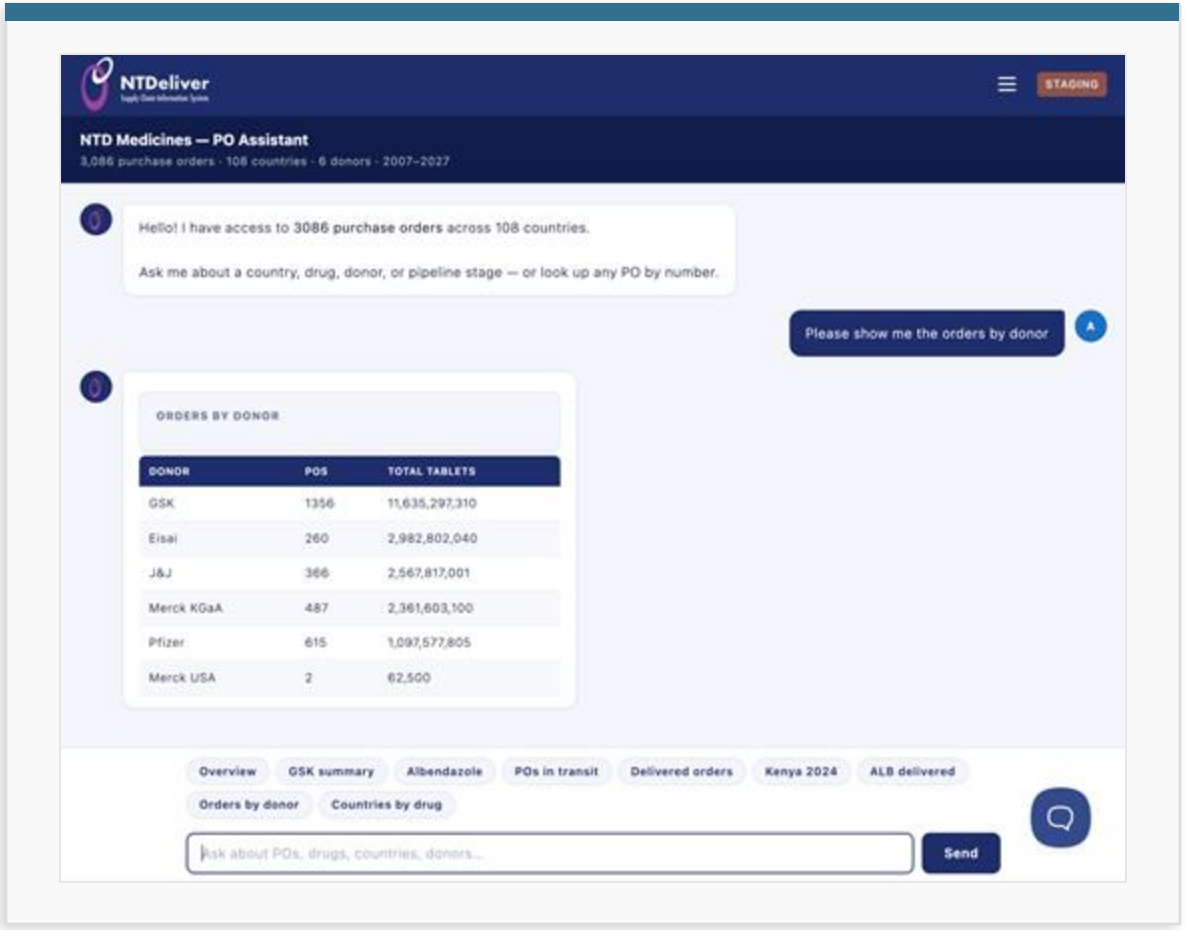
What are we working on?

The feedback we have received is that the NTDeliver system is overwhelming and more training is needed. To help with this problem we are doing a few new things that will be launching soon!

NTDeliver is being organized by workspaces.



An AI PO Assistant is being added to support natural language queries. A MCP/Connector is being added to extend access to these data.



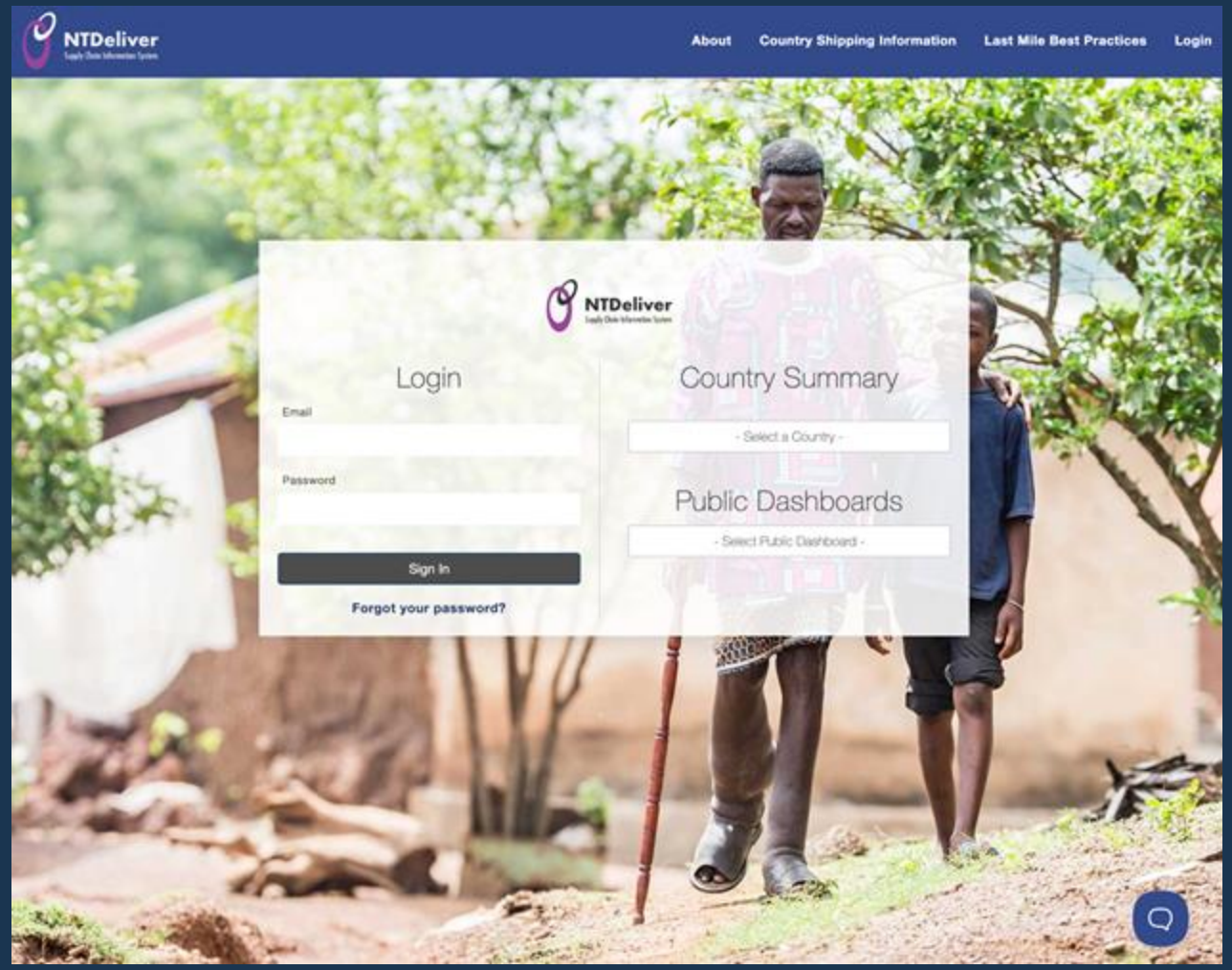
NTDeliver survey

If you haven't completed the NTDeliver feedback survey yet, please do.

https://forms.gle/nuyJfjxoZt1aFnv4A

Thank you for your attention and support!

Questions?



World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Country exercise (Break out session) Access and Using NTDeliver

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Scavenger Hunt

NTDeliver - Scavenger Hunt - Country Shipment Page

English

Look up the country page, find your country, find the following information

1. Pick one disease

a. What quantities of medicines for this disease did your country receive in 2023, 2024, 2025?
b. What dates were the shipments delivered?

2. In 2022 what PC medicines did your country receive?

a. What dates were the POs approved?

Français

Consultez la page du pays, trouvez votre pays, et recherchez les informations suivantes :

1. Choisissez une maladie

a. Quelles quantités de médicaments pour cette maladie votre pays a-t-il reçues en 2023, 2024 et 2025 ?
b. À quelles dates ces cargaisons ont-elles été livrées?

2. En 2022, quels médicaments de PC (chimioprévention) votre pays a-t-il reçus ?

a. À quelles dates les bons de commande (PO) ont-ils été approuvés ?

Português

Consulte a página do país, encontre o seu país e busque as seguintes informações:

1. Escolha uma doença

a. Quais quantidades de medicamentos para essa doença o seu país recebeu em 2023, 2024 e 2025?
b. Em quais datas as remessas foram entregues?

2. Em 2022, quais medicamentos de PC (quimioprevenção) o seu país recebeu?

a. Em quais datas os pedidos de compra (POs) foram aprovados?

NTDeliver - Scavenger Hunt - KPI Dashboard

English

You must be logged into NTDeliver to get this information.

Go to reports and then scroll down to KPI Dashboard under Dashboards

Filter for your country, filter for 2025 and look up the following:

1. On average, how long did it take to pack the medicines?
1. On average, how long between booking requested to departure?
1. On average, how long did it take to clear customs?
1. On average, how long did it take between greenlight request and approval?

Français

Vous devez être connecté à NTDeliver pour obtenir ces informations.

Allez dans les rapports, puis faites défiler vers le bas jusqu'à « KPI Dashboard » (Tableau de bord des KPI) sous la section Tableaux de bord.

Filtrez par pays, filtrez pour l'année 2025 et recherchez les informations suivantes :

1. En moyenne, combien de temps a-t-il fallu pour emballer les médicaments ?
2. En moyenne, quel a été le délai entre la demande de réservation et le départ ?
3. En moyenne, combien de temps a-t-il fallu pour le dédouanement ?
4. En moyenne, quel a été le délai entre la demande de feu vert (greenlight) et son approbation?

Português

Você deve estar logado no NTDeliver para obter essas informações.

Vá em relatórios e role para baixo até "KPI Dashboard" (Painel de KPIs) na seção Painéis.

Filtre pelo seu país, filtre para o ano de 2025 e busque as seguintes informações:

1. Em média, quanto tempo levou para embalar os medicamentos?
2. Em média, qual foi o prazo entre a solicitação de reserva e a partida?
3. Em média, quanto tempo levou para a liberação alfandegária?
4. Em média, qual foi o prazo entre a solicitação do sinal verde (*greenlight*) e a sua aprovação?

Countries Provided Feedback Onsite


THANK YOU

World Health Organization
African Region

EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Presentation on customs coordination and drafting of a flow-map for DRC

World Health Organization
African Region

Objectives

By the end of this session, participants will be able to:

1. Map Processes

Apply a basic mapping framework to visualize the actors and steps involved in customs clearance.

2. Identify Gaps

Recognize and highlight where critical delays or communication breakdowns occur in customs clearance.

3. Action Planning

Initiate planning to foster better coordination and build a foundation for smoother clearance processes.

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EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Outline

01

The importance of customs clearance coordination, with examples from in DRC

02

Customs clearance process flow mapping

03

Flow mapping exercise in country groups

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EXPANDED SPECIAL PROJECT FOR ELIMINATION OF NEGLECTED TROPICAL DISEASES

Coordination du dédouanement – exemples tirés de la RDC

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Note d'information sur le dédouanement

Dédouanement

Processus par lequel les marchandises importées ou exportées sont contrôlées et approuvées par les autorités douanières pour entrer ou sortir d'un pays.

Trois étapes clés :

Déclaration en douane - Contrôle des documents - Inspection physique

Droits de douane

Taxes prélevées sur les marchandises importées en fonction de la classification tarifaire (codes de produits spécifiques) ou de la valeur en douane (prix payé).

Exemple :

Les droits de douane sur les vêtements importés de Chine vers l'UE peuvent varier entre 12 % et 20 % selon le tissu et la finition.

Étapes du dédouanement

1. Pré-dédouanement

PROCÉDURE

- Préparation des documents nécessaires (par exemple, *AWB, BL, PL, CoA, COO, FERI, IA, NV*) avant l'arrivée des marchandises au port d'entrée.

2. Dédouanement

PROCÉDURE

- Déclaration par le commissionnaire en douane.
- Vérification documentaire et physique de la déclaration en douane.
- Contrôle douanier et calcul des droits et taxes.

3. Validation et livraison

PROCÉDURE

- Approbation officielle par les autorités douanières.
- Le paiement de l'assurance, des droits et des taxes est finalisé.
- Les marchandises sont dédouanées et acheminées vers leur destination finale.

Acteurs du dédouanement

1. Transitaire

RESPONSABILITÉS

- Rassemble les documents commerciaux.
- Émet l'avis d'expédition préalable.
- Envoie les documents au destinataire (OMS/CO) et au bénéficiaire (ministère de la Santé/programme NTD).

2. OMS / CO

RESPONSABILITÉS

- Envoie les documents d'expédition à l'agent de dédouanement 3PL.
- Assure le suivi de l'OAD, analyse, signe et tamponne les documents.
- Endosse le connaissement (BL) et la lettre de transport aérien (AWB).
- Rédige et soumet les demandes d'exonération douanière (*note verbale)* au ministère des Affaires étrangères.
- Assure le suivi auprès du prestataire logistique tiers (3PL) pour la déclaration d'exonération (IE) et le dédouanement.

3. Programme NTD

RESPONSABILITÉS

- Lance la procédure d'autorisation d'importation (AI) auprès de l'ACOREP.
- Recueille et transmet l'AI à l'OMS/CO.
- Assure le suivi de l'ensemble du processus de livraison.
- Réceptionne, stocke et expédie les marchandises vers les provinces.

Acteurs du dédouanement

4. Agent de dédouanement

RESPONSABILITÉS

- Préparer et soumettre l'OAD et l'IE (télex/LOA)
- Collecter/recevoir l'OAD et l'IE signés auprès de l'OMS/CO
- Retracer le NV auprès de la DGDA
- Soumettre la « Déclaration en douane » et assurer le suivi auprès de la DGDA
- Régler les frais de dédouanement (bulletin de liquidation) pour obtenir la facture de sortie

5. DGDA (Douanes)

Opérations aériennes et maritimes

AIR : TEXO/DRF, Contrôle (IGF), création/validation DEXO, IM4

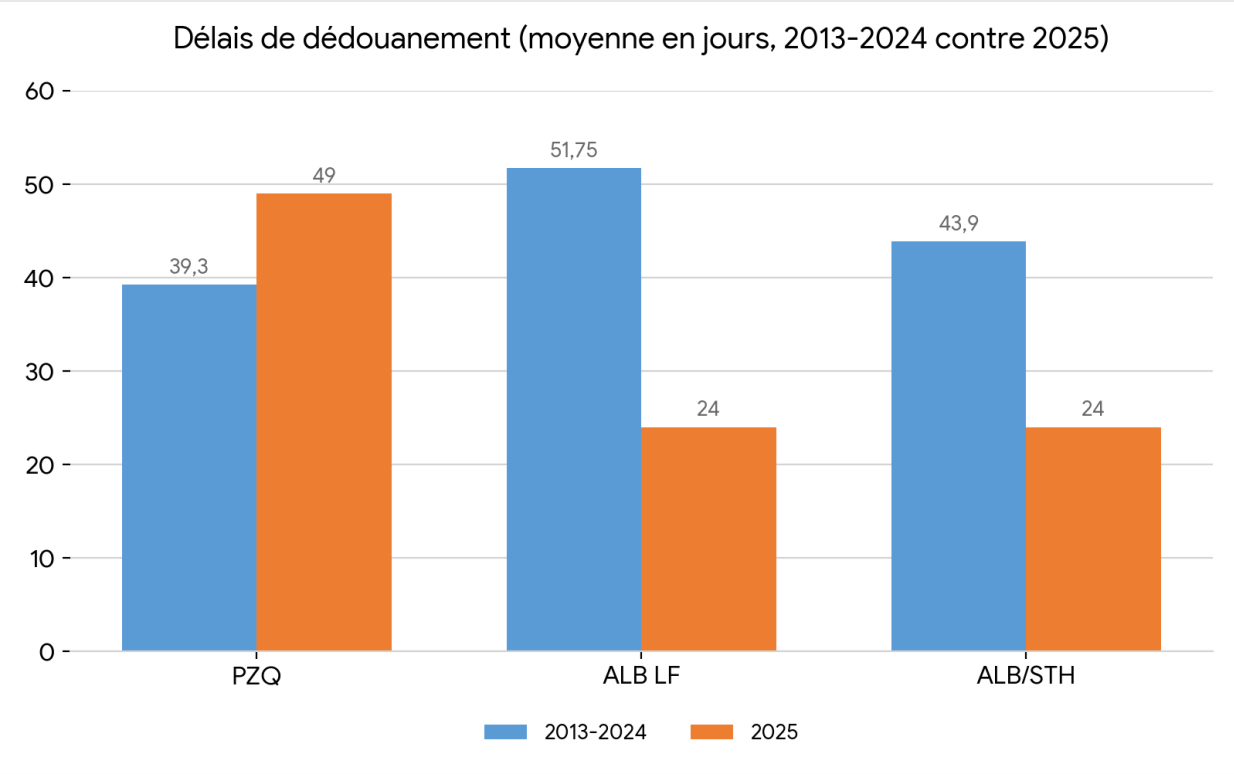
MARITIME : Dépôt du manifeste, déclaration des 3PL (TR8, IM4), facture de dédouanement

Documents à émettre : Bon à enlever (BE), EPC Transit, Bon de sortie, Gatepass

Défis et mesures d'atténuation

Problématique / Défi	Amélioration / Atténuation
Le processus « Greenlight » n'est pas clairement défini ni respecté.	Formalisons les rôles et les responsabilités dans le processus de dédouanement (protocole d'accord, cahier des charges, etc.).
Le processus d'exemption (note verbale) peut prendre du retard ; un MBL est requis, mais un HBL est parfois émis. Les donateurs peuvent refuser l'expédition sans exemption. Frais de surestarie : plus de 30 000 $ dépensés en 2024	Clarifier par écrit les exigences en matière de documentation. Définir qui prend en charge les frais de surestarie. Envisager des délais de transit plus longs pour permettre le traitement de la note verbale.
L'agent de dédouanement local n'est pas toujours informé des expéditions ; il manque parfois de contexte local, ce qui entraîne des retards de dédouanement.	Réaliser des évaluations régulières des performances des agents de dédouanement ; améliorer les conditions contractuelles et les pratiques de gestion.
Liens limités entre les parties prenantes (programme NTD, OMS, transitaires, agents de dédouanement).	Formalisons les rôles via des procédures opérationnelles standard (SOP) et des protocoles d'accord (MoU), des canaux de communication dédiés (par exemple, des groupes WhatsApp) et des outils de suivi partagés. Améliorer la coordination afin de réduire la durée du dédouanement.

Importance de la coordination du dédouanement



Simplification du processus de dédouanement

Source des données : NTDeliver et outil de suivi interne

Comment avons-nous réduit les délais ?

01 **NTD Shipping & Clearance**
Moyennes de référence examinées (2013-2024)

02 **Cartographie des processus, des rôles et des responsabilités**
Discussion au sein du programme, de l'OMS, etc.

03 **Mise en relation des parties prenantes**
Faciliter les liens entre les parties prenantes

04 **Communication active**
Échanges par e-mail, organisation de réunions, etc.

05 **Suivi proactif**
Suivi hebdomadaire depuis l'expédition jusqu'au dédouanement

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Customs clearance process flow mapping

Customs clearance process flow mapping

A visual blueprint of the administrative and regulatory requirements necessary to legally authorize the importation of health commodities.

Why map the customs clearance process?

See the big picture

Customs is complex. Mapping eliminates blind spots, allowing stakeholders to see beyond tasks.

- Understand end-to-end journey
- MOH, WHO, DHL visibility
- Eliminate task silos

Clarify roles & responsibilities

Maps define handoffs, eliminating confusion over responsibilities for critical actions and documentation.

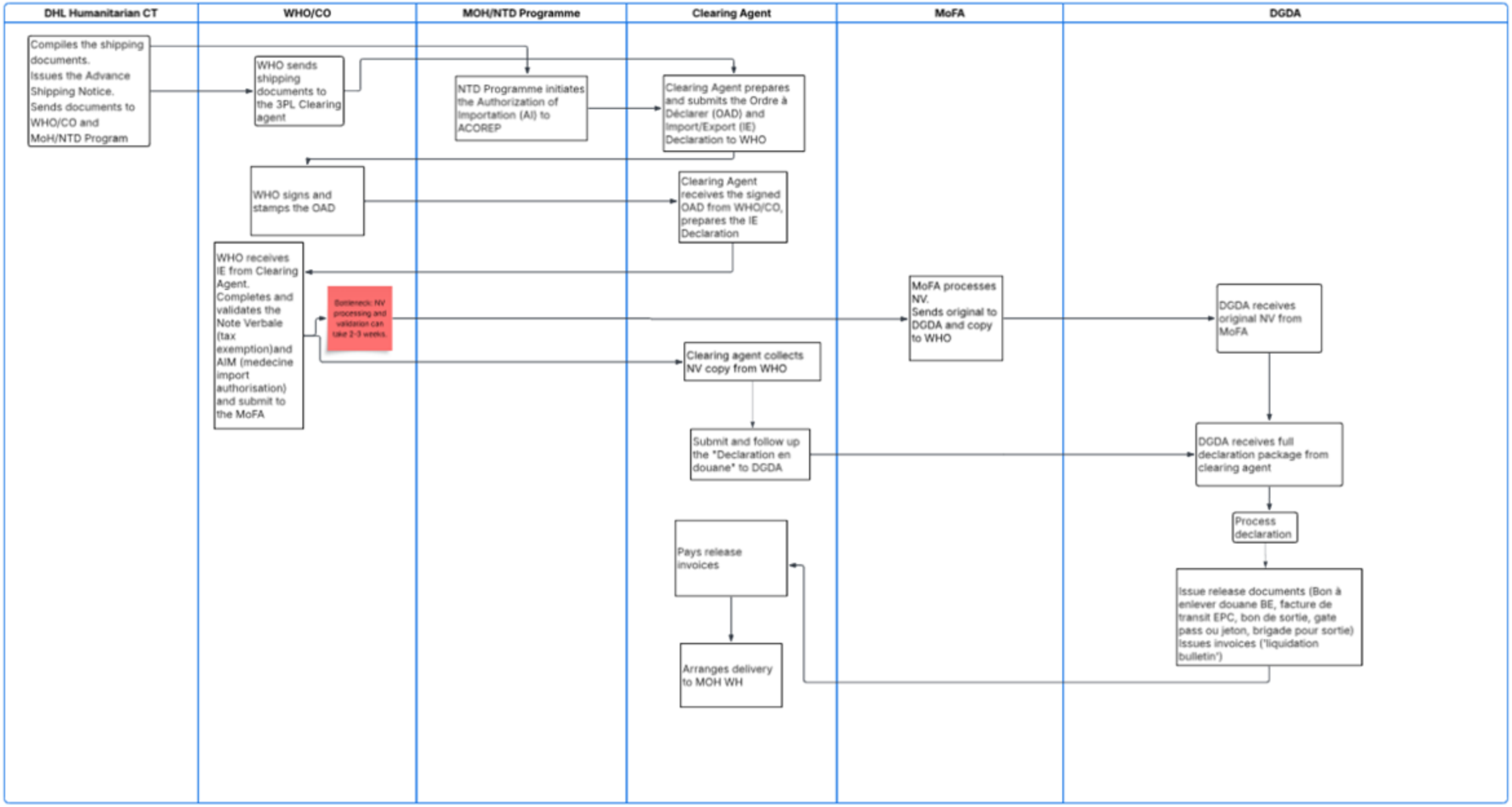
- Define clear process handoffs
- Identify signing authority

Target bottlenecks

You cannot fix what you cannot see. Mapping exposes hidden delays for targeted action.

- Expose hidden process delays
- Facilitate actionable mitigation strategies

Customs clearance process flow - DRC example



Customs clearance process flow

Step 1: Identify key actors

Define the "Swimlanes"— who touches the process?

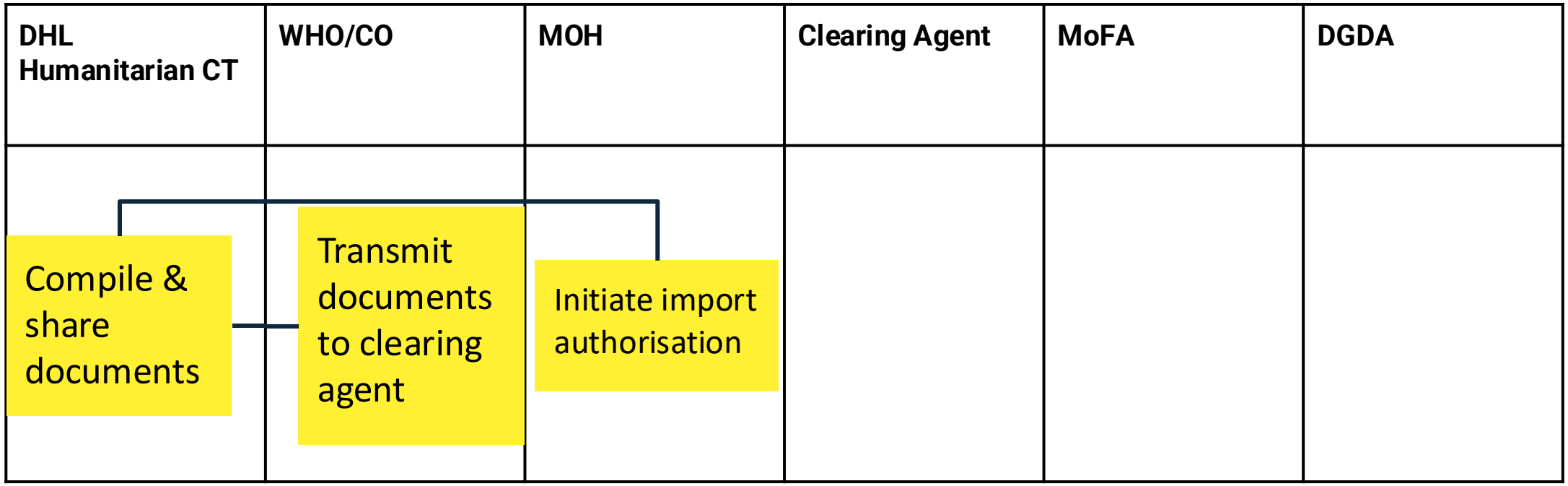
DHL Humanitarian CT	WHO/CO	MOH	Clearing Agent	MoFA	DGDA

Customs clearance process flow

Step 2: map the actions and documentation

Define the key actions and documentation required from start to finish

- What are the key triggers for action, e.g. Shipping Notice sent to consignee
- Highlight where validation is required before the next step can proceed.



Customs clearance process flow

Step 3: identify challenges and mitigating measures

Highlight bottlenecks and issues

DHL Humanitarian CT	WHO/CO	MOH	Clearing Agent	MoFA	DGDA
				Process tax exemption Can take 2-3 weeks	

Country break out to map/develop flow charts

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Flow mapping exercise in country groups

Country breakout exercise

Part 1: Mapping your country customs process flow (60mins)

Using the process flow template provided:

- Define who the relevant actors are in the customs clearance process, enter these in the swimlanes
- Use yellow post-it notes for each process step, placing these in the relevant swimlane.
- Use a marker to connect the steps.
- Use red post-it notes to highlight challenges and bottlenecks

Please write using marker to ensure the text can be easily read/photographed.

An action planning template has been provided to note down potential mitigation measures and next steps related to identified challenges and bottlenecks.

Partie 1 : Cartographier le flux du processus douanier de votre pays (60 min)

En utilisant le modèle de flux de processus fourni :

- Définissez qui sont les acteurs concernés par le processus de dédouanement et inscrivez-les dans les couloirs (*swimlanes*).
- Utilisez des post-its jaunes pour chaque étape du processus, en les plaçant dans le couloir correspondant.
- Utilisez un marqueur pour relier les étapes.
- Utilisez des post-its rouges pour mettre en évidence les défis et les goulots d'étranglement.

Veuillez écrire avec un marqueur pour garantir que le texte soit facilement lisible/photographiable.

Un modèle de plan d'action a été fourni pour noter les éventuelles mesures d'atténuation et les prochaines étapes liées aux défis et

Parte 1: Mapeamento do fluxo do processo alfandegário do seu país (60 min)

Usando o modelo de fluxo de processo fornecido:

- Defina quem são os atores relevantes no processo de desembaraço aduaneiro e insira-os nas raias (*swimlanes*).
- Use notas de post-it amarelas para cada etapa do processo, colocando-as na raia correspondente.
- Use um marcador para conectar as etapas.
- Use notas de post-it vermelhas para destacar os desafios e gargalos.

Por favor, escreva com um marcador para garantir que o texto possa ser facilmente lido/fotografado.

Um modelo de planejamento de ação foi fornecido para anotar possíveis medidas de mitigação e as próximas etapas relacionadas aos desafios e gargalos

Country breakout exercise

Part 2: Gallery walk and cross-pollination (30mins)

- Nominate one group member to remain behind to share your process, challenges and mitigation measures.
- The other group members will circulate to learn from other tables
- Look for common bottlenecks and mitigation strategies

Partie 2 : Visite de la galerie et enrichissement mutuel (30 min)

- Désignez un membre du groupe pour rester sur place afin de partager votre processus, vos défis et vos mesures d'atténuation.
- Les autres membres du groupe circuleront pour apprendre des autres tables.
- Recherchez les goulots d'étranglement communs et les stratégies d'atténuation.

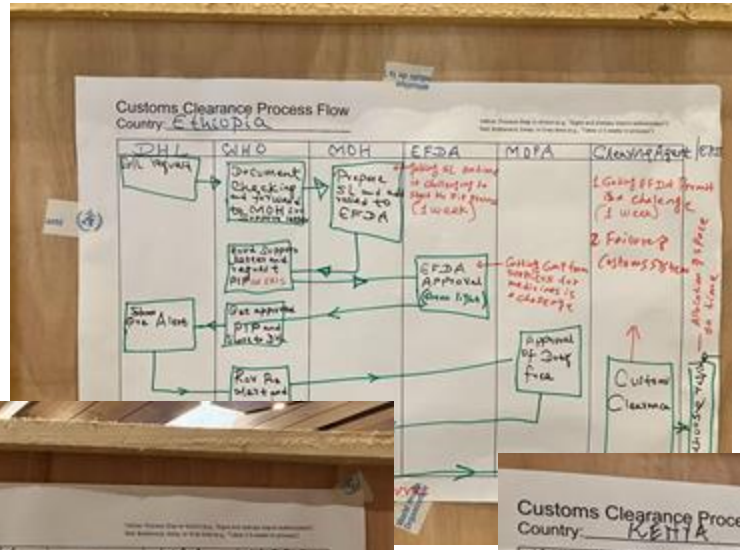
Parte 2: Visita à galeria e polinização cruzada (30 min)

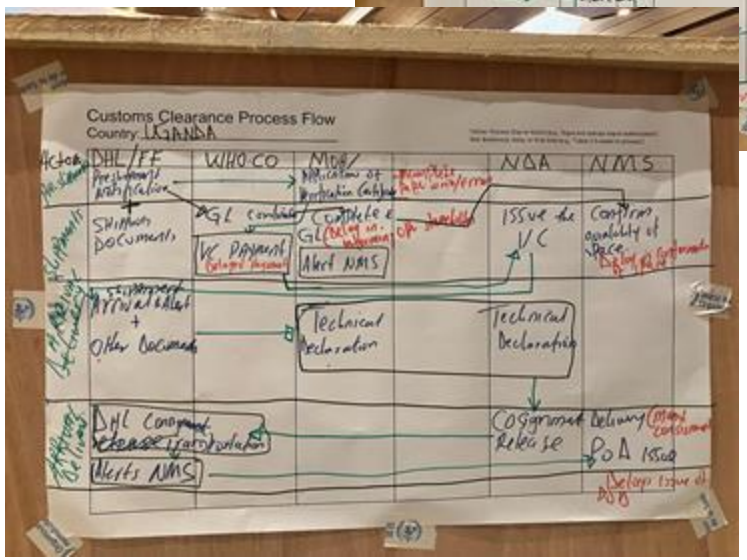
- Nomeie um membro do grupo para permanecer no local a fim de compartilhar seu processo, desafios e medidas de mitigação.
- Os outros membros do grupo circularão para aprender com as outras mesas.
- Procure por gargalos comuns e estratégias de mitigação.

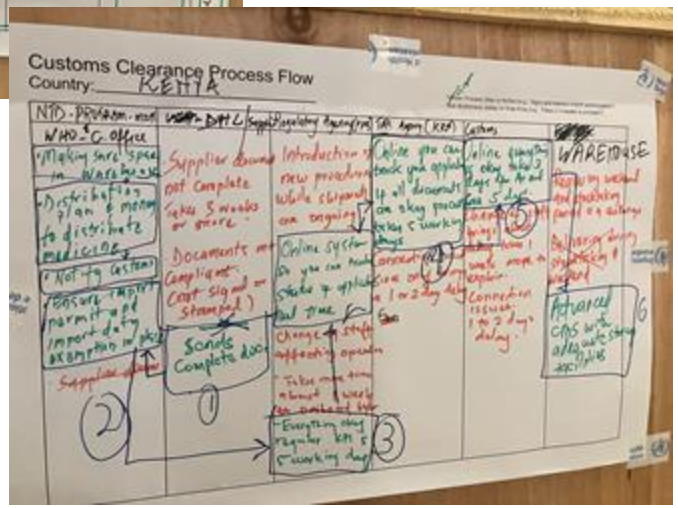

THANK YOU

Gallery walk, feedback

Mapping of Customs Clearance (Feedback Samples)







Customs Clearance Process for Donated PC-NTD Medicines

KENYA

DRAFT — for review, validation and completion by the Kenya focal point. Prepared 17 June 2026 from the country poster developed during the SCM Training Workshop (Practical Session, Day 2).

1. Background and source

This note summarizes the customs clearance process for donated preventive-chemotherapy NTD (PC-NTD) medicines in Kenya, as described by the country team on a workshop poster. On the poster the actors involved are arranged in columns, with their roles, steps and challenges written in each column. The transcription below stays faithful to the poster: dark ink denotes a process step or action and red ink denotes a bottleneck, delay or grey area. Items that could not be read with confidence are shown as [illegible] or followed by [?]. This is a working draft to be revised, validated and completed by the country.

2. Process flow by actor (transcribed from the poster)

Actor (column)	Process steps / role (dark ink)	Bottlenecks, delays & grey areas (red ink)
Supplier/DHL	Sends complete documents. Process moves faster	Supplier documents not complete (no signature or stamp) takes more time 1 or 2 weeks extra
NTD Programme – MoH / WHO Country Office	Making sure space is available in the warehouse. Ensure Import permit and custom waiver documents are in place	CMS – Some delay if system is down and during stock take warehouse closes for 2 weeks
Regulatory Agency (PPB)	Online system so you can track the status of the application in real time.	Introduction of new procedures while shipments are ongoing. Change of staff affecting operations. Takes more time — about 1 week — to onboard new staff.
Tax Agency (KRA)	Online system you can track your application. If all documents are okay, processing takes 5 working days.	System connection issues — a 1- or 2-day delay may be experienced.
Customs	Online. When everything is okay: 3 days for clearance	Change of staff brings about delay — takes 1 week more to explain. System connection issues — 1 to 2 days delay.
Warehouse	Advanced CMS with adequate storage facilities.	Receiving on weekends and during the stocktaking period is a challenge. Delivering during stocktaking & weekends.

Survey Feedback

Link: NTDeliver Survey result

End of Day 2