

# Read@Home: Embedding Track and Trace in Book Supply Chains Final Country Report: Niger

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## 2. ACRONYM LIST

DPI	Directeur de la Promotion de l'Informatique
EMIS	Education Management Information System
INDRAP	Institut National de Documentation, de Recherche et d'Animation Pédagogiques
IT	Information Technology
IVR	Interactive Voice Response
JSI	John Snow, Inc.
LIRE	Learning Improvement for Results in Education
MEN	Ministère de l'Éducation Nationale (National Ministry of Education)
NCG	National Consultative Group
TLM	Teaching and Learning Materials
TnT	Track and Trace
TOR	Terms of Reference
WEI	World Education, Inc.

### 3. INTRODUCTION

The availability of quality textbooks is a basic requirement to enable children to learn, yet many countries are unable to ensure their young students have reliable access to these resources. Country supply chains often struggle to keep schools well supplied with learning materials, particularly in the hardest-to-reach places. Further, many children are unable to attend school at all, thereby missing out on many of the educational opportunities and programs that would otherwise be available to them. The current COVID-19 pandemic has only exacerbated these problems, as many children that would otherwise be in school are unable to access remote learning.

The World Bank, through the Read@Home initiative, seeks to address these challenges by working with local education and supply systems to develop appropriate materials for home learning and deliver these materials directly to the families that need them, leveraging monitoring systems to ensure books are reaching students.

In recent years, several textbook distribution and track and trace systems have been piloted to assist local supply systems in ensuring that education materials reach schools at the last mile. Through the World Bank-funded **Read@Home: Embedding Track and Trace in Book Supply Chains** initiative, John Snow, Inc. (JSI) and subcontractor World Education, Inc. (WEI), built on this global knowledge base by identifying a set of best practices in textbook delivery monitoring in low and middle-income countries. At the same time, the World Bank understands that context is vital in ensuring a successful supply chain monitoring system, so these best practices will have to be easily adaptable to different situations. To this note, JSI/WEI supported five target countries (Cameroon, El Salvador, Sudan, Niger and Senegal) in understanding these best practices and adapting them to their own contexts by developing locally-owned supply chain monitoring systems to ensure delivery of textbooks to the schools supporting children from families that need them most.

### 4. ACTIVITY SUMMARY

#### Activity Start-up

After JSI signed its contract with the World Bank, and subsequently established a subcontract with WEI, the JSI/WEI team held launch meetings with the World Bank to review the objectives of the program, establish communications protocols, and discuss a preliminary activity timeline.

JSI and WEI then underwent a recruitment process to hire in-country consultant teams in each of the five Read@Home: Embedding Track and Trace in Book Supply Chains countries. In Niger, JSI/WEI worked together to hire an Education Specialist to lead the team and provide education-specific contextual expertise; a Coordinator to ensure smooth logistics of all activities; and an Information Technology (IT) Specialist to support the team in understanding the IT context in Niger so as to ensure the TnT system operates effectively.

JSI and WEI oriented the in-country consultant team on the project objectives and activities, as well as JSI financial and operational rules and regulations, which were revisited throughout the project to ensure compliance with JSI policies and procedures.

#### Development of Global Best Practices Guide

JSI/WEI developed a Global Best Practices Guide, also referred to as a master blueprint to guide project activities in all five countries, including Niger. JSI/WEI developed a framework for the Guide at the outset of the project and started by conducting a thorough review of best practices and recent evidence in public sector supply chains, focusing on education supply chains but also informed by other sectors such as health, nutrition, and vaccines. By the end of this review process, JSI/WEI developed a flexible guide to best practices in Teaching and Learning Materials (TLM) distribution monitoring that incorporates and builds on the current state of global experience in the sector. The guide includes several components in a variety of formats, starting with an easily accessible decision guide, visuals, short e-learning modules and videos to introduce countries to the major considerations and decisions they need to make first. It also includes a manual detailing a step-by-step process to developing or improving a country's own TLM supply chain monitoring system.

Over the life of the project, as context-specific questions and issues arose, JSI/WEI populated the Guide with best practices and guidelines from our extensive Track and Trace (TnT) and supply chain expertise, as well as that of partner organizations and institutions carrying out similar work. JSI/WEI finalized the guide for use by the country teams, including Niger, to inspire their own TnT systems.

The guide served as a crucial reference point for the Niger team and all Read@Home: Embedding TnT in Book Supply Chains countries in their work to implement their own TnT system. JSI/WEI drew upon extensive experience in implementing digital TnT systems, specifically in the TLM supply chain, along with wider experience in developing e-logistics management systems for public health supply chains worldwide.

JSI/WEI used components of the Guide to facilitate workshops with the NCG, as well as to inform decision making around Niger-specific TnT design.

## **Establishment of National Consultative Group**

### **Function of National Consultative Group**

Read@Home: Embedding Track and Trace in Book Supply Chains's key partner is the NCG. The NCG, made up of key, senior decision makers from all relevant *Ministère de l'Éducation Nationale*, (MEN) National Ministry of Education in English, departments (and other ministries/agencies, if appropriate) related to government textbook and education materials supply, makes all key decisions. Such decisions include the type of TnT system to be built, its users, features, the data that it needs to generate, and for whom.

### **Establishing the National Consultative Group**

In JSI/WEI's experience, given the high profile of the NCG members, and the high-level decisions for which they are responsible, we have found that when the World Bank establishes the NCG in collaboration with a high-level Ministry official, and serves as the initial point of contact with the NCG the group is most highly motivated to carry out their mandate. JSI/WEI and the World Bank followed this procedure in establishing the Read@Home: Embedding Track and Trace in Book Supply Chains NCG. JSI/WEI communicated best practices in establishing an NCG to the World Bank Niger. The World Bank subsequently established the NCG by working through existing points of contacts for components on the broader Learning Improvement for Results in Education (LIRE) activity and established a point of contact for JSI/WEI, Mr. Sabiou ARZIKA, the Directeur de la Promotion de l'Informatique (DPI).

By following this process, identified by JSI/WEI as a best practice, we ensured the NCG was made up of the right individuals and maximized the likelihood that the government will effectively own and manage an eventual TnT system, should they implement one.

### **Composition of the National Consultative Group**

Given the purpose of the NCG, JSI/WEI recommended to the World Bank Niger that members of the group should be senior-level staff with relevant decision-making authority. Further, given the multiple components of the book chain, members should represent a range of ministerial departments/agencies.

- Senior leaders from primary and secondary education departments
- Key staff (from Ministry of Education, and potentially also Ministry of Finance if applicable) concerned with textbook/educational materials procurement, contracting, financing, and distributor payment (if TnT data is to ultimately be used to determine contractor payment)
- Key staff concerned with textbook/educational materials distribution and monitoring
- Representative from the department responsible for IT
- Government staff working on the current World Bank-funded project that will pilot the initial use of the TnT platform, if applicable
- Senior government official (for instance, Director General level) who would be involved with the ultimate decision about government take over, management and any required financing of annual running costs of the TnT platform. (It is understood that this official would not participate in all activities, but might serve as the official Chairperson).

To serve as the initial representatives constituting the NCG, the World Bank determined that the focal points for the broader LIRE program would be best suited. This group includes two to three individuals working on each of the four LIRE components, representing the LIRE project itself, and representing the government. The group was initially chaired by Mr. Assoumane Mahamadou, the former Secretary General of the Ministère de l'enseignement primaire de l'alphabétisation de la promotion des langues nationales et de l'éducation civique. The list of focal points is found in the table below:

LIRE Component	Government Focal Point	LIRE Focal Point
1. Book development in local languages for use in classrooms	<b>Dr. Mallam Garba Maman,</b> Conseiller Technique du Ministre	<b>Dr. Aoula Yahaya,</b> Chargé de l'Unité de Coordination des Programmes Éducation
2. Community reading	<b>M. Elghamis Ramada,</b> Directeur de l'Institut National de Documentation, de Recherche et d'Animation Pédagogiques (INDRAP)	<b>Gaya Sabiou,</b> Spécialiste en Transformation Digitale
3. Supply chain monitoring	<b>M. Arkiza Sabiou,</b> Directeur de la Promotion de l'Informatique (DPI)	<b>Bachir Maman Oumarou,</b> Responsable administratif et financier / <b>Dominique Schelameur,</b> Expert international passation de marchés
4. Reading	<b>Habibou Amadou</b>	<b>Alyou Abdou Ali,</b> Spécialiste Suivi-Evaluation

#### Function of the National Consultative Group within Read@Home

The JSI/WEI and World Bank team convened the the NCG for an initial workshop (see section “Workshop 1: Mapping of Niger’s Supply Chain” below) to orient members on the purpose of TnT systems, to map the existing government textbook/educational materials supply chain practices to understand the context in which they are operating and the challenges faced by all relevant actors in the supply chain, and to gather initial ideas for what they will want their TnT system to be used.

JSI/WEI convened the NCG for a second workshop (see section “Workshop 2: Designing Niger’s Track and Trace System” below) at the central level during which the NCG worked through key considerations and decisions they needed to make regarding the type of monitoring system they would like to develop. This workshop enabled JSI/WEI to adapt our Global Master Blueprint, also referred to as the Best Practices Guide (see section “Development of Global Best Practices Guide” below). The second workshop followed a data collection mission (see section “Data Collection” below) during which the in-country team conducted meetings or interviews at sub-regional and local levels to further explore the on-the-ground reality of textbook delivery and distribution, connectivity and technology penetration and usage in key user groups across different geographical areas.

Following this second workshop, JSI/WEI put together a final blueprint / design document (see “Development of Track and Trace Design Document” section below) that reflects the important decisions made and that maps out the specific action items needed for the MEN to move forward to the implementation stage, including draft Terms of Reference (TOR) (see “Development of Terms of Reference” section below) that the government can use in soliciting any further technical assistance they might need for implementation. JSI/WEI sent the draft country implementation blueprint to get feedback from the NCG. In the absence of feedback, JSI/WEI submitted this document to the World Bank Niger for handover to the NCG, who can use it to develop a pilot program should they desire.

#### Workshop 1: Mapping of Niger’s Supply Chain

JSI/WEI convened the NCG for a one-day workshop on June 24, 2021 to conduct a review of the Government of Niger’s existing practices in book distribution and monitoring. The NCG mapped the existing supply systems, from book importers and/or publishers through to the last mile. This provided Read@Home a base from which to begin refining the Niger-specific Track n Trace design document. The workshop engaged the NCG in coming to a consensus on understanding how procurement

decisions are made, who delivers books and how they are contracted and paid, who confirms delivery of books, and the responsibilities of each party involved in these processes. The workshop also gave an overview of what TnT systems might involve, and solicited some very initial thoughts from the NCG about the type of TnT system they think is needed, for whom and for what purpose.

The Workshop contained the following sessions:

- Project overview
- Presentation on TnT platforms
- Brief overview of what types of TnT features, its purpose, and its users
- Mapping of the entire TLM supply chain
- Identifying successful as well as problem areas
- Gathering some initial ideas/feedback about the ultimate TnT system
- Technology considerations: assessing whether the ministry is currently using any other technology to collect data; if there is an education management information system (EMIS) in use, what platform does that use; the NCG's initial thoughts on the forms of technology that TnT might use?
- Receiving initial feedback on the initial pilot use of TnT, if a pilot stage is envisioned - what scale, where, tracking what (Read@Home books only?), users, etc.
- Review next steps, and other relevant elements of the work plan

The workshop was hybrid, and held in-person and via Zoom. Miroboard was used to compile ideas from the various participants into a cohesive map of the supply chain with relevant notes where needed.

*Annex 1b: Brainstorm of Niger's Supply Chain Developed During Workshop 1*, presents the output of Workshop 1, during which JSI/WEI guided the NCG through a mapping session to visualize the current supply chain in Niger. JSI/WEI then developed a draft supply chain map to help all stakeholders understand the flow of TLM and to make decisions around the development of a TnT system. This diagram is presented in *Annex 1a: Diagram of Niger's Supply Chain - Working Draft*.

A table presenting the Workshop's participants is below:

<b>N°</b>	<b>Name of Participant</b>	<b>Function</b>
1	Gaya Sabiou	STD/LIRE
2	Dominique Schelamer	EIPM/LIRE
3	Rakiatou Maiguizo	Consultante Education
4	Issa Namata	Coordonateur National JSI
5	Mallam Garba Maman	Conseiller Technique /MEP
6	Dr Ramadan Elghamis	DG/INDRAP
7	Bachir Abdou	DPCM/MEP
8	Salou Daouda	SPM
9	Abdoulkader	KCS
10	Assoumane Mahamadou	SG/MEP
11	Sabiou Arzika	DPI/MEP
12	Mme Hadiza Ibrahim	APM
13	Mohamed Ali Ahmed	DG/OYAMA
14	Abibou Amadou	DCPLN
15	Oumarou Maman Bachir	RAF/LIRE
16	Aoula Yahaya	Coordonateur /LIRE
17	Mahaman Hafizou	Représentant SOTRAME
18	Mahaman Laouali	Représentant SHOUME Transport
19	Alyou Abdou Ali	S.S.Evaluation/LIRE
20	Tiemogo I. Abdoul Aziz	BMTRANS/DGA
21	Mme Abdou Maria	Agent DMP/DSP/MEN
22	Abdoussalam Magagi	DMP/DSP/MEP
23	Moussa Matachi Aboubacar	APM/LIRE

## Data Collection

By convening a group of expert stakeholders with knowledge of and experience with the TLM supply chain in Niger, Workshop 1 offered JSI/WEI and World Bank crucial information on the design and functionalities of the TLM supply chain in Niger. To complement the information gathered during the NCG, primarily attended by national-level stakeholders, JSI/WEI undertook a data collection mission to better understand TLM supply chain nuances at all levels of the supply chain. This enabled the JSI/WEI team to better understand the full picture of Niger's TLM supply chain.

The JSI/WEI team developed an interview tool for use by the consultant team carrying out the data collection mission. The consultant team adapted the tool to Niger's context and to the context experienced by the interviewees. The tool includes interview guides at all levels and for various groups of stakeholders. Each interviewee or focus group was interviewed using the section of the tool designed for their level and was not interviewed using the entire tool. The tool is found in *Annex 2: Data Collection Questionnaire*.

### Individuals / institutions interviewed

The table below presents data collected in Niamey during the months of August, September and October, as well as data collected at the regional, departmental, arrondissement, and school-level in three regions, listed below. The regional data collection mission took place between November 8 – 17, 2021. Additional meetings were held in Niamey on November 22, 2021.

**Table: Individuals / Groups Interviewed**

Level	Institution	Name / Position of Interviewee(s)	Date of Interview
Central	MEN	DG/PQ DG/INDRAP DMP/DSP DS/PI DRFM Magasinier Central	Several interviews took place prior to the mission starting on November 8, 2021
	Travel Niamey-Tahoua		November 8, 2021
Tahoua Region	DREN Tahoua	DREN/A/TA DDEN/TA ICEP/TA 1, 2, 3, 4 IESG/TA 1 IEFA/TA 1 Magasinier /DREN/TA COGES/CGDES /TA APE/TA Dir CEG 2/TA Syndicats/TA	November 9, 2021
	DDEN/Keita	DDEN/ Keita IEFA/ Keita ICEP/ Keita Magasinier/DDEN/Keita	November 10, 2021
	Schools	Les Directeurs d'Ecoles visées n'étaient pas sur place à notre passage	November 10, 2021
Travel Tahoua-Zinder			November 11, 2021
Zinder Region	DREN Zinder	DREN/A/ZR DDEN/ZR 1 et 2 ICEP/ZR 1, 2 IESG/TA 1 IEFA/ZR 1 Magasinier /DREN/ZR COGES/CGDES /ZR APE/ZR2 AME/ZR2	November 12, 2021



Level	Institution	Name / Position of Interviewee(s)	Date of Interview
		Syndicats/ZR	
	DDEN/Mirria	DDEN/Mirria IESG/ Mirria ICEP/ Mirria IEFA/ Mirria Magasinier/DDEN/ Mirria	November 13, 2021
	Schools	Dir Ecole HASSANE SALIAH 1 Dir Ecole Bilmari 1	November 13, 2021
	DDEN Takieta	DDEN/ Takieta ICEP/ Takieta IEFA/ Takieta Magasinier/ Takieta	November 14, 2021
	Schools	Dir Ecole Takieta - EST Dir Takieta – CENTRE 2	November 14, 2021
Travel Zinder-Niamey			November 15, 2021
Tillaberi Region	DREN Tillaberi	DREN/TI ICEP/TI 2 DDEN/TI COGES/TI IFAENF/TI IESG/TI Magasinier /DREN/TI Informaticien/DREN/TI Syndicats	November 16, 2021
	DDEN Kollo	DDEN/ Kollo ICEP/ Kollo IEFA/ Kollo Magasinier/DDEN/ Kollo	November 17, 2021
	Schools	Dir Ecole Centre Dir Ecole application	November 17, 2021
Niamey Region	DREN Niamey	DREN/A/NY DDEN/NY 1, 2,3,4,5 ICEP/NY 5,7 IESG/NY 2,4 Magasinier /DRENY COGES/DRENY	November 22, 2021

### Key takeaways from each level

The points below synthesize feedback the data collection mission team gathered from informants at all levels. Some of the takeaways below are based on individuals' opinions and were thus used to corroborate and add nuance to the discussions held at the Central level with the NCG.

#### Central

- TLM needs are centralized and validated
- Those making orders must start on time and pay the selected suppliers and publishers
- Capacity within the Central Warehouse must be increased to ensure clear and transparent TLM reception, storage and distribution
- Additional funds are needed to support post distribution of TLM after their reception from regions to inspectorates and schools
- There should be training on TLM storage and distribution mechanisms
- It was recommended to computerize all central and decentralized data

#### Regional

- Confirmation of TLM receipt is made by establishing receipt slips

- The distribution to inspections is traced with dispatch slips
- Schools expressed a desire to centralize needs
- TLM quantities ordered do not cover all of the needs expressed in many cases
- The quantities received are sometimes orders made two – three years prior, for example, orders from 2018 have been received in 2021
- TLM stay a long time in storage facilities where they are exposed to termites and bad weather

#### **District**

- The DREN receives/distributes the TLM
- Informants expressed a desire for a consolidation and organization of orders
- Delays in the delivery of TLM are common and should be avoided
- The Parent Associations (APE), Mother's Associations (AME) and Unions resent being excluded from the textbook distribution chain; they are only involved when it comes to helping transport TLM from Inspectorates to schools.
- Should increase involvement of parents of students in the management of books.

#### **School**

- Number of pupils needs to be documented.
- Expression of needs should be centralized.
- Number of TLM received is inconsistent.

#### **Suppliers / Publishers**

- Delivery time from central level to region or department level is inconsistent.

#### **Technology**

- Informants noted a lack of internet connectivity in common rural settings
- Various structures lack of computers and smart phones
- Individuals lack mobile credit to convey messages about TLM receipt and distribution
- Actors across the chain tend to use personal technological devices, rather than those purchased by their employers
- The MEN's computers are often non-operational

#### **Workshop 2: Designing Niger's Track and Trace System**

Workshop 2, held over the course of two full days from December 8-9, 2021, compiled the project's detailed supply chain mapping; in depth local-level data collection; and global best practices into a coherent, comprehensive TnT Design, developed by the NCG and facilitated by JSI/WEI. The workshop, attended by the NCG, resulted in a draft design document that was finalized and refined by the JSI/WEI team. To effectively compile all project learning into a comprehensive TnT Design, the workshop contained the following contents:

- A presentation by JSI/WEI on the findings from data collection that helped reveal actual TLM supply chain reality;
- Active discussion with the NCG to work through the decisions that are listed in the Master Global Best Practices Guide. JSI/WEI used the Guide to help the NCG think through the the decisions below:
  - Decision 1: Who will own the system (and what do they need from TnT, and what range of budget do they have)
  - Decision 2: What is the goal of the system?
  - Decision 3: What TnT model? - Full Tracking, or First and Last Mile?
  - Decision 4: What additional components are desired in the system; communications and expectation management functions (messages, alerts, notifications, 1 way, 2 way etc); ordering/requesting components; post distribution monitoring; etc.
- Collaborative design of a draft TnT design based on these decisions detailing the users, TnT workflow, data to be collected, technology to be used, etc. JSI/WEI used sections of the Global Best Practices Guide to help NCG think through and decide upon technology choices, dashboards/reports, approach to user training, etc. Precise details of exact software, applications, etc. intentionally did not get decided at this point. At this point only basic decisions about technologies to be used such as whether SMS, instant messages, chatbot, an app,

paper-based or IVR for each different TnT function. Precise software, platforms, apps, etc. may be investigated and determined later by the firm contracted to develop the TnT.

The following individuals attended the Workshop:

N°	Name of Participant	Function
1	Harouna Boubacar	Agent /DESG
2	Sabiou Arzika	Point Focal MEN
3	Idrissa Ousseini	Agent/DESFA
4	Modi Issouf	Chef Division DCPLN
5	Ahmadou Abdou Ali	DGPQ/MEN
6	Dr Ramadan Elghamis	DG/INDRAP/MEN
7	Bassirou Seibou	DGAENF/MEN
8	Chaibou Gondi	Magasinière /DREN/NY
9	Mme Younoussa Fourey Alhassane	IAENF/NY1
10	Tidjani Habibou Tall	Agent DREN/NY
11	Mallam Garba Mahaman	IEFA/NY4
12	Mme Salissou Fatima	Point Focal CGDES /NY2
13	Tagangal Ousmane	Magasinier central/MEN
14	Adamma Goni	Agent DMP/MEN
15	Bachir Abdou Abani	DPCM/DRFM
16	Mme Oumarou Zoueratou	DDEN/NY4
17	Maidawaki Bohari	DGS/p.i
18	Mme Iro Mariama	Magasinier/DRFM
19	Salissou Nayache	SOTRAM/p.i
20	Issa Namata	Consultant/JSI / Niger
21	Mme Maiguizo Rakiatou Zada	Consultant/JSI / Niger

JSI/WEI used the information gathered from the Workshop to develop a comprehensive TnT Design Document (see below).

### Development of Track and Trace Design Document

The Niger- and US-based JSI/WEI team documented considerations from and decisions made during the design workshop's probing discussions. JSI/WEI synthesized these decisions into a design document that presents a customized blueprint for Niger. The document details the decisions made, the desired structure of a textbook supply chain monitoring system, including descriptions of each key stakeholder, data to be collected at each level, indicator reference sheets for desired indicators to be collected, and recommendations for pilot implementation and scale up.

Following the Workshop, to ensure all decisions presented by the NCG during the workshop were accurately represented. JSI/WEI circulated the design document to the project focal point, Mr. Sabiou Arkiza, with the support of the World Bank point of contact. Through the design document, JSI/WEI offered recommendations that were not explicitly discussed or agreed upon during the workshop. These recommendations are clearly marked in the Design Document as such so as to not misrepresent discussions raised by the NCG and to offer the NCG the opportunity to accept the recommendations or opt for a different solution.

The final TnT Design Document is included in *Annex 3: Track and Trace Design Document*.

### Development of Terms of Reference

To ensure the content in the TnT Design Document is clearly conveyed such that potential service providers can carry out the work, JSI/WEI produced a TOR. This detailed document outlines the technical specifications that will allow the NCG to solicit potential additional technical support to put in place a TnT pilot system and scale it up.

Costing and budgeting was a key concern that the NCG brought up during the TnT Design Workshop. The NCG requested a cost estimation. This estimation is difficult to provide given the customized nature of a TnT system and depend on the system's complexity, who needs access and at what level, what percentage is digitized, the cost of software, and more. To provide guidance in budgeting out a system to an eventual service provider, JSI/WEI provided a table that includes budgeting guidance criteria that the NCG can use to budget a potential TnT system based on the specifications they see as important.

The final terms of reference is found in *Annex 4: Terms of Reference*.

## **5. PROPOSED NEXT STEPS AND RECOMMENDATIONS**

The NCG expressed interest in piloting the TnT system they designed. JSI/WEI sees this as a clear next step in developing a functional TnT system for Niger that is owned by the ministry and used nationwide. JSI/WEI suggests the following actions and recommendations that will help advance the pilot phase desired by the NCG:

- The NCG undergoes a review of the Design Document (Annex 3) and TOR (Annex 4).
- The NCG budgets their desired system using budgeting guidelines found in the TOR.
- JSI/WEI recommends the First and Last Mile Tracking System - JSI/WEI was pleased that the NCG selected a First and Last Mile Tracking System, despite initial support in favor of a Full Tracking system, and that the NCG determined that it would be most effective to ensure transport providers track the intermediary points.
- JSI/WEI recommend using an existing supply chain tracking software - Numerous high-quality tracking software exist. Selecting an existing software reduces the cost of building a new platform, and ensures that initial glitches are already remedied prior to implementation. The NCG initially desired to develop their own software.
- NCG confirms pilot regions.
- NCG leads coordination of the pilot.
- NCG releases and request for proposals (RFP) and initiates procurement process for TnT vendor.
- NCG leads piloting process.
- NCG documents successes for scale up and setbacks for consideration during the scale up process.

## **6. ANNEXES**

**Annex 1a: Diagram of Niger's Supply Chain - Working Draft**

**Annex 1b: Brainstorm of Niger's Supply Chain Developed During Workshop 1**

## **Annex 2: Data Collection Questionnaire**



### **Annex 3: Track and Trace Design Document**

**Annex 4: Terms of Reference**