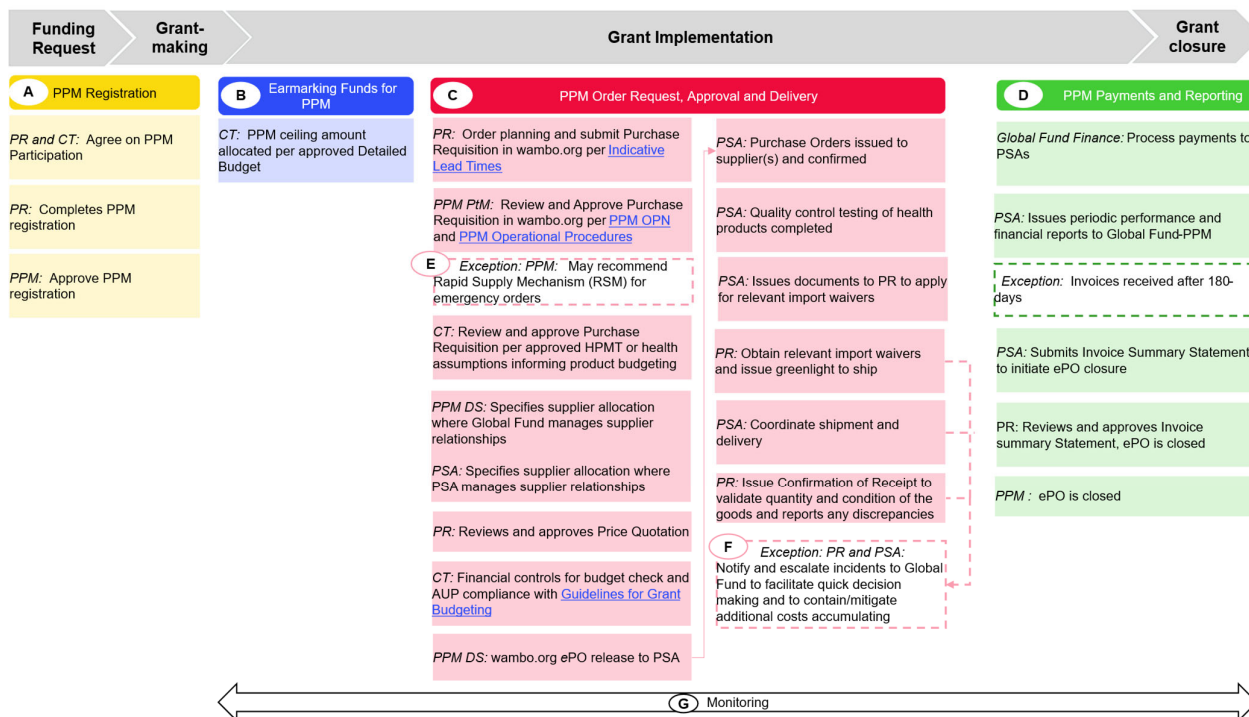


Pooled Procurement Mechanism

Approved on 23 October 2023; Updated 5 November 2025
 Approved by Executive Grant Management Committee
 Process Owner Supply Operations Department
 Associated OPN [OPN on Pooled Procurement Mechanism](#)

Purpose and Overview

- This document provides procedural guidance on the Pooled Procurement Mechanism (PPM). Figure 1 provides an overview of the key steps in the PPM process.



- Detailed procedural guidance is provided below on each of the key steps outlined above for the standard PPM process through the wambo.org platform.
 - Section A: PPM Registration
 - Section B: Earmarking Funding for PPM
 - Section C: PPM Order Request, Approval and Delivery
 - Section D: PPM Payments and Reporting
 - Section E: Exception: Rapid Supply Mechanism (RSM) Orders
 - Section F: Exception: Incident Management Process
- High level responsibilities of key actors on the PPM process:
 - Principal Recipient (PR)** The PR initiates procurement by submitting a purchase requisition in wambo.org for health or non-Health Products (HPs) and services required for grant implementation. The PR formally accepts the price quotation via electronic approval or manual signature, in line with national requirements. If signed manually, PR is responsible for verifying the signatures and uploading the signed quotation and any required documents to wambo.org.

The PR is also responsible for securing import waivers to facilitate customs clearance in coordination with the Procurement Services Agent (PSA). Upon delivery, the PR must issue a Confirmation of Receipt to verify that the goods or services delivered including specifications, quantities match those in the approved wambo electronic Purchase Order (ePO).

- **PSA** receives and processes purchase requisitions submitted by PRs via wambo.org, prepares and issues a price quotation (offer) for approval and acceptance by the PR, manages the end-to-end procurement process, from issuing purchase order to supplier through to order fulfillment, coordinates logistics and shipment, ensuring timely delivery to the destination country in accordance with the relevant Incoterm, provides shipment tracking and documentation, and records procurement transaction details in the [Price Quality Reporting \(PQR\)](#) system,^{†,1} upon delivery.

Within the Global Fund Secretariat:

- **The Country Team (CT)** is responsible for overseeing the implementation of grants in a specific country or portfolio of countries. Led by the Fund Portfolio Manager (FPM), together with the Disease Fund Manager (DFM)[†] and the Program Officer (PO), working with specialists from key functional areas, including Public Health and Monitoring & Evaluation (PHM&E), Finance/Portfolio Services Team (FS/PST), Risk Specialist (RS), Health Product Management Specialist (HPM-S), and Legal Counsel, who provide inputs based on their respective areas of expertise, including on application for risk and PPM exceptions handling[†].
- **Data, Business and Analytics** ensure seamless integration between internal and external systems and supports tool enhancements to drive process efficiency. It improves wambo.org catalogue structures to offer PRs streamlined access to Global Fund and UN-partner framework agreement catalogs, as well as those maintained by competitively selected PSAs. The team delivers analytics and insights to inform strategic and operational decisions, while continuously improving systems and tools to optimize processes and adapt to evolving business needs.
- **Direct Sourcing (DS)** manages framework agreements with PSAs and pre-qualified suppliers, ensuring compliance with contractual terms, and allocates suppliers to purchase requisitions in wambo.org based on availability, country registration requirements, and other terms of the framework agreements. The team also monitors the performance of suppliers and PSAs, including delivery timelines and service quality, in line with contractual agreements and service standards.
- **Financial controls** are automated to verify that (i) the Estimated Delivery Date (EDD) falls within the defined Allocation Utilization Period (AUP), and (ii) sufficient budget is available to cover the procurement transaction. Exceptions handling is performed by Finance Specialist/Portfolio Services Team when additional review is required.
- **FPM** is part of the CT approver group and may approve or reject requisitions. In addition to that, FPM serves the budget owner in wambo.org and shall have approval function when submitted requisition (or sum of all submitted requisitions) exceed the grant budget ceiling set in the system.
- **HPM-S**, as part of the CT Approver Group, reviews purchase requisitions submitted via wambo.org to ensure they align with either the approved grant purpose or the Health Products Management Template (HPMT). The HPMT is a grant document that captures key information related to the Procurement and Supply Management (PSM) of health products funded by the grant. This approver group is defined by the CT and may include FPM, DFM, HPM-S, who may approve or reject a purchase requisition that does not align with the approved grant purpose or HPMT.
- **Procurement Transaction Management (PtM) Team** support PRs in submitting requisitions into PtM and facilitating conversion grant-level supply plans into actual orders, at the same time ensuring cost-effective, efficient, compliant transactions to delivery of HPs. This includes facilitating the end-to-end procurement cycle, from purchase requisition to ePO in wambo.org, through coordination with PRs, Grant Management Division (GMD), Finance, DS, and PSAs, while mitigating risks through delivery, financial reconciliation, and PO closure.
- **Quality Assurance and compliance** ensures that health products used in Global Fund-supported programs are safe, effective, high-quality, and accessible to patients and/or end-user. It is governed by the [Quality Assurance Policy for Pharmaceutical Products](#), [Quality Assurance Policy for Medical Devices \(incl. in Vitro Diagnostics\)](#) and [Core Personal Protective Equipment](#), and [Quality Assurance Policy for Vector Control Products and Related Equipment](#) and supported by operational processes.

[†] † Henceforth, this symbol denotes 'if applicable' where relevant.

A. PPM Registration

4. PPM participation may be initiated by the PR or required by the Global Fund.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities ²		
	HI & Core	Focused ³					Prepare & submit	Review & validate	Approve
		A	T	Li	Le				
PPM Registration Approved PPM participation will be evaluated by Supply Operations in consultation with CTs and other relevant stakeholders based on assessment of factors such as risk, cost-effectiveness, efficiency, the type and volume of products or services including compliance and long-term sustainability to ensure delivery of optimal value and strategic alignment with organizational objectives.	R					During grant-making or implementation	PR prepares and submits onboarding form	AS, Wambo Onboarding and Training (AS WO&T) PtM Focal Point (PtM FP) Manager, PtM (M-PtM) CT consulted	Head of Planning and Procurement (H-PPTM)

B. Earmarking Funding for PPM

5. **Grant Funds are earmarked for PPM procurement in Fusion.** The PPM ceiling amount is based on the approved detailed budget, after grant signature for PPM-related procurement budget for the grant Implementation Period (IP) (i.e., cumulative 3-year ceiling). It can be adjusted (increased or decreased) as needed during grant implementation based on approved changes to the budget. Only the unutilized PPM ceiling can be reduced (i.e., the amount that has not been committed for specific orders). Such reduction should be processed only if the unutilized PPM ceiling will no longer be required for existing or future PPM orders.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities		
	HI & Core	Focused					Prepare & submit	Review & validate	Approve
		A	T	Li	Le				
PPM ceiling increased or decreased	R				After grant signature or anytime during the implementation	PR prepares and submits information to the CT	HPM-S review and validation of PR information required FPM and PtM FP are consulted	FS/PST to establish increase and/or decrease PPM ceiling in Fusion	

² Note that for Focused Countries for which no HPM Specialist is assigned, during the onboarding process, the CT will determine who will perform this step. In some instances, this may be the FPM. For portfolios with DFM, the FPM approves based on the recommendation of the DFM, or as otherwise delegated.

³ Focused portfolio of countries is differentiated into A=Aligned, T=Targeted, Li=Light and Le=Legacy

C.PPM Order Request, Approval and Delivery

6. **PPM Order Request and Approval.** The PR submits a Purchase Requisition considering the minimum procurement lead time as defined in the [Category and Product-level Procurement and Delivery Planning Guide](#) (as amended from time to time). For products not listed in the Guide, prior to submission of the Purchase Requisition, consultation with the PtM FP for anticipated lead times is recommended. For emergency orders, the Global Fund has established the RSM, which is detailed in Section E: Rapid Supply Mechanism Orders.

Outputs per Sub-process	Requirements per Portfolio Category						Timeline	Responsibilities		
	HI & Core	Focused						Prepare & submit	Review & validate	Approve
		A	T	Li	Le					
PPM Purchase Requisition approved	R					During the grant making or implementation, in accordance i) with the Category and Product Level Procurement and Delivery Planning Guide (as amended from time to time) or ii) in line with provisions on advance procurement or other exceptions as outlined in the PPM OPN .	PR	PtM FP PSA HPM-S Category Lead, Direct Sourcing (CL-DS) are consulted	Manager, Direct Sourcing (M-DS) per product category Additional approvers in accordance with approval limits defined in the PPM OPN .	
Price Quotation approved	R					Following PSA approval of Purchase Requisition	Automation: Price Quotation generated in wambo.org	PSA PtM FP FPM, as the designated budget owner in wambo.org, is notified by the system generated email when a Purchase Requisition exceeds the available PPM ceiling and is consulted to ensure the PPM ceiling is updated to cover the procurement transaction	PR	

Purchase Order approved and Grant Funds are committed	R	Following financial controlling and grant status controls		(ii) Sufficient budget check available in PPM/wambo ceiling commitment for procurement transaction within unutilized Fusion ceiling. - If sufficient budget is available, the system automatically approves the procurement transaction. - If there is insufficient budget, PST Controlling is added to the approval workflow to action. (iii) Grant approval status in Fusion. - If grant PO is approved in Fusion, no additional review is required. - If grant PO is not approved in Fusion, the pending action of the applicable grant process must be completed, and grant PO approved in Fusion for procurement transaction to proceed in wambo.org. If not feasible to complete applicable grant process timely, CTs may request exception as outlined in PPM OPN.	Category Manager, Direct Sourcing (CM-DS) Additional approvers in accordance with PPM OPN PR is informed that the wambo.org ePO has been issued to PSA through a system-generated email. The ePO issued on wambo.org following the electronic approval or manual signature of a Price Quotation will constitute a legally binding agreement between the PR and PSA. Following the issuance of ePO to the PSA, the grant commitment is auto approved and interfaced in Fusion.
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8. **Order changes.** The amount of the approved Price Quotation or RSM Order Form is an estimate. In some instances, changes may need to be made to a Price Quotation or signed RSM Order Form after it has been approved by the PR. For Material Changes, following a review/approval process similar to that for the issuance of the original electronic Price Quotation, the PR will receive an updated electronic Price Quotation for review/approval. For Non-material Changes, for Unplanned Costs and for Cancellation Costs (as such terms are defined below), the PR will be notified of the changes through a system-generated email.
- Material Changes** are costs other than Unplanned Costs and Cancellation Costs (as such terms are defined below), which increase the price originally authorized by the PR in an electronic Price Quotation as evidenced by the affirmative consent or signature of its duly authorized representative where such increases amount to Ten Thousand United States Dollars (US\$10,000) or five percent (5%), or more of the total value of the electronic Price Quotation (whichever is less). Increases pursuant to the foregoing sentence will be calculated against the price originally authorized by the PR and shall not apply with respect to amended prices where the Global Fund has processed increases incrementally or cumulatively.
 - Non-material Changes** are costs other than Unplanned Costs and Cancellation Costs, which increase the price originally authorized by the PR in an electronic Price Quotation as evidenced by the affirmative consent or signature of its duly authorized representative, by an amount to no more than United States Dollars (US\$10,000) or five percent (5%) of the total value of the electronic Price Quotation, whichever is less. Increases pursuant to the foregoing sentence will be calculated against the price originally authorized by the PR and shall not apply with respect to amended prices where the Global Fund has processed increases incrementally or cumulatively.
 - Unplanned Costs** are costs related to the procurement and order management process which could not be reasonably foreseen (including, but not limited to, demurrage, container detention, associated port charges, warehousing at origin or at destination, and others). Delays to address the import issue may result in additional costs. The process to control these costs is outlined below in Section F on the Incident Management Process.

- d. **Cancellation Costs** are applicable costs associated with order cancellations (including partial cancellations), which will follow the principles as described in the [Guidelines for Grant Budgeting](#).

The table below provides the procedural steps for revising and approving the Price Quotation and purchase order in cases of the above changes.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities		
	HI / Core	Focused					Prepare and submit	Review / validate	Approve
		A	T	Li	Le				
Revised Price Quotation Approved									
Material changes	R					Following revisions required to update ePO based on the original approved Price Quotation	Depending on the direct supplier contractual relationship, either Global Fund CL-DS or the PSA is responsible for updating the supplier allocation and product costs. Additionally, PSA may also update PSM costs associated with the changes to supplier allocation.	PSA PtM FP	PR M-DS Additional approvers in accordance with approval limits defined in the PPM OPN .
Non-material changes or Unplanned Costs	R					Following revisions required to update ePO based on original approved Price Quotation	Depending on the direct supplier contractual relationship, either the CL-DS or the PSA is responsible for updating the supplier allocation and product costs. Additionally, PSA may also update PSM costs associated with the changes to supplier allocation. or PtM FP makes administrative changes.	PSA PtM FP	
Full order cancellation	R					Following revisions required to update ePO based on	PtM initiates order cancellation	PSA HPM-S, CL-DS [†] are consulted	

		original approved Price Quotation			
Revised Purchase Order approved, and Grant Funds Committed					
For all changes	R	Following financial controlling and grant status controls		Automation of financial controls to check: (i) Estimated Delivery Date (EDD) within Allocation Utilization Period (AUP) - If EDD is compliant with AUP, the procurement transaction is automatically approved. - If the EDD is not compliant with the AUP, the PSA is added to the workflow and notification is sent to PST Controlling. PtM FP is also added to review and approve for any exceptions[†] to provide relevant justifications and PST Controlling for compliance check. (ii) Sufficient budget available in PPM/wambo ceiling commitment for procurement transaction within unutilized Fusion ceiling. - If sufficient budget is available, the system automatically approves the procurement transaction. - If there is insufficient budget, PST Controlling is added to the approval workflow to action. (iii) Grant approval status in Fusion. - If grant PO is approved in Fusion, no additional review is required. - If grant PO is not approved in Fusion, the pending action of the applicable grant process must be completed, and grant PO approved in Fusion for procurement transaction to	PST Controlling for exceptions handling PtM FP for exceptions on EDD PR is informed that the wambo.org revised ePO has been issued to PSA through a system-generated email. The ePO issued on wambo.org following the electronic approval or manual signature of a Price Quotation will constitute a legally binding agreement between the PR and PSA. Following issuance of revised ePO to the PSA, the grant commitment is auto approved and interfaced with Fusion.

				proceed in wambo.org. If not feasible to complete applicable grant process timely, CTs may request exception as outlined in PPM OPN .	
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9. **Order Fulfillment and Delivery.** The PSA is responsible for ensuring that orders are fulfilled and delivered to the PR in accordance with the approved order. PSA performance is monitored by the DS Team. When the Global Fund has executed agreements with manufacturers, the performance of such manufacturers is also monitored by the DS Team, in accordance with those agreements, including their ability to meet promised goods-ready-pick-up dates. When the PSA has executed agreements with manufacturers, the performance of such manufacturers is monitored directly by the PSA, in accordance with those agreements, including their ability to meet promised goods-ready-pick-up dates, with monitoring and oversight completed by the DS Team.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities		
	HI / Core	Focused					Prepare and submit	Review / validate	Approve
		A	T	Li	Le				
Orders issued to suppliers and confirmed by the PSA (manufacturers and logistics agents) for the quotations approved by PR	R					Following receipt of the ePO issued through wambo.org	PSA who undertakes required actions	Supplier	PSA PSA ⁴ informs PR, PtM FP and DS (where Global Fund has direct supplier contractual agreements) on any delays of deliveries or changes in products supplied or changes in cost which can trigger order changes and additional approvals if the materiality thresholds as defined above are met.
Import waivers obtained	R					Shipping documents issued to PR	Supplier prepares shipping documents and submits to PSA	PSA reviews submitted documents to validate completeness before issuing to PR	PR is responsible for ensuring appropriate waivers are obtained when required and facilitating the import process locally. PR issues approval to PSA to proceed with shipment once relevant import waivers are obtained.
Pre-shipment Inspection, Sampling and Quality control testing of health products completed , if any, in line with applicable Global Fund	R					Prior to delivery	Supplier	PSA who undertakes required actions Supply Operations, Quality Assurance and Compliance (SO-QAC [†]) consulted	PSA who undertakes required actions PR, PtM, CL-DS, CM-DS, HPM-S informed

⁴ [PPM Escalation Framework for Delayed Orders](#)

quality assurance policies ⁵ and other relevant quality assurance requirements					
Products picked up from supplier	R	Following PR green light and approval to PSA to proceed with shipment	Supplier	PSA who undertakes required actions with PSA-engaged logistics service provider	PSA ⁶
Products are delivered by PSA-engaged logistics agent to the PR	R	Following HP manufacture and quality control testing [†]	PSA, who undertakes required actions	PSA	PSA
Confirmation of Receipt issued by PR (or/designated / contracted service provider, as the case may be) once goods or services are delivered, verifying that the specifications and quantities match those included in the issued wambo.org ePO within the time limit specified in the PSA's terms and conditions	R	Following delivery	PR	PR	PSA

D.PPM Payments and Reporting

10. Payments are made to PSAs per payment terms stipulated in their respective Agreements.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities		
	Hi/Core	Focused					Prepare and submit	Review / validate	Approve
		A	T	Li	Le				
Payments to PSAs processed Payments are based on invoices received, which triggers disbursements under the respective grants.	R				Based on PSA Agreements	PSA	AS, Procure-to-pay (AS P2P) who verifies invoices if there is any variation within tolerances and invoices	FS, who generate the batch based on fully approved invoice automated in Fusion and perform final compliance and due diligence review for the batch details (including Batch Release Approval for	

⁵ [Quality Assurance Policy for Pharmaceutical Products](#), [Quality Assurance Policy for Medical Devices \(including in Vitro Diagnostics\)](#) and [Core Personal Protective Equipment](#), and [Quality Assurance Policy for Vector Control Products and Related Equipment](#)

⁶ [PPM Escalation Framework for Delayed Orders](#)

				are not automatically matched in wambo.org.	execution of the transaction by the Treasury and banking institution). The CT is informed and sends the PR a Disbursement Notification Letter.
Periodic performance and financial reports submitted and approved	R	Per agreed periodicity	PSA	M-PSM AS P2P	M-PSM who validates and approves performance information AS P2P who validates and approves financial information
ePO is closed	R	Following submission of Invoice Summary Statement (ISS) by PSA Global Fund ISS is automatically generated by wambo.org and attached to the invoice	PSA	PtM FP who flags known anomalies, if any. PR ⁷ , who flags known anomalies, if any.	AS P2P, who approves after confirming financial information in the PSA and Global Fund statements are consistent, complete, and accurate. In case of any unutilized Grant Funds relating to the procurement transaction, this is automatically de-committed to the PPM ceiling. The CT is notified through a system generated document from Fusion and sends the PR Commitment Notification Letter.

E. Rapid Supply Mechanism

11. When the order is placed less than three months from the expected delivery date, Supply Operations may recommend the Rapid Supply Mechanism (RSM). The PR completes the RSM Order Form, which is uploaded in wambo.org by the PtM FP until system improvements permit the PR to raise these orders directly through wambo.org platform. If RSM is requested for a non-PPM-registered PR, a pre-approval following the exceptions process, as defined in Managing Exceptions is required, before the RSM order process is initiated.

Outputs per Sub-process	Requirements per Portfolio Category					Timeline	Responsibilities		
	HI / Core	Focused					Prepare & submit	Review & validate	Approve
		A	T	Li	Le				
Completed RSM Order Form signed and submitted by the PR, and additional approvals obtained for exceptional cases	R				Following completion of the PPM registration process for PPM-registered PRs or after completion of the exception	PR	PtM FP HPM-S ⁸	FPM ⁹	

⁷ A non-response by the PR after 14 days will be considered concurrence with the ISS, in which case the system will automatically approve the ISS on behalf of the PR.

⁸ Note that for Focused Countries for which no HPM-S is assigned, during the onboarding process, the CT will determine who will perform this step. In some instances, this may be the FPM. Also note that the PR and/or CT may decide to include a LFA and/or a Fiscal Agent in some of the review and approval steps, in addition to the actors described here.

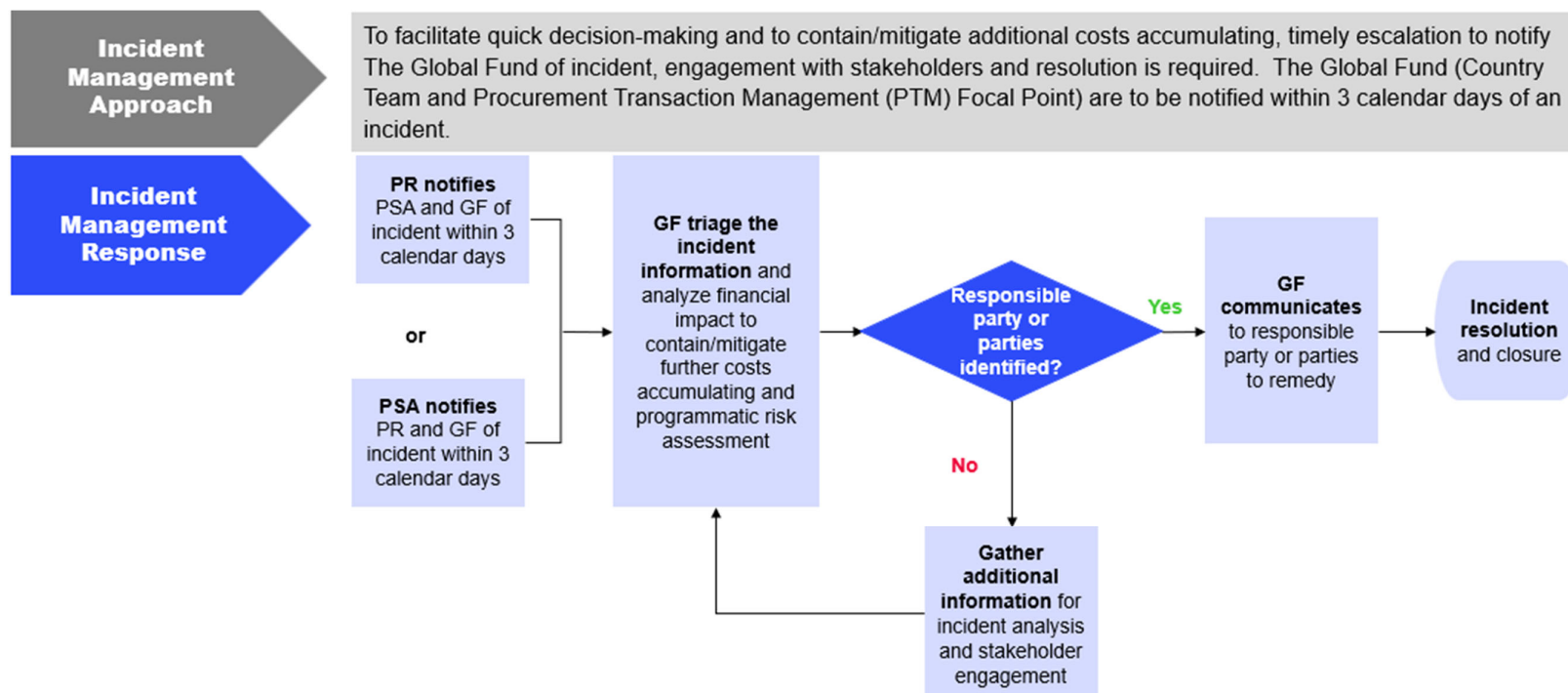
⁹ For portfolios with DFM, the FPM approves based on the recommendation of the DFM.

		process for non-PPM-registered PRs			
Submission of RSM Order Form in wambo.org	R	Following fully approved RSM Order Form by PR & CT	PtM FP	PtM FP CL-DS†	CM-DS Additional approvers in accordance with PPM OPN
ePO approved , and grant funds committed	R	Following financial controlling and grant status control	See Section C. 'Purchase Order approved, and Grant Funds are committed'		
Note that requirements for (i) Order Changes, (ii) Order Fulfillment and Delivery; (iii) PPM Payments and Reporting; including wambo.org invoice control is as for non-RSM orders, described above	R	See Section C. 'Order Changes', C. Order Fulfillment and Delivery' and Section D. 'PPM Payments and Reporting'.			

F. Incident Management Process

12. The overarching principle of the Incident Management Process is to minimize disruptions to the timely delivery of health products, by recognizing an Incident¹⁰, quickly assessing the situation, notifying stakeholders, organizing the response to contain losses, risk of seizure and potential auction to recover the cost by developing and capturing quick mitigating actions for agile timely decision-making leading to resolution. The diagram below provides an overview of the approach to the Incident Management Process. One of the main purposes of the Incident Management Process is to minimize risks of having increased Unplanned Costs.

¹⁰ Incident as defined in the [PPM OPN](#) where a shipment deviates in any way from the scheduled Service. A non-exhaustive list of examples include: a shipments' temperature excursions, routing changes and service level changes. Such situations may lead to Unplanned Costs.



13. The table below describes types of Unplanned Costs that may occur at various stages of the procurement life cycle and the risks associated with but not limited to the examples identified below.¹¹

Types of Unplanned Costs	Description	Potential risks associated with incidents during the procurement life cycle
Detention	Once the contractually defined 'free days' to return the container(s) expire, the shipping line/carrier charges a fee per day for container storage <i>outside</i> the terminal. These costs keep increasing on a per day basis until the container(s) are returned to the shipping line/carrier.	• Additional insurance costs or lapse in insurance coverage • Detention, demurrage, port charges, port storage fees, surcharges, and other associated costs
Demurrage	Once the contractually defined 'free days' for storage at port expire, the shipping line/carrier charges a fee per day for container storage <i>within</i> the port or terminal. These costs keep increasing on a per day basis until containers are returned to the shipping line/carrier.	
Force majeure	'Force Majeure' means an event which by its nature could not have been foreseen, or, if it could have been foreseen, was unavoidable, and which renders the implementation of contractual	

¹¹ Quality-related incidents are handled by SO QAC Team as per Global Fund Procedure and Guidance document and must be reported to healthproductqualityassurance@theglobalfund.org using the forms available on the [Quality Assurance](#) page of the Global Fund website, located under the related resources for the respective product categories: [medicines](#), [vector control products](#), [in vitro diagnostics](#); and [medical devices and core personal protective equipment](#)

	obligations wholly or partially impossible. Force Majeure event includes, without limitation, acts of God, storms, floods, riots, fires, sabotage, civil commotion or civil unrest, interference by civil or military authorities, acts of war (declared or undeclared) or armed hostilities or other national or international calamity, one or more acts of terrorism or failure of energy sources, significant decrease of Global Fund's donors' contributions, financial crises, significantly increased financial or economic exposure howsoever arising.	• Programmatic impact, treatment disruption, missed mass campaigns, more generally late deliveries (including delivery after deadline following end date of implementation period, and others) • Reduced remaining manufacturer warranty period for health equipment and other non-health products • Reduced remaining shelf life/expiry • Stock out linked to delayed shipment • Warehousing costs at origin or destination • Temperature controlled shipments are not maintained in their shipping conditions may result in product loss and impact to product quality. • And other risks not limited to the examples identified
Other associated port services charges (e.g., plug-in charges, electricity, monitoring fees, and others)	Associated port charges may include a fee charged for reefer containers that require to be plugged into an electricity source at the port and for the monitoring of those electricity sources. These incremental costs continue to accumulate on a per day basis until containers are returned to the shipping line/carrier.	
Port charges	Port storage charges are levied by the port authorities at shipment terminal for containers that have not been moved out of the port within the free days. This affects the yard space and port efficiencies.	
Port congestion	Shipment terminal is full, containers cannot be loaded or offloaded resulting in demurrage and detention charges.	
Port storage fees	A fee charged by the terminal (airport or seaport) for the space occupied at the airport warehouse, terminal grounds or container yard pending customs clearance and import release to the consignee.	
Surcharges and any other similar services or charges	Costs, penalties, or fines imposed by government authorities while the shipment is detained before it is released to the consignee.	
Truck detention charges	A fee charged when the truck is held at the pickup or delivery location longer than the allotted 'free time'.	
Warehousing fees	A fee charged at origin for delayed pick up of commodities from supplier which are stored on behalf of the PR pending PR approval to ship or temporary warehousing costs charged at destination due to limited warehousing capacity.	

14. Incident Management timelines are designed to enable quick escalation and facilitate timely stakeholder engagement to ensure quick, effective and informed decision-making to contain/mitigate accumulating costs. Delays may lead to higher costs.

Monitoring and Reporting

15. The operational monitoring activities by the Supply Operations Department, in coordination with subprocess owners. The following data points are monitored:

- Exceptions reporting on process deviations to improve efficiency and accountability
- Grant Account Statement to track and reconcile expenditure related to PPM orders
- PPM procurement and transactions: from submission of purchase requisition to PO closure
- Price Quality and Reporting (PQR) reporting
- PSA procurement and delivery tracking

16. In addition, Supply Operations Department tracks and reports progress on the implementation of the NextGen Market Shaping Strategy to the Board.