



# Quarterly Performance Management Review (QPMR)

FY14 Q1 October – December 2013

February 19, 2013



# Goal One: Access

## SCMS Vision

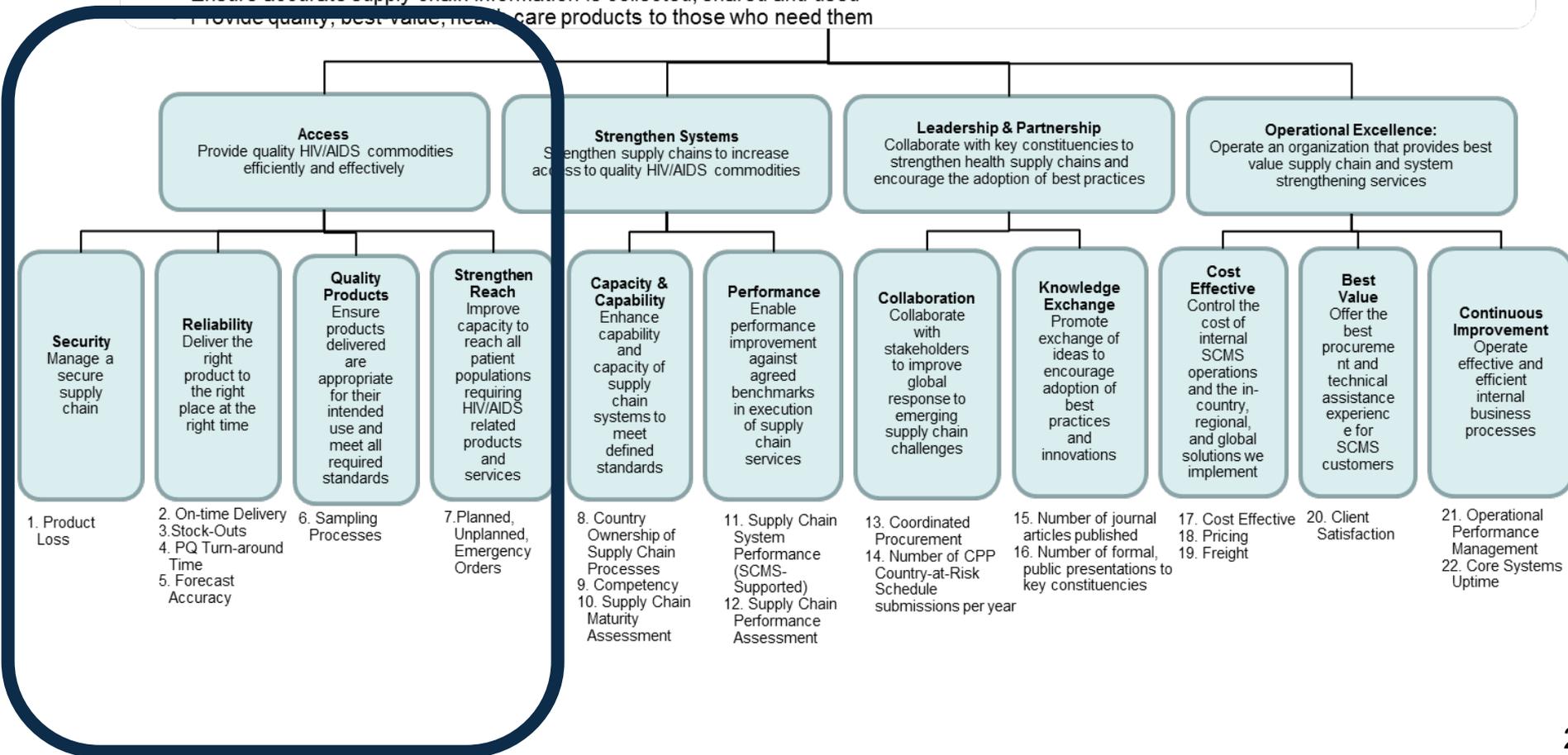
Transforming health care delivery by ensuring that quality medicines reach people living with or affected by HIV and AIDS

## SCMS Mission

We strengthen or establish secure, reliable, cost-effective and sustainable supply chains to meet the care and treatment needs of people living with or affected by HIV and AIDS. In collaboration with in-country and international partners we will:

- Deploy innovative solutions to assist programs to enhance their supply chain capacity
- Ensure accurate supply chain information is collected, shared and used

Provide quality, best value, health care products to those who need them



# Strategic Objective 1.1: Security

## Measure 1.1.1 Product Loss: Shipping & Storage

Measure Definition	Measure Owner	Target	LoP	FY14 Q1	Trend
The sum value of losses (damage, theft, diversion) from shipments controlled by SCMS as a percentage of total value delivered	Chris Larson	≤3%	0.16%	0.08%	↑

### Context

- The losses during this period included 3 incidents;
- Two incidents of theft of inbound HRDTs in the DRC valued at around \$57K. PFSCM has worked with UPS, F&L, and the FO to address two issues to countermeasure this situation in DRC. One is to change clearance and delivery agents in the DRC and the other is to address the losses with DRC customs – from whose warehouses the goods were pilfered. We have implemented a process with the new agent's bonded warehouse to avoid having our shipments being held by DRC customs pending final clearance. This solution has demonstrated success across multiple shipments of HRTDs into the DRC without issue.
  - One incident where a truck load of MC kits was stolen. The IHS team was successful in recovering the stolen freight but there was damage to \$15K worth of MC kits.

### Performance

	Product Loss	Value Delivered	Product Loss
FY12 Q3	\$ 27.60	\$88,347,218.14	0.00%
FY12 Q4	\$ 203,901.31	\$89,772,969.53	0.23%
FY13 Q1		\$91,645,385.86	0.00%
FY13 Q2	\$ 7,330.89	\$72,471,205.86	0.01%
FY13 Q3	\$ 252,439.00	\$74,274,345.48	0.34%
FY13 Q4	\$281.18	\$85,916,578.47	0.00%
FY14Q1	\$72,356.79	\$ 90,649,700.00	0.08%

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Theft in DRC	High/Medium	High	Mitigate	Escalated issue in DRC to COR who got Ambassador to intervene	Ishmael Muchemenyi, COR

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Theft in DRC	<ul style="list-style-type: none"> <li>Change agent, establish use of bonded WH</li> <li>Security protocols establish in DRC for verification of inbound receipt</li> </ul>	Ishmael Muchemenyi, Gary Carle	Completed

# Strategic Objective 1.2: Reliability

## Measure 1.2.1 Recipient Stockout Rates (SCMS Accountable)

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
The total number of SCMS related stock-outs of ARVs or Test Kits on the core product list reported by SCMS clients.	Chris Larson	<12 per year	0	0	0	=

### Context

There were no confirmed stock outs of core ARV drugs or HIV Rapid test kits reported by SCMS clients during the period. We seek to avoid stock outs by working with countries to generate supply plans and forecasts for commodities thereby planning the procurements better.

We also work closely with countries to monitor the ongoing supply situations in countries relative to the larger supply plans and requirements beyond what SCMS is buying for a country.

### Performance

Quarter	Number of Stockouts
Q2	0
Q3	0
Q4	0
Q1	0

NB: SCMS related stock-outs are defined as a stock-out due to a breakdown in the SCMS delivery process,

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Stock levels drop below required level	Medium	High	Mitigate	Emergency orders, Quarterly updates of SPs to monitor stock levels	Chris Larson, Robert Burn

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 1.2: Reliability

## Measure 1.2.2a On-Time Delivery: Core Products

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Steve Patras	<b>Core: 80%</b> ARV, LAB, DRUG, HIV Test Kit, VMMC Kits	76%	75%	75%	↓

### Context

**ARVs:** COTD for ARVs was 88%, 73% and 82% for the quarter; 92% from RDCs and 67% direct drop. Due to higher % of direct drop than normal (result of unplanned and emergency shipments) COTD declined for the period. In addition, a low VOTD due to fully booked manufacturing capacity and API availability impacted COTD which SCMS was able to mitigate with pro-active interventions.

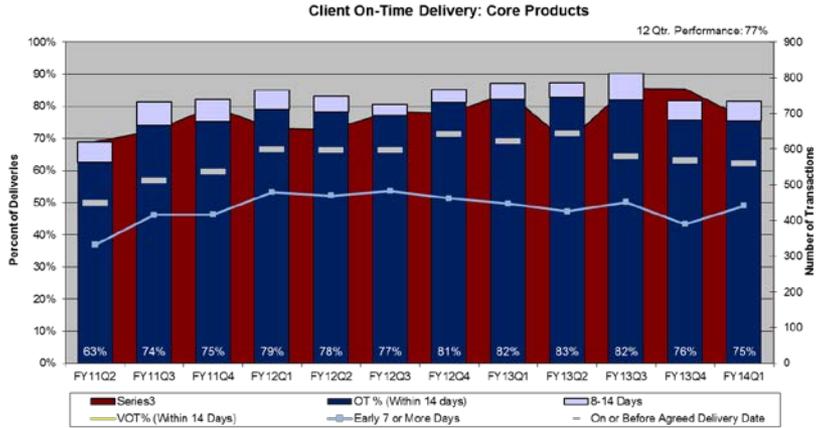
**HIV Test Kits:** COTD for HIV test kits was 85%, which is above the target for this product group.

**VMMC:** COTD improved to 93%. It has been possible to increase the indicator due to more reliable vendor timelines.

**Essential Drugs:** : Implementation of local procurement in Ethiopia and Tanzania resulted in OTD improvement. Visits are planned to Nigeria and Zambia for implementation of similar models.

**Lab:** The decline in OTD is centered around four high transaction countries that represent 15% of the 25% late: Uganda, Rwanda, Haiti and Zambia. SCMS assembled four teams with GSC and FPS participation to address and resolve these specific country declines.

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
ARVs - More unplanned and emergency orders due to new regimen transition.	High	High	Mitigate.	Close monitoring and management of expectation with customers and field offices.	Inv. Mgr & POM at PPU
Few EM sources for direct procurement	High	Medium	Mitigate	Multi Vendor follow up on RFP, sourcing visits	Henk den Besten
Test kits -Import Waiver and Customs Clearance Processing	Medium	High	Mitigate	F&L lead time matrix updated so buyers can give accurate lead time	Laura Thomas
Test kit Demand	Medium	High	Mitigate	Countries send supply plans early-PO can be placed with sufficient lead time.	Laura Thomas

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Low ARV VOTD	Monthly planning meetings with key suppliers sales and mfg. personnel. This is expected to result in more realistic planning and higher VOTD.	PPU-POM	Continuous
Lack of adequate number of vendors (EM)	Motivate participation in RFP 13-08 , pre screen additional vendors , approach regional vendors	Henk den Besten/PPU	FY14 Q2 Ongoing
OTD for small EM orders	Pilot use of IQC's with ADS 312 compliant wholesalers with DD delivery	Henk den Besten/PPU	FY 14 Q2
Haiti & Uganda test kit waivers taking longer than forecasted	Work with F&L to improve importation process.	Laura Thomas Patricia Tolentino	Ongoing
Uganda, Rwanda, Haiti, Zambia: various operational issues	Working with FO, MOH and supplier to resolve	FPS, GSC FOMP	Q2, Ongoing

# Strategic Objective 1.2: Reliability

## Measure 1.2.2b On-Time Delivery: Non-Core Products

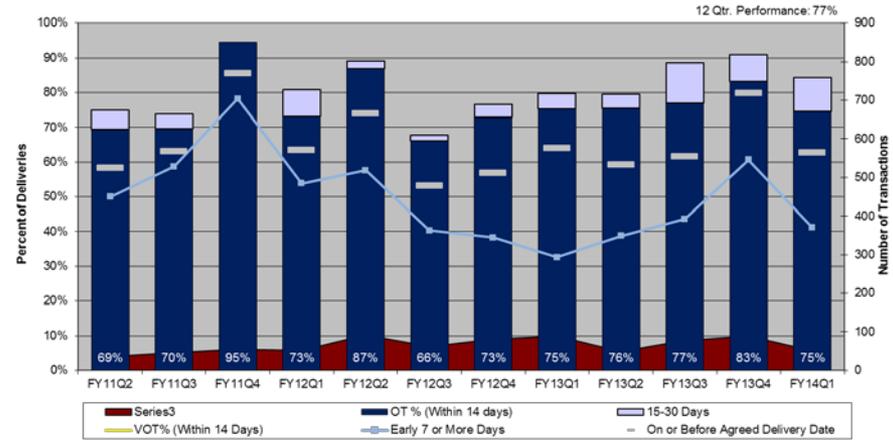
Measure Definition	Measure Owner	Target	FY13Q4	FY14Q1	FY14	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Peter Smith	<b>Non-Core: 70%</b> ORDT, MRDT, ANTM, ACT, FP, OTH	83%	75%	75%	↓

### Context

Commodity group continues to meet targets, although is still impacted by the poor performance of four high transaction countries Uganda, Rwanda, Haiti and Zambia. SCMS assembled four teams with GSC and FPS participation to address and resolve these specific country declines.

### Performance

Client On-Time Delivery: Non-Core Products



Note: (i) Core includes ARV, HIV Test, VMMC, Drug, Lab. Non-Core includes FP, Test, OTH, ACT and ANTM.

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 1.2: Reliability

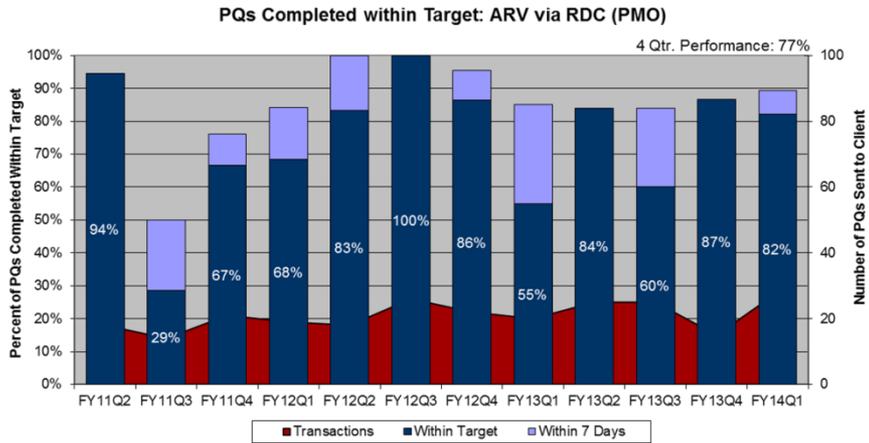
## Measure 1.2.3a On-Time PQ Turnaround: PMO ARV (via RDC)

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Chris Larson	70%	87%	82%	82%	↓

### Context

This quarter there was a 5% drop in PQ turn around time for ARV's from RDC's 87% to 82%. Performance is still strong and the issues encountered over this past quarter were outside of SCMS's control. The majority of the late PQ's were intended for Botswana. The program struggled with product and quantity selection and this was an area we were not able to assist. Unfortunately, three out of the four PQ's Botswana requested were short closed and never evolved into actual orders.

### Performance



Note: The target PQ turnaround time for ARVs fulfilled via RDC is 14 days

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Client uncertainty on PR – need to clarify products and quantities needed	Medium	Medium	Mitigate	Continue to work with the country field office teams on supply planning ahead of PRs	Chris Larson, John Vivalo, Robert Burn

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 1.2: Reliability

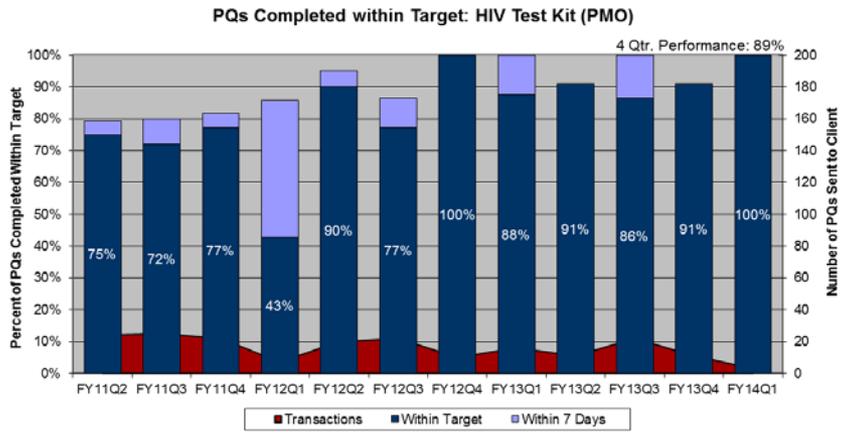
## Measure 1.2.3b On-Time PQ Turnaround: HIV Test Kits

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Laura Thomas	85%	91%	100%	100%	↑

### Context

On-time PQ Turnaround time rose from 91% in FY13Q4 to 100% on-time in FY14Q1. SCMS will strive to keep this standard of performance through the upcoming quarter.

### Performance



Note: The target PQ turnaround time for HIV test kits is 21 days,

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Unexpected delays with processing HRDT orders for non-field office countries.	Medium	High	Avoid	As we take on new NFO client countries, it is important to take an early start with obtaining customs, clearance and lead time details to avoid delay at the time of PQ processing.	Irma Karsten Patricia Tolentino

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Field Office not getting PQ's to clients within the 14 day target.	Identify reasons for F.O. Staff submitting PQ's to clients outside the target and plan to adjust the current process to eliminate this delay in future orders	Greg Miles	

# Strategic Objective 1.2: Reliability

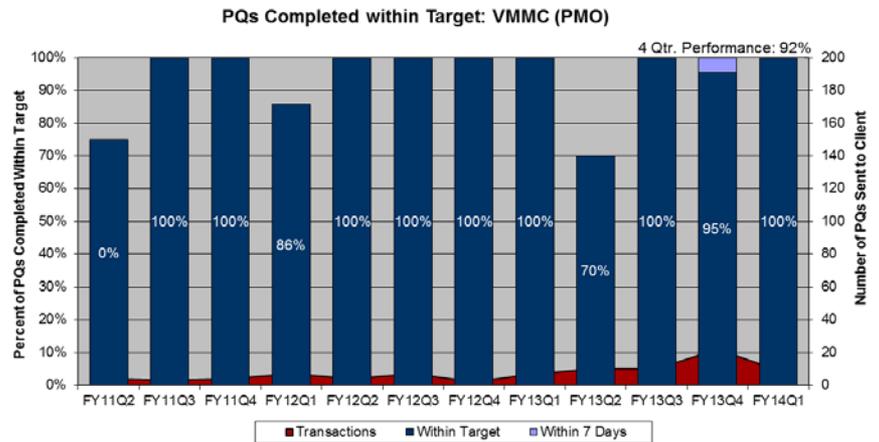
## Measure 1.2.3c On-Time PQ Turnaround: VMMC Kits

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Juan Jaramillo	80%	95%	100%	100%	↑

### Context

In FY14Q1, SCMS increased its performance to 100% for VMMC PQs completed within target. Familiarity with shipping options for target countries as well as the use of the RDCs for VMMC products have helped to obtain this performance.

### Performance



Note: The target PQ turnaround time for VMMC is 42 days.

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

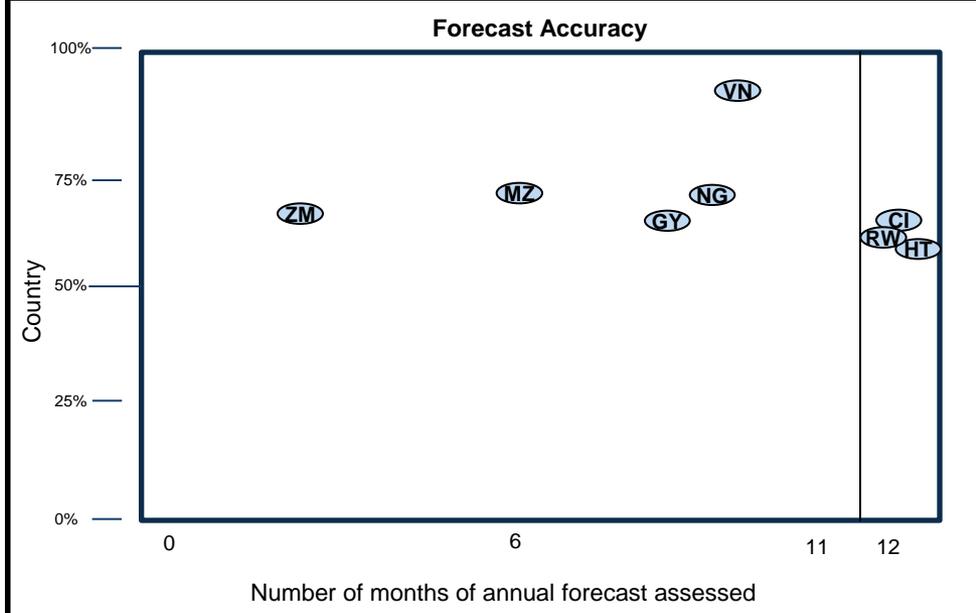
# Strategic Objective 1.2: Reliability

## Measure 1.2.4 Forecast Accuracy

Measure Definition	Measure Owner	Target	Performance		Trend
			FY13Q4	FY14Q1	
Variance between forecasted and reported consumption/issues data for a set of tracer ARVs	Robert Burn/ Alan Pringle	<b>70% (interim)</b>	<b>62%</b>	<b>64%</b>	<b>N/A</b>

### Context

- **Reminder:** calculation reflects only completed annual forecasts in the aggregate performance
- Countries are within 59-90% accuracy range, regardless of forecast duration
- Rwanda:
  - Large stocks of D4T delayed anticipated start date of TDF transition and preferences for fixed dose combinations contributed to lower consumption of single doses
  - For pediatric formulations the Rwanda team is revising their assumptions for next year's forecast to take into account actual consumption patterns during the year
- Haiti:
  - Not as many patients added in 2013 as originally used as basis for forecast
- Cote d'Ivoire
  - PEPFAR implementing partner targets used in annual forecast lead to forecasted consumption higher than actual consumption



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Decline in forecast accuracy as June 2013 WHO treatment guidelines adopted	High	High	Mitigate	Provide guidelines to FOs around data, target setting, scheduling and frequency of forecasting	DPIM Unit

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Lack of up-to-date data in TZ preventing calculation of measure	Follow-up on TZ efforts to strengthen consumption data collection	Robert Burn	FY14 Q2

# Strategic Objective 1.3: Quality Products

## Measure 1.3.1 Pharmaceutical Product Sampling – Actual Pulled vs. Flagged

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
The number of pharma POs with samples pulled for testing as a percentage of the total number required to pull according to the Pharmaceutical Product Sampling and Testing Policy.	Chryste Best	88%	100%	70.0%	70.0%	↓

### Context

In FY14Q1, 100% of drug samples were collected; however, 16 ARV samples were flagged for sampling and only 10 were collected. Of the 6 samples not collected, 3 should have been collected from the Kenya RDC and 3 from the Ghana RDC. Cause of the failure to collect these samples is still unknown but will be determined during an incident investigation. The uncollected products were:

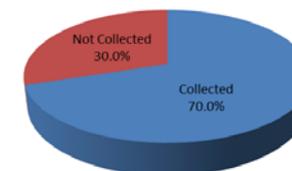
**Kenya:** (1) Abacavir/Lamivudine, (1) Tenofovir/Lamivudine, (1) Lopinavir/Ritonavir

**Ghana:** (2) Lopinavir/Ritonavir, (1) Zidovudine oral solution

Other items sampled this quarter were: 3 HIV Test Kits, 4 MC Kits, and 1 Other Test Kit. Collections this quarter included the following countries: Ethiopia, Tanzania, Uganda, Cameroon, Burundi, Zimbabwe, Malawi, Nigeria, and all 3 RDCs.

### Performance

Percentage of Shipments Flagged & Collected for Sampling FY14 Q1



Product Type	Flagged	Collected	In Transit	Unable to Collect
ARV	16	10	-	-
DRUG	4	4	-	-

### Risk & Mitigation

Risk	Impact	Probability	Response Action	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Samples not collected at RDCs	Products that should have been collected in Ghana have moved to Ivory Coast; we are requesting to collect the samples there. Additionally products that should have been collected in Kenya have moved to Tanzania and Uganda; we are requesting to collect the samples there.	Chryste Best/Mohammed Jinnah	Q2

# Strategic Objective 1.4 Strengthen Reach

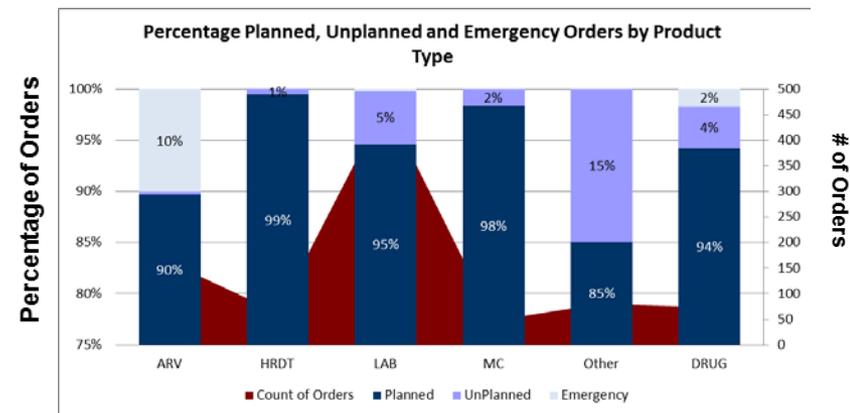
## Measure 1.4.1 Planned, Unplanned and Emergency Orders

Measure Definition	Measure Owner	Target		FY13 Q4	FY14 Q1	FY14
Percentage of SCMS orders that are planned, unplanned & emergency Orders	Chris Larson	N/A	<b>Planned</b>	60%	92%	92%
			<b>Unplanned</b>	19%	1%	1%
			<b>Emergency</b>	21%	7%	7%

### Context

- The number of emergency orders near an all time low this period with planned orders exceeding 90%.
- The majority of the requests for emergency orders was for ARVs where SCMS processed emergency ARV requests for 10 countries during the period for a total of 14 line items.
- Most of these emergency orders were for items needed as a result of increased consumption, due to slower than expect regimen transitions - Mozambique, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. Haiti had inventory management issues and Cote d'Ivoire had a delay in another donor funded order.

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
In-country stock outs	High	High	RDC stocks	Fulfill emergency needs from RDCs	Chris Larson

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Unplanned HRDT orders	Work with countries to update quarterly supply plans for HRDTs	Karen Ampeh, John Vivalo	June 14

# Goal Two: Strengthen Systems

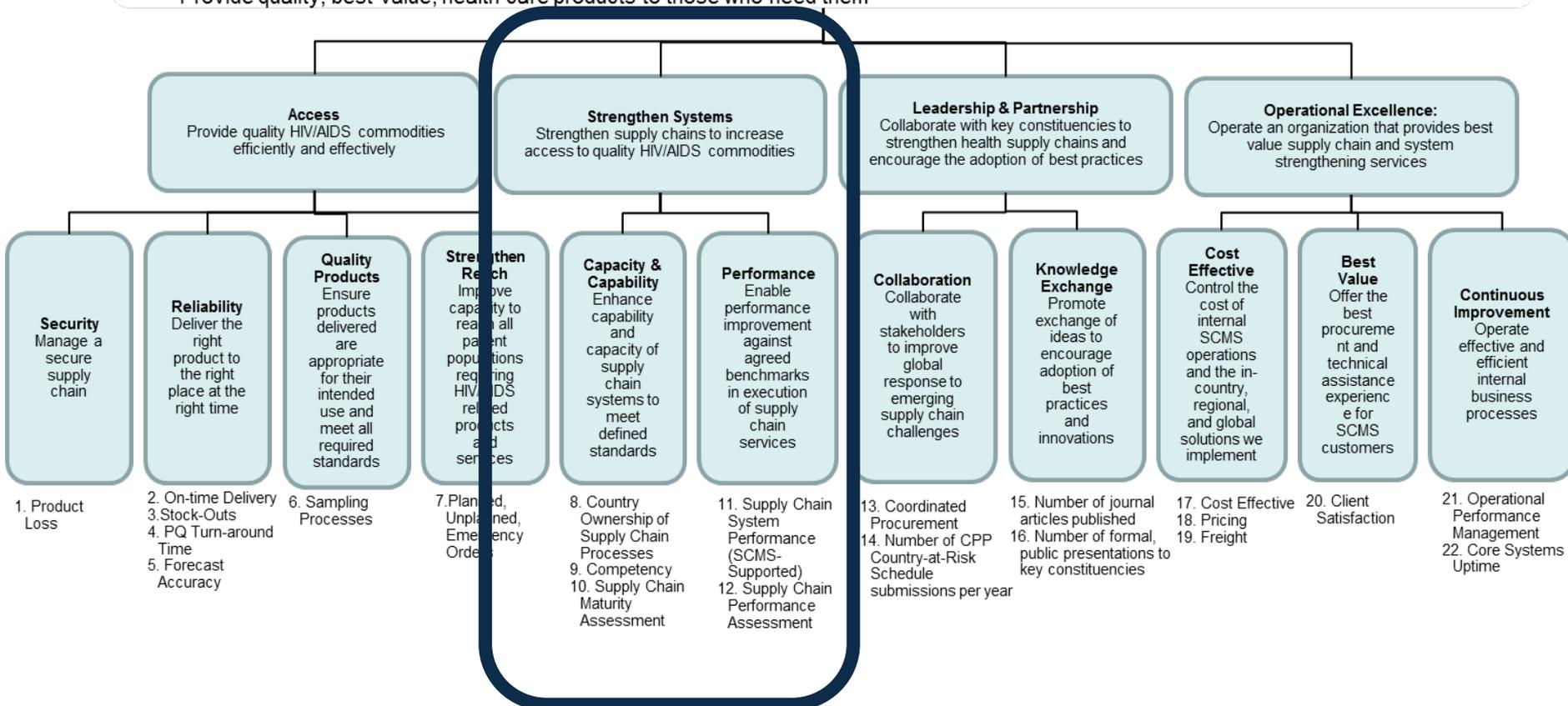
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# Strategic Objective 2.1: Capacity and Capability

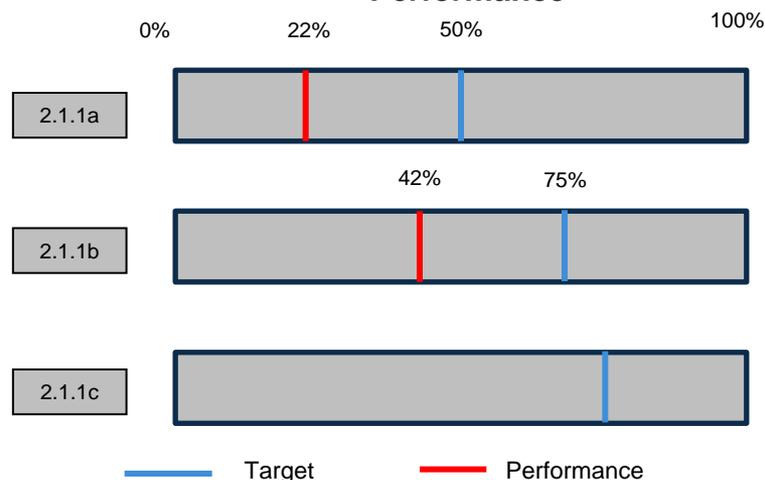
## Measure 2.1.1 Country Ownership

Measure Definition	Measure Owner	Target (Interim)	FY13	FY14	Trend
2.1.1a-Number of SCMS-supported countries with approved national supply chain strategic plans	Alan Pringle	50%	22%	TBD	
2.1.1b-Level of country counterpart ownership FASP		75%	42%	TBD	
2.1.1c-% of supply chain functions documented in SOPs		80%	NA	TBD	

### Context

Country ownership is an annual measure that will be reported on in Q4.

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 2.2: Performance

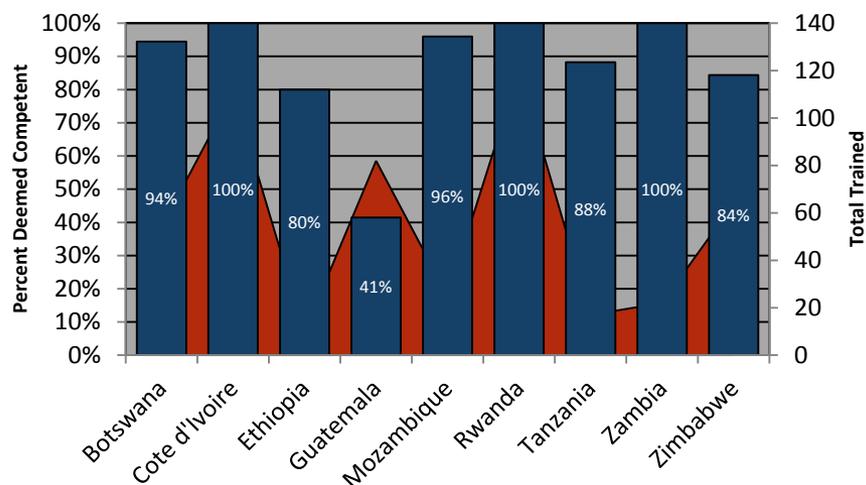
## Measure 2.1.2 Training & Competency

Measure Definition	Measure Owner	Target	Performance		Trend
			FY13 Q4	FY14 Q1	
2.1.2 Competency-Percent of non-SCMS staff trained and deemed competent in supply chain functions	Diane Reynolds	80%	76%	87%	↑

### Context

- Certain countries still struggle in incorporating competency in trainings
  - Smaller quantity of numbers reporting due to first quarter of fiscal year (holidays are not ideal timing for training)
- Overall competency average is high, suggesting greater incorporation of competency standards in reporting countries
- All countries reporting included In Service training; one country included Pre-Service, and three countries included TOT
- Guatemala: Low level of base knowledge of participants, and courses not appropriate length
- Ethiopia: Absence of SCMS approved testing schemes to determine competency in outsourced trainings
- Ethiopia: Small number trained due to MOH ceasing training to analyze requirements & delegate selection

### Performance Training



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
GT: Low level of base knowledge, and courses not appropriate length	HRCD Princ. Adv. review and update training approach in GT	HRCD Princ. Adv.	FY14Q2
ET: Absence of testing schemes	SCMS to work with training providers to set competency schemes	HRCD Princ. Adv	FY14Q2
ET: MOH ceasing trainings	Working with MOH to request clearance for targeted planned trainings	ET FO	FY14Q2

# Strategic Objective 2.1: Capacity and Capability

## Measure 2.1.3 Supply Chain Assessment: CMM Score

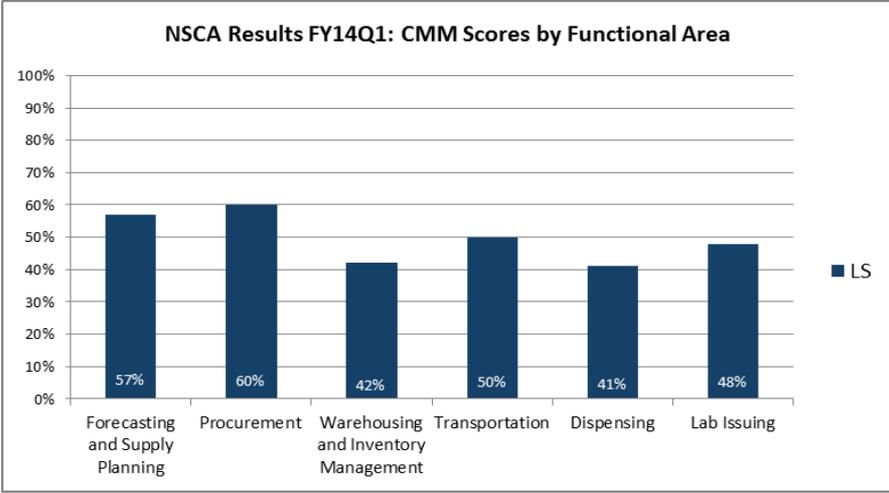
Measure Definition	Measure Owner	Target	Country	FY13 Q4	Country	FY14Q1	FY14	Trend
2.1.3 Results of the Supply Chain Assessment CMM tool, illustrating capability maturity of in-country supply chains	Diane Reynolds	60%	Botswana	54.9%	Lesotho	50.0%	50.0%	
			Rwanda	49.5%				
			Namibia	52.0%				

### Context

- Lesotho:**
- Assessed 24 sites across all supply chain levels. Sample size based on available human resources, sites locations, in country timeline and is not statistically significant.
  - Challenges: Management Information and Infrastructure were the least mature enablers in Warehousing and Inventory Management and Dispensing, pulling down the average functional scores in these two areas.
  - Successes: NDSO (central warehouse) scored above 60% for Human Resources, Infrastructure, Management Information Systems, Oversight, and Process and Tools for Warehousing and Inventory Management. In Transportation NDSO score above 60% for Human Resources, Management Information Systems, Oversight, and Process and Tools for Warehousing and Inventory Management

*Note: Targets not applied to Lesotho which is not an SCMS supported country*

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Timelines for preparation, assessment, data clean-up, and data analysis underestimated.	High	High	Mitigate	Adjust timelines in example SOW, User's Guide, and presentation materials.	Kate Bartram

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Lack of MOH participation in preparation	MOH to be involved in the assessment planning stages with permissions received prior to arrival in-country.	Field Office/ In-country counterpart	Q2

# Strategic Objective 2.2: Performance

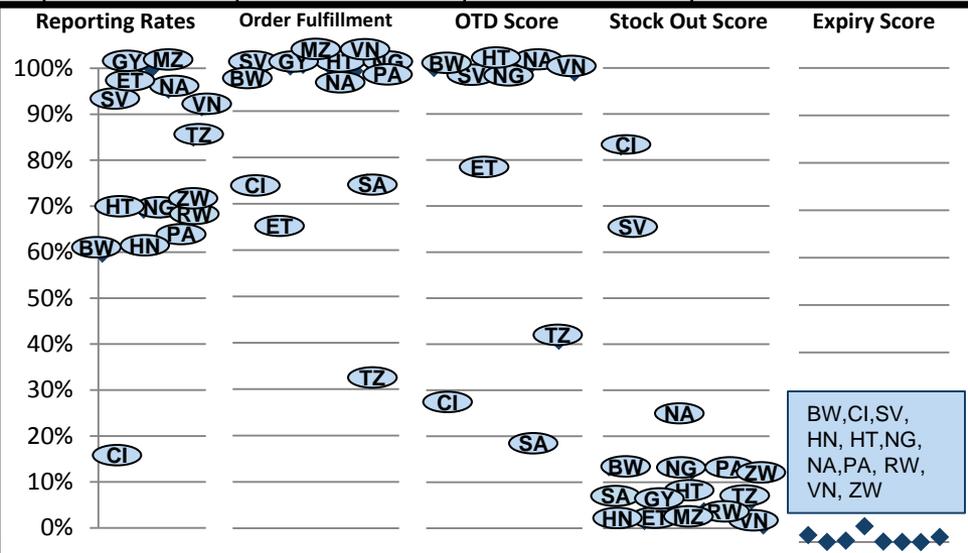
## Measure 2.2.1 Supply Chain Performance (SCMS Supported)

Measure Definition	Measure Owner	Target	FY13 Q3	FY13 Q4	FY14 Q1	Trend
2.2.1a Facility Reporting Rates	Alan Pringle	80%	79%	77%	66%	↓
2.2.1b Expiry		1%	0.25%	0.66%	1%	↑
2.2.1c On-time Delivery		75%	93%	86%	80%	↓
2.2.1d In-Country Facility Stockout Rates		5%	11%	8%	8%	=
2.2.1e Order Fill Rate		80%	97%	71%	65%	↓

### Context

- Continued treatment scale up leading to greater volume & reach in data, including facilities in more remote regions (up 19%, 1794 sites, from Q4)\*
- Performance declined across four indicators, with 2 falling below targets.
- Data quality and visibility/access challenges (CI,SA,ET,NG,MZ,SA,RW)
- RR: Decline due to holiday schedule (HT, GT, HN, SV, PA, BW)
- OF: Late finalization of orders by GF PR in TZ and vendor delays on GF shipments led to staggered delivery of commodities and rationing;
- Shortage of ET products at central PFSA and branch warehouses.
- OTD: Central store processing delays (CI, TZ); SA contractual misalignment on delivery terms (7 vs 42 days)
- SO: Transition to new regimens causing stock-outs in certain countries, and posing a future risk in others (NG, NM, TZ, ZW)
- SA stock outs measure suppliers ability to fill orders
- CI data includes non PWS commodities, skewing program results
- ET improved performance through root cause analysis of underperforming facilities and subsequent execution and tracking of corrective actions

(\*Certain countries include # of reports instead of # of a facilities in reporting rates; overall increase in number still demonstrates continued increase in volume of data.)



# Strategic Objective 2.2: Performance

## Measure 2.2.2 Supply Chain Assessment: KPI Score

Measure Definition	Measure Owner	Target		FY13 Q4		FY14 Q1	FY14	Trend
2.2.2 Results of the Supply Chain Assessment KPI tool, illustrating performance of in-country supply chains	Diane Reynolds	60%	Botswana	72.2%	Lesotho	35.0%	35.0%	
			Rwanda	69.0%				
			Namibia	76.0%				

### Context

#### Lesotho

- Completed KPI assessments in 22 sites across all supply chain levels.
- Challenges:** Data availability and quality of available data was a challenge. Note the overall KPI score of 35% is an average of the Stock-out Rate (inverted 80%) and the Stocked According to Plan Rate (50%). The NEML list had been updated but was not disseminated at the time of visit which impacted data alignment and adherence was poor.
- Successes:** Order Fill Rate (97%), Reporting Rate (81%), and Quality Testing (96%). Please note that Quality Testing was based on a one-off assessment of product quality for ARV medicines. It was recommended that quality testing occur with more frequency.

*Note: Targets not applied to Lesotho which is not an SCMS supported country*

### Performance

KPI	Score (%)
Stock Out Rate	80%
Stocked to Plan	50%
Quality Testing	96%
NEML	46%
Order Fill Rate	96%
Reporting Rate	81%

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Timelines for preparation, assessment, data clean-up, and data analysis underestimated.	High	High	Mitigate	Adjust timelines in example SOW, User's Guide, and presentation materials.	Kate Bartram

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Lack of MOH participation in preparation	MOH to be involved in the assessment planning stages.	Field Office/ In-country counterpart	Q2

# Goal Three: Leadership & Partnership

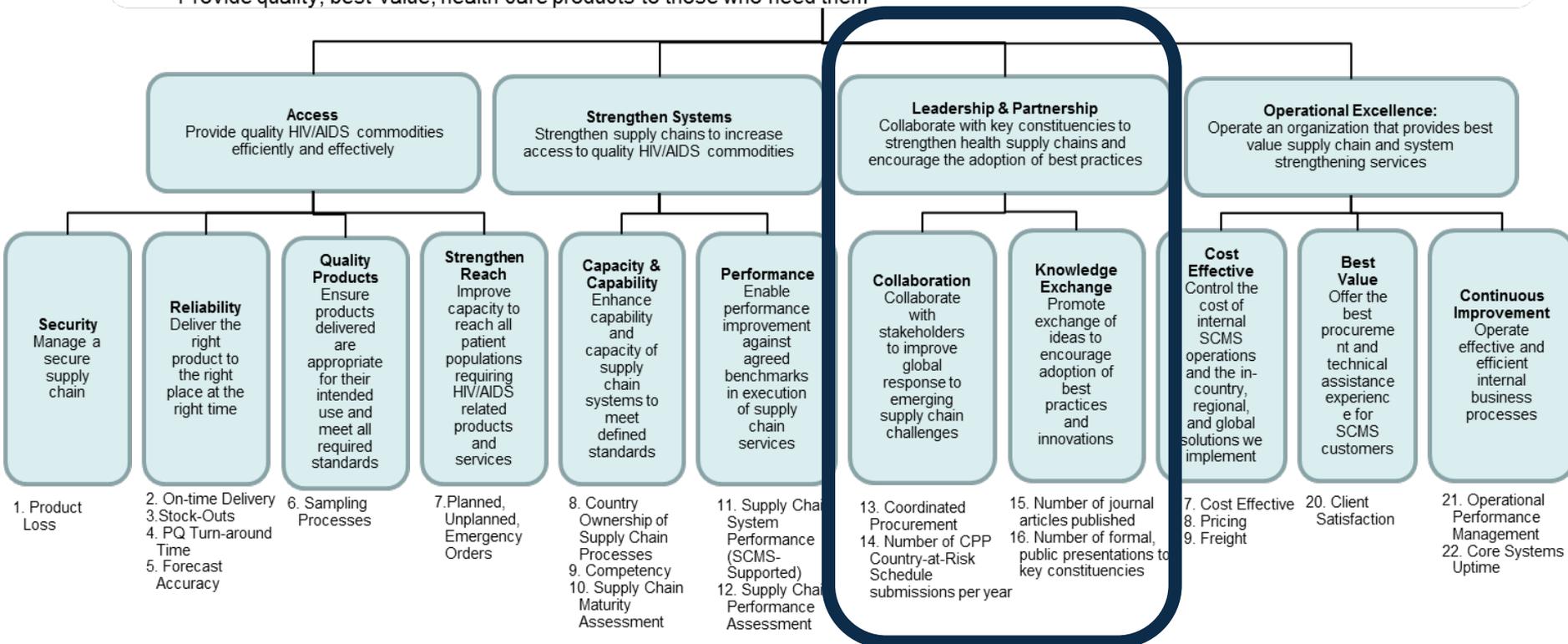
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# Strategic Objective 3.1: Collaboration

## Measure 3.1.1 Coordinated Procurement Mechanism (in-country)

Measure Definition	Measure Owner	Target	FY13	FY14	Trend
Percentage of SCMS-supported countries with coordinated procurement plans	Alan Pringle	<b>80% (Interim)</b>	86%	TBD	

**Context**  
 Coordinated procurement mechanism is an annual measure and will be reported on in Q4

**Performance**

Country	ARVs	Test Kit
Botswana		
Cote d'Ivoire		
El Salvador		
Ethiopia		
Guatemala		
Guyana		
Haiti		
Honduras		
Mozambique		
Namibia		
Nigeria		
Panama		
Rwanda		
South Africa		
Tanzania		
Vietnam		
Zambia		
Zimbabwe		

**Risk & Mitigation**

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

**Issues & Corrective Actions**

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 3.1 Collaboration:

## Measure 3.1.2 Number of CPP Country-at-Risk Schedule submissions per year

Measure Definition	Measure Owner	Target (Annual)	FY13 Q4	FY14 Q1	FY14	Trend
Number of CPP country-at-risk schedule submissions per year	Dominique Zwinkels	4	1	2	On Target	↑

### Context

- Two bi-monthly CPP Steering Committee/Technical Working Group meetings were held in Q1; October 4<sup>th</sup> and December 4<sup>th</sup>, 2013. At both meetings a revised Countries At Risk Schedule was submitted to CPP members.
- On October 4<sup>th</sup> updates were provided from: Mozambique, Cameroon, DRC, Burundi, Tanzania, Zimbabwe, Cote d'Ivoire, Angola, Mali, Guinea Conakry, Burkina Faso, Nigeria, Zambia
- On December 4<sup>th</sup> updates were provided from: Tanzania, Cameroon, DRC, Ghana, Togo, CAR, Congo, Burundi, Mozambique, Zimbabwe, Cote d'Ivoire, Angola, South Sudan, Mali, Benin, Nigeria, Zambia, Ethiopia
- At the end of December 2013 through the assistance of a consultant eight countries submitted ARV Supply Risk Assessments: Benin, Cameroon, Chad, Congo, Guinea Bissau, Malawi, Mali and Togo (a full assessment on funding and stock availability of ARVs in country)

### Performance

Country	Number of Submissions According to Schedule
Angola	2
Benin	1
Burkina Faso	1
Burundi	2
Cameroon	2
Central African Republic (CAR)	1
Congo	2
Cote d'Ivoire	2
DRC	2
Ethiopia	1
Ghana	1
Guinea Conakry	1
Mali	2
Mozambique	2
Nigeria	2
South Sudan	1
Zambia	2
Zimbabwe	2

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
External (Steering Committee decisions)	Low	Medium	Accept	Frequent consultation with SC members	Dominique Zwinkels
External (Countries/ CPP members providing data and information)	Medium	Medium	Mitigate	Ongoing consultative process of CPP value	Dominique Zwinkels

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Challenges with collecting data on ARV/RTK funding and stock availability	Created the ARV Supply Risk Assessment and the Annual and Bi-monthly country risk analysis reports (these help inform meetings and provide information on the imminent risks to the supply chain)	Dominique Zwinkels	Continuous
Challenges with data collection in West and Central Africa	Engaging SIAPS, ESTHER and SOLTHIS to assist with data collection	Dominique Zwinkels	Continuous

# Strategic Objective 3.2 Knowledge Exchange

## Measure 3.2.1 Publishing

Measure Definition	Measure Owner	Target	FY13	FY14	Trend
Number of journal articles published	Jay Heavner	4	3	4	↑

### Context

SCMS published four articles in FY14Q1. In addition, Meaghan Douglas, our new communications liaison on the COR team, is helping speed review and submission for co-authored articles that had been delayed.

#### Links to articles:

- [http://journals.lww.com/aidsonline/Fulltext/2013/11002/Linkage,\\_initiation\\_and\\_retention\\_of\\_children\\_in.9.aspx](http://journals.lww.com/aidsonline/Fulltext/2013/11002/Linkage,_initiation_and_retention_of_children_in.9.aspx)
- [http://journals.lww.com/aidsonline/Fulltext/2013/11002/Pediatric\\_treatment\\_2\\_0\\_ensuring\\_a\\_holistic.10.aspx](http://journals.lww.com/aidsonline/Fulltext/2013/11002/Pediatric_treatment_2_0_ensuring_a_holistic.10.aspx)
- <http://www.crcpress.com/product/isbn/9781466507159>
- <http://www.capacityplus.org/files/resources/applying-hrh-action-framework-develop-sustainable-excellence-health-supply-chain-workforce.pdf>

### Performance

Title	Publisher
Delivering pediatric HIV care in resource-limited settings: cost considerations in an expanded response	JAIDS
Pediatric treatment 2.0: ensuring a holistic response to caring for HIV-exposed and infected children	JAIDS
Screening of substandard and counterfeit drugs in underdeveloped countries by TLC	CRC Press
Applying the HRH Action Framework to Develop Sustainable Excellence in the Health Supply Chain Workforce."	USAID   Capacity Plus

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 3.2 Knowledge Exchange

## Measure 3.2.2 Presentations

Measure Definition	Measure Owner	Target	FY13	FY14	Trend
Number of presentations to key constituencies	Jay Heavner	15	25	5	

**Context**

SCMS presented 5 presentations to key constituencies in FY14Q1, including the Global Health Supply Chain Summit, WHO/UNAIDS and ICASA.

**Performance**

#	Audience or Event
2	Global Health Supply Chain Summit
1	WHO/UNAIDS annual consultation with Pharma and stakeholders
2	ICASA

**Risk & Mitigation**

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

**Issues & Corrective Actions**

Issues	Corrective Actions	Owner	Deadline

# Goal Four: Operational Excellence

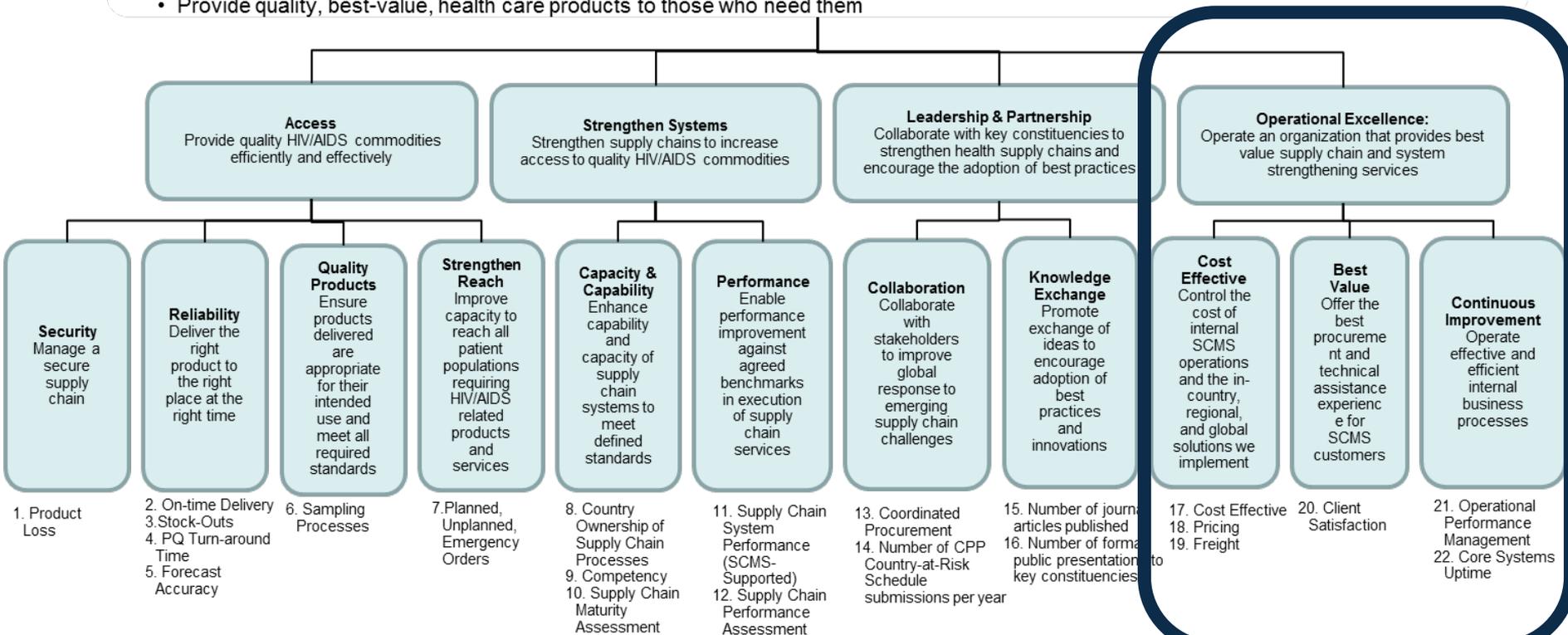
## SCMS Vision

Transforming health care delivery by ensuring that quality medicines reach people living with or affected by HIV and AIDS

## SCMS Mission

We strengthen or establish secure, reliable, cost-effective and sustainable supply chains to meet the care and treatment needs of people living with or affected by HIV and AIDS. In collaboration with in-country and international partners we will:

- Deploy innovative solutions to assist programs to enhance their supply chain capacity
- Ensure accurate supply chain information is collected, shared and used
- Provide quality, best-value, health care products to those who need them



# Strategic Objective 4.1 Cost Effective

## Measure 4.1.1a Cost Effective: RDC Expiry & BRC Reporting

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
4.1.1a Expiry RDC Stock	Chris Larson	4.1.1a ≤ 3%	0.28%	0.0%	0.0%	↓
4.1.1a BRC Reporting Rate	Delphine Johnson	4.1.1b 4	3	3	3	=

### Context:

#### Expiry:

Expiry: The write off of loss due to expiry at the RDCs was zero during the period. There was \$29.3M in value of goods delivered from the RDCs during the FY14Q1.

Looking ahead to the value for write of in the next quarter (FY14Q2), we expect the expiry loss will be around \$173K on more than \$30M in value of goods delivered. Pediatric and lower volume products continue to make up the bulk of expiry. The top five will include;

Group	Item Name	Value	Qty
ARV	Lamivudine/Zidovudine/Nevirapine 30/60/50mg	\$61,054	16,397
	Zidovudine 300mg, tablets, 60 Tabs	\$43,654	6,660
	Zidovudine 100mg, capsules, 100 Caps	\$21,205	4,510
	Stavudine 30mg, capsules, 60 Caps	\$16,205	11,571
	Zidovudine 10mg/ml, oral solution w/syringe, Bc	\$10,885	5,174

#### BRC Reporting:

- BRC Reporting: The BRC Report compares the costs pooled for the freight-in and RDC operations against the 4.5% on all deliveries out of the RDCs that is billed to clients on the monthly financial summaries.
- BRC has been reported each month this quarter.

### Performance

	Expiry Value	Expiry Percentage
FY13 Q2	\$ -	0%
FY13 Q3	\$ -	0%
FY13 Q4	\$238,191.39	0.28%
FY14Q1	\$ -	0%

	BRC Reporting
FY13 Q2	0 months
FY13 Q3	3 months
FY13 Q4	3 months
FY14Q1	3 months

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Stock loss due to expiry	Low	Medium	Mitigate	Review safety stock levels for at risk items	Chris Larson

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 4.1 Cost Effective

## Measure 4.1.1b Cost Effective: Surcharge

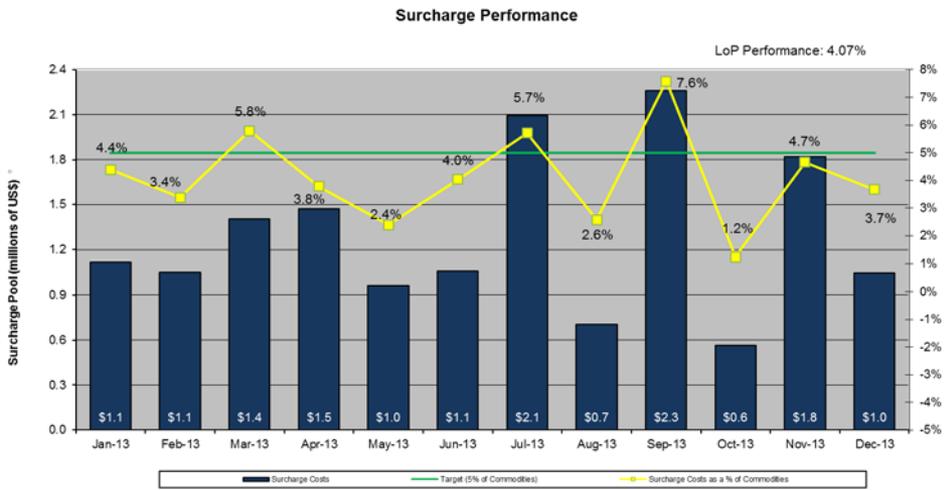
Measure Definition	Measure Owner	Target	LOP Performance
4.1.1b Surcharge	Delphine Johnson	4.1.1c ≤ 5%	4.07%

**Context:**

➤ **4.1.1b LOP Surcharge**

- The pool (operating) costs over the past quarter were an average of \$1.15M per month. This is compared to \$1.7M average last quarter.
- The average base (total commodity procurements) for the quarter is \$37.7M. This is compared to \$31.3M last quarter. Increase in base costs for September is due to delayed invoices from previous quarters that were processed in this quarter.
- The average surcharge for FY14Q1 was 3.03%.

**Performance**



**Risk & Mitigation**

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Surcharge does not remain within target due to low volume of sales or unproportionate operating costs.	Medium	High	Mitigate	Increase volume of commodity sales and/or decrease operating costs	Delphine Johnson

**Issues & Corrective Actions**

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 4.1 Cost Effective

## Measure 4.1.1c Cost Effective: ACF

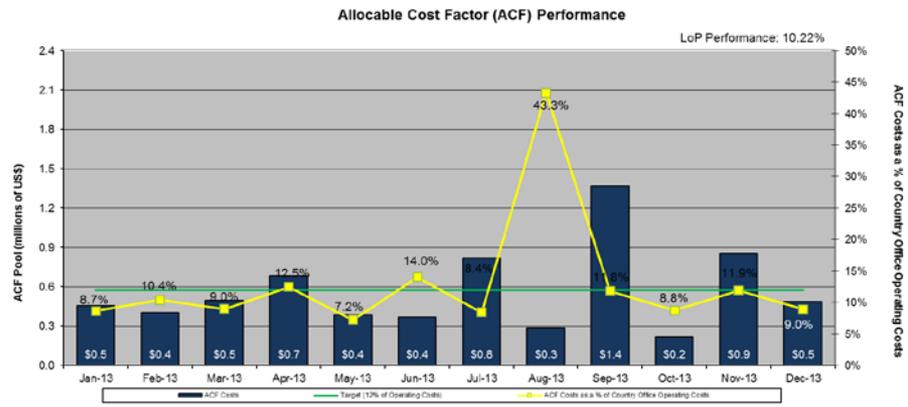
Measure Definition	Measure Owner	Target	LOP Performance
4.1.1c ACF	Delphine Johnson	4.1.1d ≤ 12%	10.22%

### Context:

#### 4.1.1c LOP ACF

- The pool (operating) costs for the past quarter equal an average of \$519K, an decrease from \$824K last quarter.
- The average base (total field operating costs) for the quarter is \$5.0M, compares to \$7.3M last quarter.
- The average ACF for FY14 Q1 was 10.33%

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
ACF does not remain within target due to lower than expected country budgets or higher operating costs.	Medium	High	Mitigate	Maintain country activities per extension budget or decrease operating costs.	Delphine Johnson

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

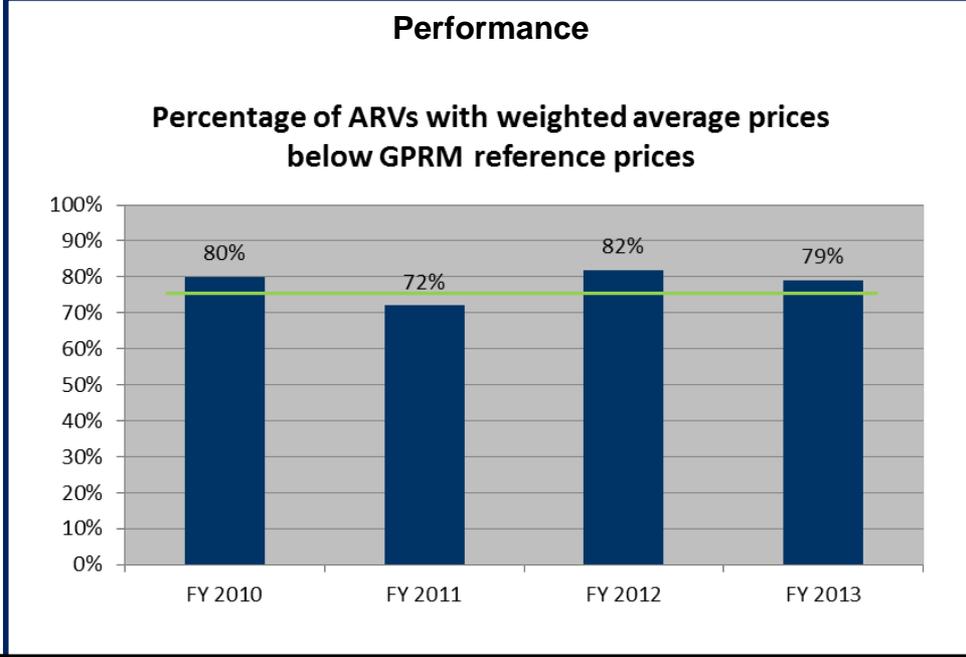
# Strategic Objective: 4.1 Cost Effective

## Measure: 4.1.2 ARV Price Comparison: SCMS vs. GPRM

Measure Definition	Measure Owner	Target	FY13	FY14	Trend
This measure compares SCMS ARV price to those in the GPRM	Ron Marroco	70%	79%	TBD	

**Context**

ARV price comparison is an annual measure that will be reported on in Q4.



**Risk & Mitigation**

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

**Issues & Corrective Actions**

Issues	Corrective Actions	Owner	Deadline

# Strategic Objective 4.1: Cost Effective

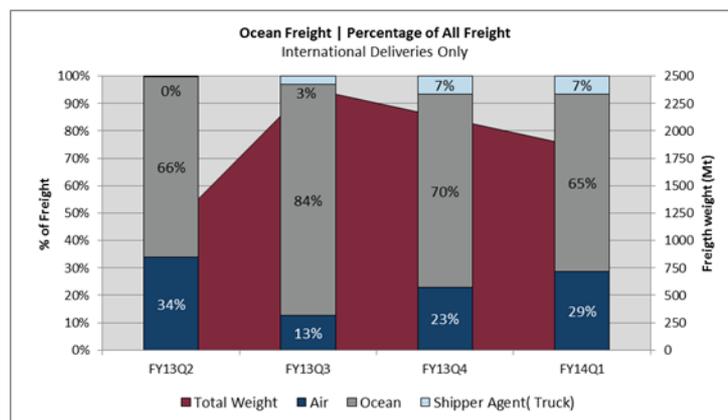
## Measure 4.1.3 Ocean Freight: Percentage of All Freight

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
Tonnage of <u>international</u> deliveries shipped by ocean as a percentage of all international freight	Gary Carle	≥50%	70%	65%	65%	↓

### Context

- FY14Q1 overall ocean volumes declined 5% from the previous quarter but remained well above the target.
- We will continue to closely monitor compliance of supply plans and emergency orders which can negatively impact this metric.
- Ocean volumes delivered this quarter were impacted by deliveries that were still in transit as well as several shipments where delivery was delayed due to lack of warehouse space in Ethiopia and seasonal delivery delays due to the “Red Zone.”

### Performance



\*Note: Small volumes of freight moved by shipper agent truck are not visible on the graph

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Lack of supply planning and emergency orders can limit the use of ocean Freight.	Medium	High	Mitigate	<ul style="list-style-type: none"> <li>• Monitor supply plans against actual orders to see if lack of compliance resulted in use of premium air transportation</li> <li>• Continue to work with SCMS Field Office Staffs to improve coordination of Ocean deliveries to ET and ZM</li> </ul>	F&L, Demand Planning and ET FO

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Shortages of warehouse space at high ocean volume destinations such as Ethiopia has negatively skewed ocean tonnage even though containers are in Addis Ababa and available for delivery.	ET FO team working with PFSA to arrange delivery space on an ongoing basis	ET FO	Q2/Ongoing



# Strategic Objective 4.3 Continuous Improvement

## Measure 4.3.1a Operational Performance Management

Measure Definition	Measure Owner	Target	FY13	FY14	Trend
4.3.1a Annual Partner Operational Review	Yvonne Glass	100%	100%	On Target	

### Context

- The Operations Unit staff will conduct periodic visits during the life of the IQC to selected Subcontractors to review internal controls, contractual compliance, audit findings, indirect rates, recent reorganizations, cost accounting capability, and cost allowability.
- 100% of the FY 13 Annual Partner Reviews were conducted on time in FY 13 Q4. Overall, the Finance Unit was satisfied with the compliance reviews.
- In Q1, the Finance Unit worked on following up on action items from the FY 13 reviews. These are currently still in progress. The Finance Unit plans to conduct the FY 14 Annual Partner Reviews in Q4.

### Performance

Annual Partner Operational Review			
Partner	Review Complete	CAPA Complete	Follow Up Complete
Imperial	On Target	On Target	FY 13 in progress
Manoff	On Target	On Target	FY 13 in progress
Voxiva	On Target	On Target	FY 13 in progress
1+ Solutions	On Target	On Target	FY 13 in progress
Crown Agents	On Target	On Target	FY 13 in progress
3i	On Target	On Target	FY 13 in progress

### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Not following up on CAPA	Low	Medium	Mitigate	Establishing a Task Master to follow up on all CAPAs	Yvonne Glass

### Issues & Corrective Actions

Issues	Corrective Actions	Owners	Deadline

# Strategic Objective 4.3 Continuous Improvement

## Measure 4.3.1b Operational Performance Management

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
4.3.1b % of TA trips processed on-time	Diane Reynolds	80%	56.1%	57.1%	57.1%	↑

### Context

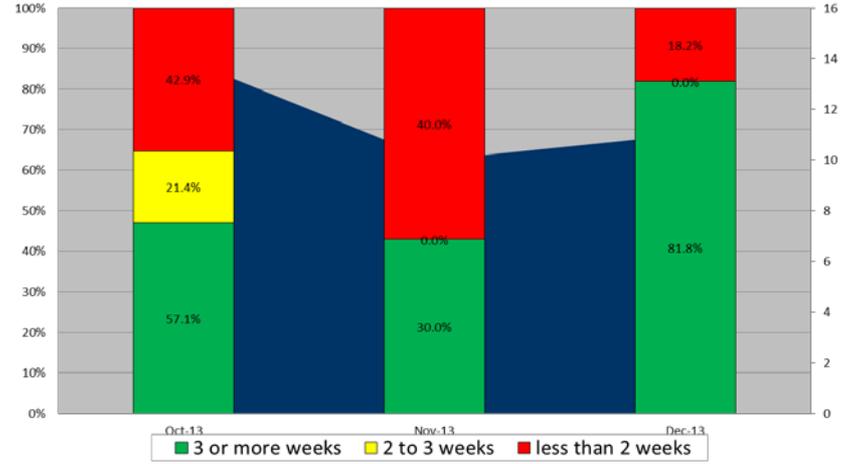
Improvement is noted within the quarter improving from 57.1% (October) to 81.8% (December) although performance for the quarter is still low.

AD/ UD and Client delay codes are used to trend FY14Q1 analysis which indicates:

- 13 ETJs were submitted for TA, from 8 countries.
- 2 countries submitted three or more requests, Botswana submitted 3 and Haiti submitted 3, all of which were acceptable delays.
- Root cause analysis indicates that Ad hoc MOH request was a challenge for this quarter with 4 delays attributed to this cause.
- Insufficient Planning continues to be an issue across countries with 3 ETJ's.

### Performance

Percentage of TA Trips Processed Within Target



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
The percentage of TA trips being processed within the target time frame is on the rise, transition planning may increase the number of ad hoc requests, which has the potential to reverse this trend.	High	High	Mitigate	Work with FO to support transition planning	SSU & GPM

### Issues & Corrective Actions

Issues	Corrective Actions	Owners	Deadline
Acceptable delays are the majority of the ETJs but still negatively impact the reported performance.	Determine a more accurate way to report out on operational performance with respect to travel approvals.	SSU	Q2

# Strategic Objective 4.3: Continuous Improvement

## Measure 4.3.2 Core Systems Uptime: Potential vs Actual

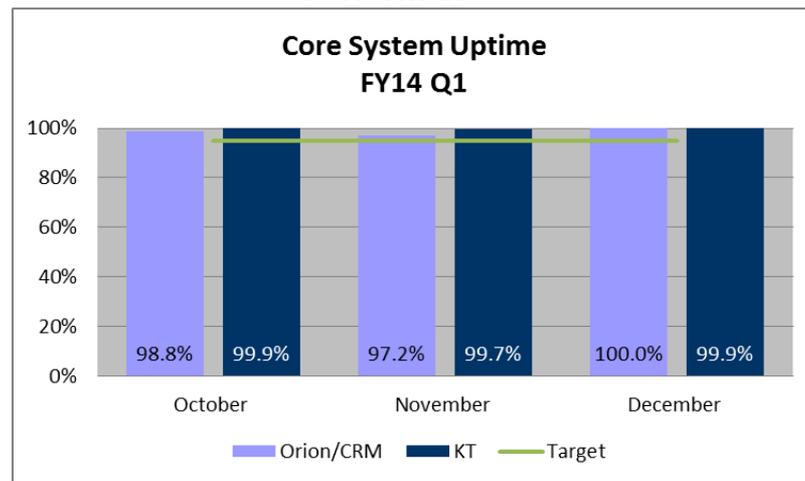
Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q1	FY14	Trend
% of time that KT & Orion are alive during stated support hours	Srihari Chelluri	<b>Orion: ≥95%</b>	99.9%	98.7%	98.7%	↓
		<b>KT: ≥95%</b>	99.9%	99.9%	99.9%	

### Performance

- SCMS MIS systems continues to operate above the required SLA.
- The system unavailability is due to upgrades during the weekends.

Note: The availability in required SLA is [7 AM – 10 PM GMT].

### Performance



### Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

### Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline