		Baseline	Time 1	Time 2	Time 3	Time 4	Time 5
OVER-ALL	Average rating on the pain scale to rate experience using the current systems and processes for collaborative FP supply chain mgmt decisions (SU) (ALL)	5.9	4.4	4.1	3.9	3.2	3.2
PEOPLE	# members organizations in the cross-organizational Steering Committee that meets regularly to advise on rollout	-	6	6	6	8	8
	# of multisectoral task forces (by topic area) identified and formed to advance VAN activities	-	4	4	4	4	4
	# entities participating in VAN steering committee and task forces	-	16	16	18	18	25
	# countries involved	-	2	2	4	34	37
	# manufacturers involved	-	4	4	4	4	4
PROCESS — EFFICIENCY	% of respondents reporting "a lot less" or "less" time spent on triangulating data each month to make collaborative supply chain mgmt decisions for Nigeria and Malawi (TS)	-	0%	21%	44%	53%	82%
	% of respondents reporting a "lot less" or "less" time spent on communication to review data and make supply chain decisions together for Nigeria and Malawi (TS)	-	0%	38%	53%	41%	75%
	% of respondents indicating that it was "somewhat easy" or "very easy" to access the supply chain reports and data analyses needed for review with the FP community (PI) (ALL)	19%	75%	63%	47%	76%	60%
	% of "past due" orders that do not have associated shipment records (V)	-	NOT LIVE	1%	6%	5%	4%
PROCESS — EFFECTIVENESS	% of respondents who "agree" or "strongly agree" that they are able to reliably anticipate expected arrival dates of FP commodities (BC) (ALL)	24%	33%	43%	44%	65%	63%
	% of respondents who expect in the future that the VAN will allow them to make more timely and specific supply chain recommendations and decisions* regarding Nigeria and Malawi compared to before (DM)	-	85%	77%	87%	94%	82%
	% of respondents who report that the data they currently have allow them to make timely and specific supply chain recommendations/decisions regarding Nigeria and Malawi* (DM)	41%	0%	44%	39%	87%	70%
	% of respondents who "agree" or "strongly agree" that the status and progress of the collaborative FP supply planning process are transparent and visible at all times regarding Nigeria and Malawi (SU)	27%	42%	69%	84%	83%	83%
	% of targeted countries providing complete supply plans at least once per quarter (BC)	-	NOT LIVE	67%	100%	85%	85%
	% of targeted countries providing complete inventory updates (BC)	-	NOT LIVE	95%	95%	90%	95%
	% of supply plans with a projected MOS below Min alert as of the end of the quarter (DM)	-	NOT LIVE	-	16%	42%	60%
	% of Action Request tickets resolved in line with the original request for the year-to-date (BC)	-	NOT LIVE	45%	50%	95%	90%
PROCESS — SCALE	% respondents who report that it is "likely" or "very likely" that with the VAN processes and systems, they will be able to cover more countries than currently possible without increasing total work hours (SC) (ALL)	-	63%	75%	80%	88%	87%
	% respondents who report that it is "likely" or "very likely" that with the VAN processes and systems, they will be able to cover more products than is currently possible without increasing total work hours (SP) (ALL)	-	63%	75%	80%	88%	80%
PROCESS — COST	% of respondents who "agree" or "strongly agree" that current systems (CSP Online, RHI, PPMR) could be retired if the VAN covered all countries/products (C)	-	97%	87%	92%	92%	RETIRED
	CSP Online Tool retired	-	Y	Y	Y	Y	Y
	PPMR retired	-	NOT LIVE	N	N	Y	Y
	RHI retired	-	NOT LIVE	N	Y	Y	Y
	PPT retired	-	NOT LIVE	N	N	N	N**
	Pipeline retired	-	NOT LIVE	N	N	N	N**
POLICY	# versions of official Terms of Use (effective dates)	-	1	1	2	4	4
	# of logins (month of survey)	-	NOT LIVE	342	570	814	979
	# official VAN users (accepted the TOU)	-	21	58	124	463	592
	# VAN member organizations (accepted the TOU)	-	NOT LIVE		15	95	99

TECHNOLOGY

COUNTRIES WITH SUPPLY PLAN DATA	METHODS***	PRODUCTS***	COUNTRIES WITH ORDER AND SHIPMENT DATA****	COUNTRIES WITH INVENTORY DATA*****
SCOPE 24	PREV 13		136 SCOPE	46 SCOPE
25 CURR	9 SCOPE / 20 CURR	25 SCOPE / 45 PREV / 71 CURR	136 PREV / 145 CURR	37 CURR

Baseline and Time 1, 2, 3, 4 and 5 are defined in the VAN Scorecard Narrative.

* Aggregate of the following supply chain decisions/recommendations: adjusting orders and shipment timing to reduce stock imbalances; funding proposals to better align demand with limited resources; adjusting supply plans to avoid future shortages, stockouts and overstocks; and planning production and shipment schedules.

** It is no longer necessary for Pipeline & PPT to retire. The VAN is currently integrated with Pipeline and QAT, countries can choose to use the tool that works best for their processes. The PPT is linked to UNFPA & ERP transition.

*** The count of method and product coverage beyond the total universe has to do with approved requests for product expansion.

**** The total universe has been updated to reflect the complete coverage of active countries in the RHI dataset as of 2017. Since 2017, the highest coverage has been 136 countries. The complete set of 136 was transferred to RH Viz, and now 145 countries represent the complete coverage.

***** The total universe has been updated to reflect the coverage of 46 countries proposed in the 2020 business case.

(ALL) The scorecard data collection methodology changed in Time 5 (see the narrative) and now includes over 100 respondents. This symbol represents indicators related to all respondents. Where there is no symbol, it means the results represent only Nigeria and Malawi respondents, in line with the original methodology.

Legend:
- (C) COST
- (DM) DECISION-MAKING
- (PI) PROCESS IMPROVEMENT
- (SC) SCALE COUNTRIES
- (SP) SCALE PRODUCTS
- (SU) SYSTEM USABILITY
- (TS) TIME SAVINGS
- (V) VISIBILITY

Scorecard progress against efficiency, effectiveness, scale, and cost

Overview

The VAN Scorecard Narrative uses existing data to analyze scorecard progress (see 2022 VAN Scorecard above). The scorecard is designed to pull together a snapshot view of key indicators across both the objective key performance indicators (KPIs) measured by the platform and the subjective KPIs measured by the longitudinal evaluation survey, as well as other relevant statistics.[1]

Five timeframes are included in this version of the scorecard: 2018, 2019, 2020, 2021, and 2022.[2] As noted in previous years, certain KPIs and statistics are grayed out for the "Time 1" column, given that the VAN platform was only launched in live production mode on January 22, 2019. In 2021, as we decommissioned the Procurement Planning and Monitoring Report (PPMR), we began the process of transitioning the 35 PPMR countries to the VAN, thus expanding the pool of VAN users. To capture the viewpoints of all VAN users more accurately, the Time 5 survey was administered to the three original groups, *Control Tower Members*, *Early Adopters*, and *Procurer*s, as well as two new groups: *Basic Members* and *Premium Members*. A new skip pattern was also introduced in Time 5 to provide survey respondents with the opportunity to indicate "I don't support Nigeria and Malawi" or "I don't support countries other than Nigeria and Malawi" where applicable.

Overall, the inefficiency and ineffectiveness pain felt by those using current processes for collaborative FP supply chain processes has reduced consistently each year, from 5.9 to 3.2 on a 10-point pain scale. It is important to note that although the respondent size increased from 19 in survey 4 to 131 in survey 5, the average pain scale rating remained consistent at 3.2 in both surveys. This positive trend reflects ever decreasing discomfort in collaborative supply chain management since the introduction of the VAN among an even wider user base.

Notable feedback from survey 5 respondents includes the following quotes:

> *"With the usage of VAN, I am able to see all the data sources within the country, able to know the shipments time of delivery, make decisions… able to present to RHCS group about the updates from the VAN." (Planner)*

> *"Access to the VAN has been a great experience for me in that it helps me understand supply chain issues and track shipments." (Basic)*

> *"By using the VAN, I am able to understand the various orders that are directed to my organization, this has helped me as a Warehouse manager to plan my space and to inform my organization on the information for more planning on other departments example the Sales team. The VAN is a user-friendly system that provides information easily as one of the users I am happy to use the system." (Basic)*

> *"The VAN allows fast and justified decision making." (Premium)*

> *"For me, there are no frustrations yet but rather an appreciation of the platform which is a real tool for inventory management and decision support." (Premium)*
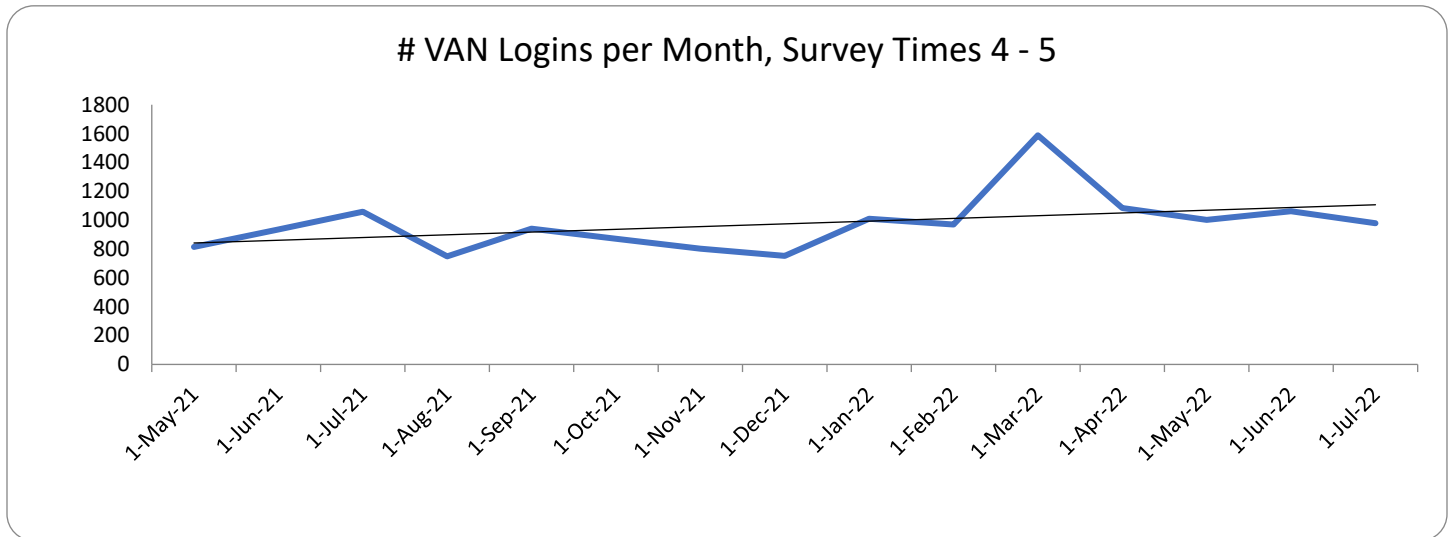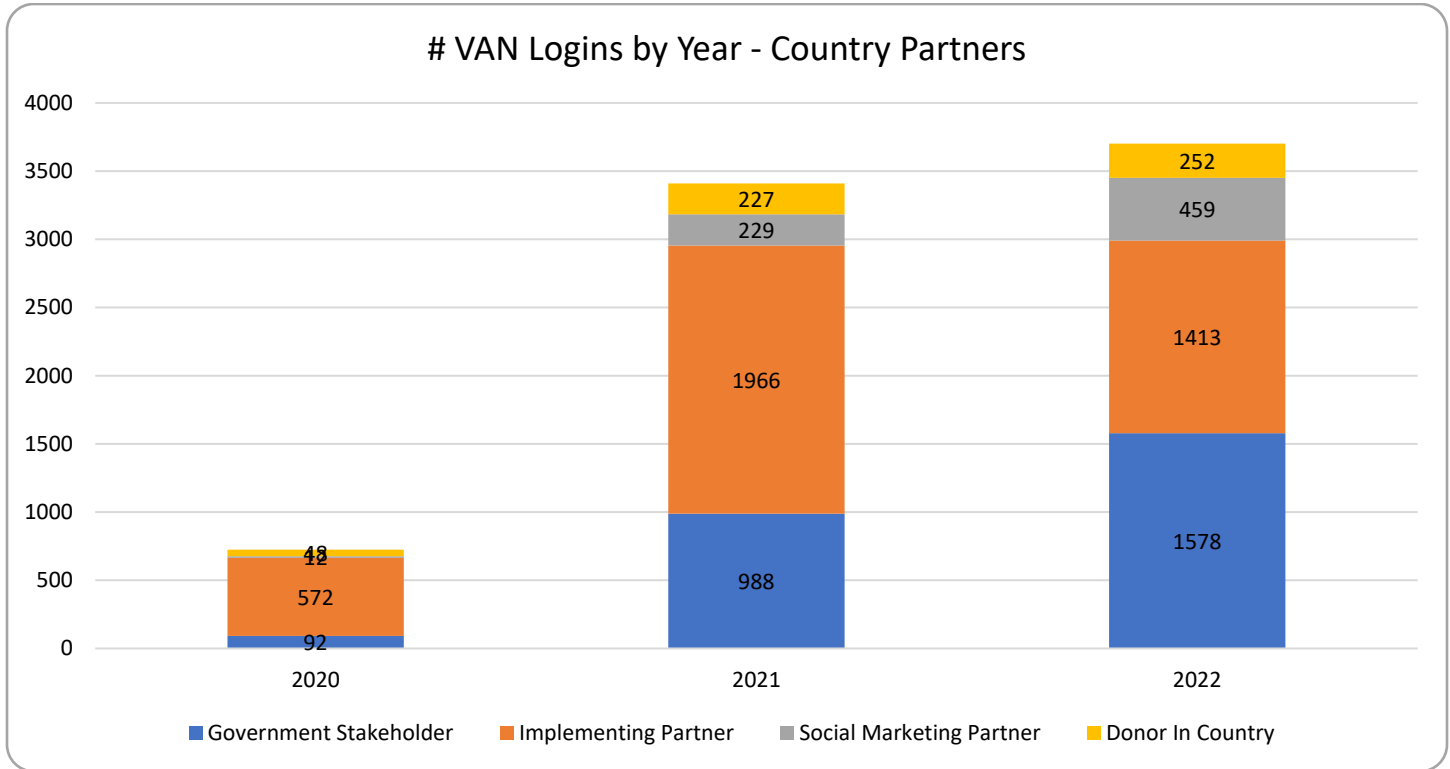
People and Policy

In terms of people and policy, the scorecard reflects the successful and wide-ranging scope of community involvement in VAN governance and operations. The number of organizations participating in the VAN Steering Committee for governance purposes remains steady at 8, while the number of entities participating in VAN task force meetings expanded over the last year from 18 to 25. The important increase on the task force side reflects an important update to include entities that joined as Premium and Premium+ members from countries. The count includes members of the four original task forces—Data Sharing, Data Management, Tech Management, and Super User—as well as the Consensus Planning Group (CPG) members and involved manufacturers.

Official VAN membership and usage continue to grow. Between Time 4 and Time 5, the number of member organizations who accepted the terms of use (TOU) grew from 95 to 99, respectively. This reflects a significant amount of work done over the last year to onboard the key pharmaceutical manufacturer, Bayer, and the most important social marketing organizations for family planning: International Planned Parenthood Federation – HQ (IPPF), Marie Stopes International – HQ (MSI), and Population Services International (PSI).

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[1] Historically, the longitudinal survey is conducted with a small group of respondents (n=19), querying them on an ongoing basis over time in order to accurately compare trends. However, VAN membership and use has grown exponentially over the years, now covering close to 100 organizations and hundreds of individual users. In 2022, the VAN Management Unit modified the survey methodology to continue the series of repetitive cross-sectional studies with the initial three groups surveyed before, and added two new questionnaires to represent Basic and Premium members not surveyed before. See the methodology section for more details.

[2] The data time frame for Time 1 is December 2018 for the survey and platform KPIs and February 2019 for the other indicators. For Time 2, the data time frame is August 2019 for the survey KPIs and the 4th quarter 2019 for the platform KPIs and other indicators. For Time 3, the data time frame is January 2020 for the survey indicators and the 1st quarter 2020 for the platform and other indicators. For Time 4, the data time frame for the survey indicators is April-May 2021, and October 2021 for the platform and other indicators. For Time 5, the data time frame is July 2022 for the survey indicators, and September 2022 for the platform and other indicators.

Similarly, the number of individual users rose from 463 in Time 4 to 592 in Time 5, which reflects a general trend across countries to expand the number of stakeholders accessing the VAN as they begin to better understand the value of its use. In fact, given the perceived value, the number of government stakeholders accessing the VAN became the largest percent of logins at the country level this past year (see bar graph below). In addition, it also reflects the value of the support provided by the VAN Management Unit and Control Tower Analysts to conduct refresher trainings to countries looking to expand the number of users and the large focus on integrating the VAN into the West Africa Early Warning System. Overall, the number of monthly logins has continued to increase from 814 in Time 4 to 979 in Time 5 (see line graph below). The continued rise in members and users can in part be attributed to the increase in workshops to train, onboard, and enhance use of the VAN for Basic and Premium users.

VAN Logins by Year - Country Partners

	Government Stakeholder	Implementing Partner	Social Marketing Partner	Donor In Country
2020	92	572	12	48
2021	988	1966	229	227
2022	1578	1413	459	252

VAN Logins per Month, Survey Times 4 - 5

Efficiency

The efficiency trend over time suggests that respondents continue to spend less time on triangulating data and communication to review data for collaborative decision-making. In Time 5, 82 percent of respondents for Malawi and Nigeria reported less time triangulating data on a monthly basis compared to 53 percent in Time 4, and 75 percent of respondents in Time 5 reported spending less time communicating to review data compared to 41 percent in Time 4. The following feedback brings these numbers to life by contextualizing how respondents are using the VAN to increase efficiency:

> *"Helpful to have validated data from past + most recent time periods together in one place. This reduces need for parallel/duplicative doublechecking/questions." (Analyst)*

> *"Data is always available in the VAN any time you want. And we have saved almost 2 hours." (Planner)*

> *"One hour was saved hence management decisions easily made." (Planner)*

> *"Through frequent log ins and meetings, each member, especially Planners, face no difficulties to click a dashboard they want to view because there is joint consultations amongst the team." (Planner)*

While efficiencies were seen with triangulating data and communications to review data for Nigeria and Malawi, the wider group of respondents indicated more difficulty accessing the supply chain reports and data analyses in Time 5 compared to Time 4. The percent of respondents who felt it was easy to access key reports and analyses to enable collaboration decreased from 76 percent in Time 4 to 60 percent in Time 5, demonstrating an opportunity for increased focus on the location of reports and analyses in the user onboarding process. A contributing factor to this decrease may be that the respondent size for this question increased from 19 in survey 4 to 131 in survey 5, which included the addition of a wider range of users with varying levels of engagement with the VAN platform.

Improvements were seen this year in the availability of shipment records for past due orders, with only 4 percent of past due orders not having an associated shipment record in Time 5 compared to 5 percent in Time 4 and 6 percent in Time 3. We anticipate efficiency metrics will continue to increase as newer users regularly access the platform and become accustomed to the networking and analytical capabilities now available to them.

Effectiveness

The effectiveness metrics have remained mostly consistent between Times 4 and 5, with a few explainable deviations. Overall, respondents continue to feel able to reliably anticipate the expected arrival dates for FP commodities (65 percent in Time 4 versus 63 percent in Time 5), despite the exponential growth in the number of respondents from 14 in Time 4 to 105 in Time 5. This demonstrates the success of onboarding trainings, continued support, and expanded expertise from the Analyst Pool.

Furthermore, for Nigeria and Malawi, while the percent of respondents who felt they will be able to make more timely and specific supply chain recommendations and decisions in the future decreased from 94 percent in Time 4 to 82 percent in Time 5, this is likely because some respondents are now aware of the positive impact the VAN is already having today, and so do not expect a big change in the future. The 82 percent who do expect increased decision-making capability in the future shared important insights in their qualitative responses:

> *"The more we can get procurers to leverage the VAN when determining shipment schedules, the more likely we are to see progress on the last point (as this is beyond CPG scope for many products). We are constrained in adjusting shipment timing based on availability and procurer-side issues more than data a lot of the times." (Control Tower)*

> *"The VAN has been a great tool for determining funding gaps and advocating for additional funding and procurement. In the future, with improved coordination on the global and country level, Analysts like myself might have greater visibility on supply planning and shipment schedules for an improved process in future." (Analyst)*

> *"The VAN makes these easy as i have been supporting these countries for some years now." (Analyst)*

> *"This is important information for guiding and making informed choices." (Planner)*

> *"Based on the data, we as well decide to ship by air/sea bringing savings to the organization." (Planner)*

For Nigeria and Malawi, respondents' ratings on their ability to currently make timely and specific supply chain recommendations have slightly dropped since last year, with 87 percent in Time 4 and 70 percent in Time 5, but have overall continued to improve since the Baseline.

> *"Using VAN and supply plan data is efficient for informing funding gap needs and as a tool for advocacy for additional funding and procurement… Visibility of production and shipment schedules through CPG meetings makes it possible for me to support Nigeria in the event of potential stock imbalances." (Analyst)*

> *"The data in the VAN definitely help with these tasks." (Analyst)*

> *"The VAN makes these easy as I have been supporting these countries for some years now." (Analyst)*

"VAN allows to expedite orders and shipments when need arises." (Analyst)

"There are no challenges in regards supply plan." (Procurer)

"Thanks for the VAN information and the tickets in UNFPA we have been able to delay orders, adjust quantities and redirect products to ensure they go where they are more needed." (Procurer)

Respondents continue to find positive transparency in VAN supply planning processes, with 83 percent in Times 4 and 5. This positive perception will continue to feed into planning for the long-term sustainability of the platform and homing in on the networking and collaborative decision-making capabilities within such a transparent data management space.

The metrics related to supply plans and inventory have also remained largely consistent over the last year, with the percent of targeted countries providing complete supply plans remaining consistent at 85 percent in Times 4 and 5, and the percent of targeted countries providing complete inventory updates increasing from 90 percent in Time 4 and 95 percent in Time 5. We anticipate positive trends for these indicators in the future as onboarding continues and strong supportive relationships are established with the Analyst Pool.

Scale

A key component of the VAN Business Case is the belief that efficient, effective, coordinated supply chain processes will improve coordinated supply chain management across more countries, more products, and more actors without additional costs. Bringing this coordination to scale requires buy-in from everyone involved and consistent engagement with the reproductive health community. Respondents' confidence in the VAN's ability to meet the need of many and cover more countries has stayed steady between Times 4 and 5 (87 percent in Time 5 versus 88 percent in Time 4) as the VAN has actually grown, reflecting the lived experience of the VAN scaling and continuing to offer quality services to its existing members. Respondence confidence in the VAN's ability to cover more products has slightly decreased between Times 4 and 5, with 80 percent of respondents agreeing they will be able to cover more products, compared to 88 percent in Time 4. VAN product expansion has been happening, but the respondents' reactions could be linked to the VAN's continued focus on family planning and not beyond. This indicator will be further explored with respondents this year to determine if it is still relevant as written, or if it needs to be modified.

In terms of scaling up data aggregation to cover more countries and more products, the VAN continues to exceed this goal. The rapid scaling of the VAN platform as a data aggregator is evident in the bar graphs at the bottom of the scorecard. Twenty-five countries share supply plans that are formatted, mapped, and uploaded to the VAN, exceeding the initial scope. Twenty contraceptive methods and 71 products are now covered in the VAN, exceeding the agreed scope and growing from the previous scorecard (13 and 45, respectively).

Cost

A key value-added benefit of the VAN is the potential to merge multiple contraceptive supply chain management platforms into one globally accessible technology, thereby reducing operating and training costs and increasing efficiencies in decision-making and troubleshooting. In 2021, the PPMR was officially retired, and the 35 member countries were onboarded to the VAN, leaving Pipeline to be considered for retirement. Since exploring the possibility for Pipeline retirement, the community has recognized that many countries continue to use Pipeline as their supply planning tool and may choose to do so in the future. For those who want to change, a new tool called QAT has been rolled out. In the spirit of merging with existing platforms, the VAN currently has a direct integration with QAT so that countries can work in QAT and have their work connected automatically to the VAN. Countries using Pipeline can also load data to the VAN.

A key cost benefit of the VAN is cost saving and cost mitigation related to improved supply chain management. The breadth of data and health system strengthening services accessible to VAN members has fostered more efficient RH supply chain management at global and regional levels. Over the last three years, the VAN mobilized more than $70 million in new orders for member countries, avoided waste by supporting product reallocation worth $4.67 million in canceled and transferred orders, and expedited 86 orders to mitigate supply shortages.

VAN data and services have also proven critical in addressing country procurement gaps and rationalizing the allocation of support depending on need and funding options. In 2021, VAN Control Tower Analysts worked with countries and procurers to use the VAN to identify a gap in funding for FP commodities in 48 countries totaling more than $91 million. The identification of this financial gap led to an additional $26.3 million in new procurement, which helped avert an estimated 2 million pregnancies. Today, the family planning community continues to face the dual burden of reduced donor funding and competing resource demands for COVID-19. Key results from the VAN's most recent procurement funding gap analysis for 2022 identified a continued significant gap of $100 million across 32 countries and were used to successfully mobilize an additional $15.8 million in new procurements worth an estimated 5.5 million couple-years of protection and 1.6 million unintended pregnancies averted. The VAN's work to identify and quantify the perennial procurement funding gap continues to be as important as ever to offer the FP community the insights needed to respond tactically. In August 2022, the VAN launched a "self-service" report to allow country, regional, and global users to access on-demand, country-specific dashboards that outline committed funding per product and by funding source. This dashboard allows users to easily pinpoint unfunded gaps and use the visuals and data to advocate with

key stakeholders. These reports have already been integrated into regional domestic resource mobilization conversations in West Africa and are expected to be a key advocacy data source across all countries.

On the donor side, the VAN also offers global procurers important allocation services that allow them to efficiently run their businesses. In 2021, the VAN Control Tower Analysts supported UNFPA Supplies to review 42 countries and 62 programs annual procurement requests, leading to the cost-effective identification of $5 million worth of requests that were not needed, and the identification of 40 additional needed requisitions across 16 countries. In 2022, VAN Control Tower Analysts similarly reviewed 45 countries and 65 programs, leading to a reduction in duplicate orders, identification of urgent priorities, and critical recommendations to reduce stockouts and prevent expiry that will be quantified in 2023.

The data analyses and recommendations have become a valuable asset to the global community over the last few years, and we expect these practices to continue growing and expanding as the VAN expands.