



Quarterly Report

Appendix 2: Measure Specific Performance

FY14 Q3 April – June 2014

August 29, 2014



Goal One: Access

SCMS Vision

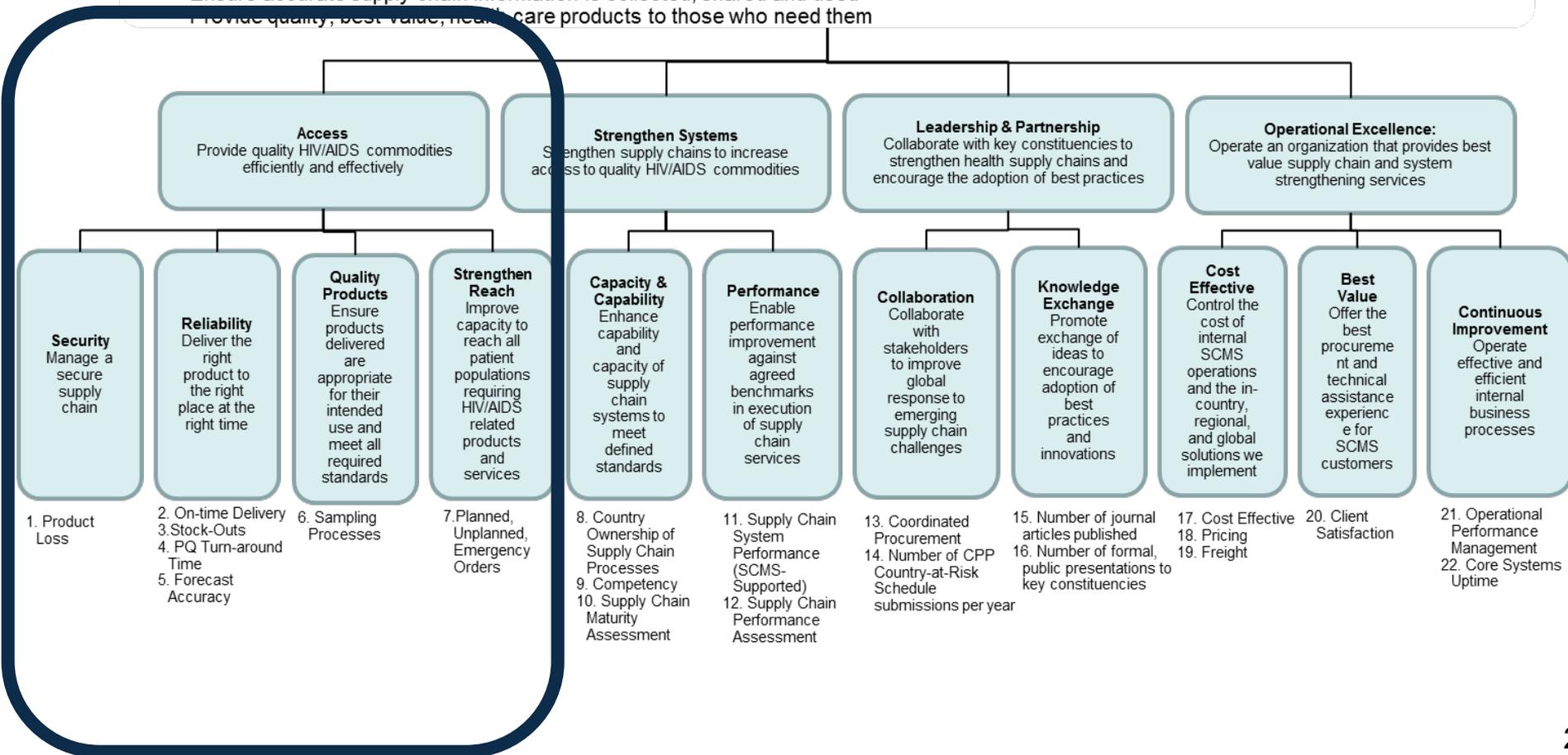
Transforming health care delivery by ensuring that quality medicines reach people living with or affected by HIV and AIDS

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 Q3	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%	0.10%	↓

Context

- The largest write off for damaged product during the period was \$72K worth of MC kits that were water damaged in the SA RDC.
- A donation of aging LZN pediatric ARV product valued at \$24.1K was completed for South Sudan.

Doc. Date	Reason Name	Total	Notes
04-Jun-14	Items Damaged	61%	Water dmed MC kits in RDC
19-Jun-14	Adjustment for 1st Donation Received	20%	Donation of LZN pediatric to S. Sudan
15-May-14	Items Damaged	16%	In-transit wet damage
30-Jun-14	Adjustment for 1st Donation Received	2%	
12-May-14	YEAR END PHYSICAL INVENTORY AD	1%	
Grand Total		100%	

Performance

	Product Loss	Value Delivered	Product Loss
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%
FY14Q2	\$45,325.03	\$96,660,883.00	0.00%
FY14Q3	\$114,081.06	\$110,395,769.00	0.10%

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.2: Reliability

Measure 1.2.1 Recipient Stockout Rates (SCMS Accountable)

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	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 that SCMS was accountable for in Q3.

We 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.

Although the current stock out/stock shortage challenges in Zambia do not fall within the parameters of this measure, it is worth highlighting Zambia is experiencing chronic stock outs or stock shortages of several ARVs, cotrimoxazole and a lab products.

Reason	Country	Client	Product
N/A	N/A	N/A	N/A

Performance

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

NB: SCMS related stock-outs are defined as a stock-out due to a breakdown in the SCMS delivery process, resulting in a deviation from the planned delivery schedule. Stock outs may occur in SCMS supported countries but will not be reported for this metric. These stock outs of products outside the scope of the indicator or stock outs not caused by SCMS.

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

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

Strategic Objective 1.2: Reliability

Measure 1.2.2a On-Time Delivery: Core Products

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Steve Patras	Core: 80% ARV, LAB, DRUG, HIV Test Kit, VMMC Kits	73%	85%	79%	↑

COTD in Q3 (April: 86%, May: 81% and June: 88% respectively) strongly recovered from the low in Q2. This was driven by improved vendor performance. The positive trend in COTD was visible in all countries, with SCMS field offices well above 75%. The strong performance also extended to all product groups; each group's performance was above 80%.

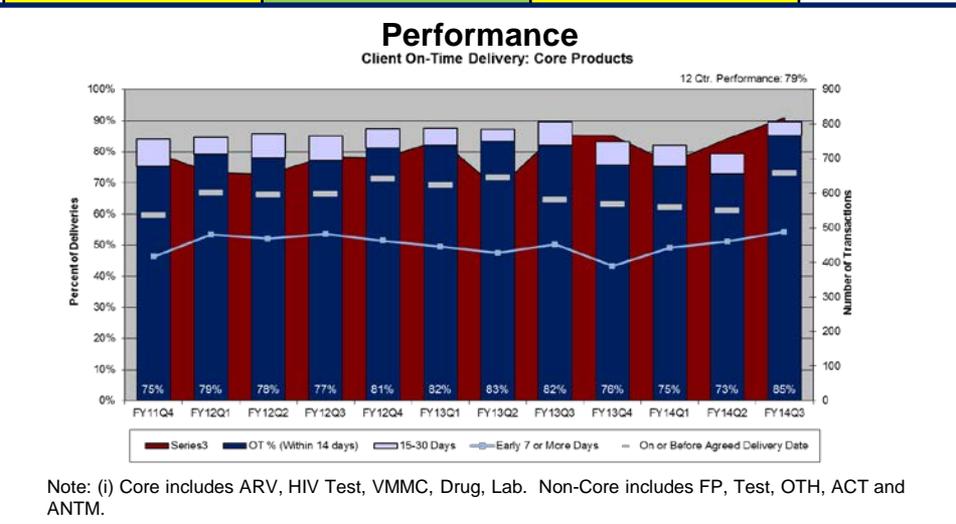
ARV: COTD for Q3 was 89, 83, 88% respectively. The high COTD was due to strong performance for deliveries from the RDCs and improved Vendor Performance for direct drop shipments. The joint SCMS/PPM monthly operational meetings with vendors involving sales & operations (planning/manufacturing) personnel strengthens the relationship, highlights issues timely and has improved performance. Important to note the market for Tenofovir based products has become less tight, reducing lead-times and improving performance. Zidovudine based products still suffer from long lead-times and low vendor performance.

Lab: We have recovered from the performance drop at the beginning of the year with 85% on time this quarter for all commodities. With only one quarter of improved OTD to go, we will continue to keep pressure on all suppliers to perform. Key OTD improvement were in Haiti, Uganda and Rwanda. Key countries we continue to watch are Zambia and Tanzania.

Essential Medicine: Q3 showed a strong performance as well 92,90, 92% respectively

HIV Test Kits: Performance for FY14Q3 was 96% on-time which is above the target for this product group.

VMMC: The on-time delivery for VMMC products in the quarter was 85% for VMMC products.



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Vendor performance continues to impact COTD	Monitor VOTD through monthly meetings and VOTD reporting. The PMU is also working on develop routine disaggregated data to better monitor and track VOTD	Ard van Dongen	In Place
Lead times for manufacturing ARVs is lengthening	Lengthen planning horizon for RDC replenishment with increase focus on forward orders	Ard van Dongen	Sept 2014
OTD for local Zambia lab vendors remains a challenge	Continuing to monitor because of past poor performance through regular vendor visits	Phoebe Kenney	ongoing
Tanzania OTD continues to be a challenge	Continue to work field office to monitor and improve OTD	Phoebe Kenney	ongoing

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
New GF ARV tender	High	High	Mitigate	Monitor and review procurement strategy	Steve Patras
Disruption of supply chain due to transition of SCMS to GHSC	High	High	Mitigate	Scenario planning	Steve Patras
Import waiver processing time	Medium	High	Mitigate	F&L to provide regular updates to their LT matrix so buyers can give accurate LT to clients.	Laura Thomas Gary Carle

Strategic Objective 1.2: Reliability

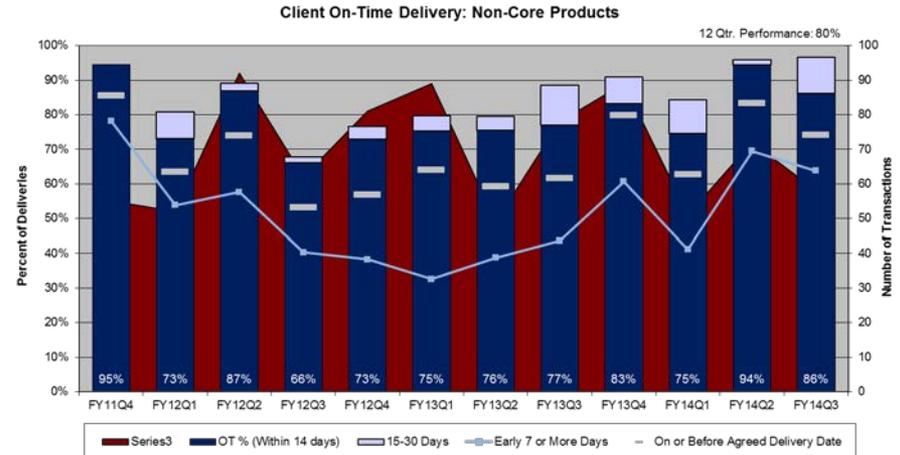
Measure 1.2.2b On-Time Delivery: Non-Core Products

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Peter Smith	Non-Core: 70% ORDT, MRDT, ANTM, ACT, FP, OTH	94%	86%	91%	↓

Context

Continued improvement in OTD for non-core products. We have met target 11 of the past 12 quarters.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
DRC delivery continues to be a challenge due to import delays and local supplier OTD.	High	Medium	Mitigate	We are in the final stages of setting up IQCs and service level contracts with large local suppliers.	Peter Smith

Strategic Objective 1.2: Reliability

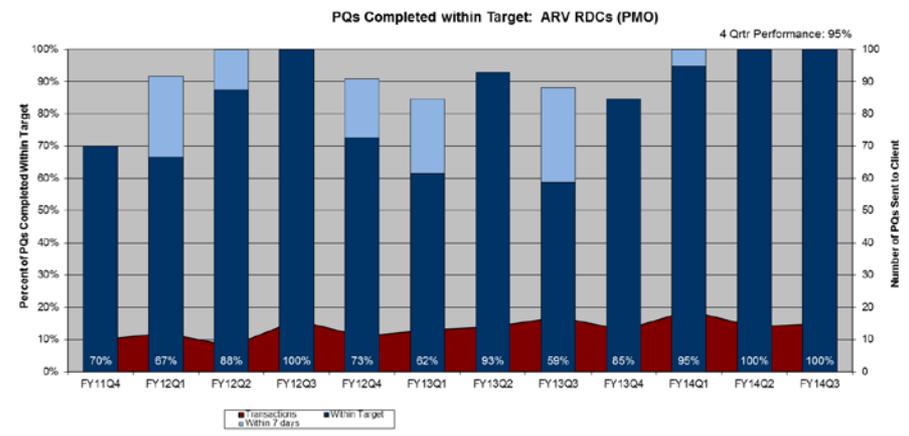
Measure 1.2.3a On-Time PQ Turnaround: PMO ARV (via RDC)

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	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%	94%	95%	95%	↑

Context

For the quarter PQ turnaround time has remained strong and above target. There are no specific issues or concerns to address for the quarter.

Performance



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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.2: Reliability

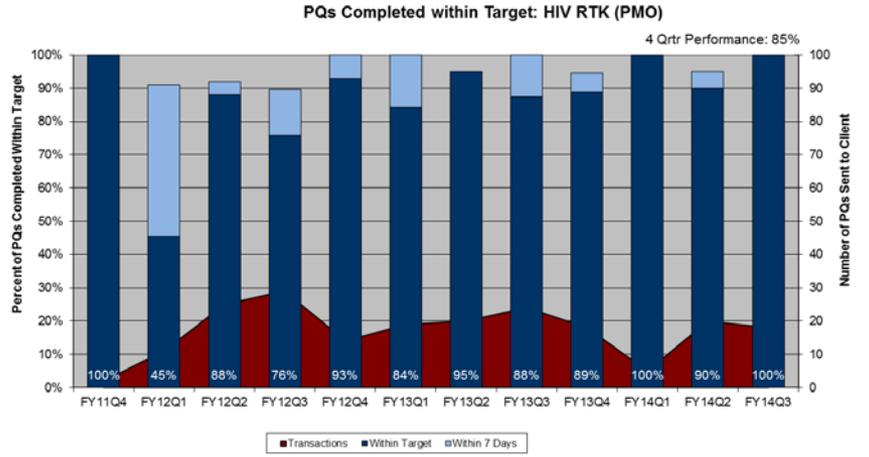
Measure 1.2.3b On-Time PQ Turnaround: HIV Test Kits

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	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%	90%	100%	93%	↑

Context

Performance returned to 100% on-time in FY14Q3.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.2: Reliability

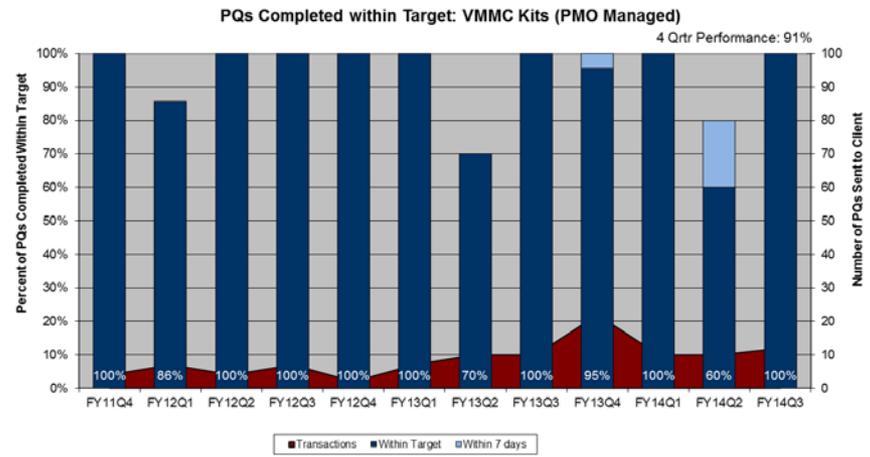
Measure 1.2.3c On-Time PQ Turnaround: VMMC Kits

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	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%	60%	100%	88%	↑

Context

The performance during the quarter was increased back to 100%.

Performance



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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

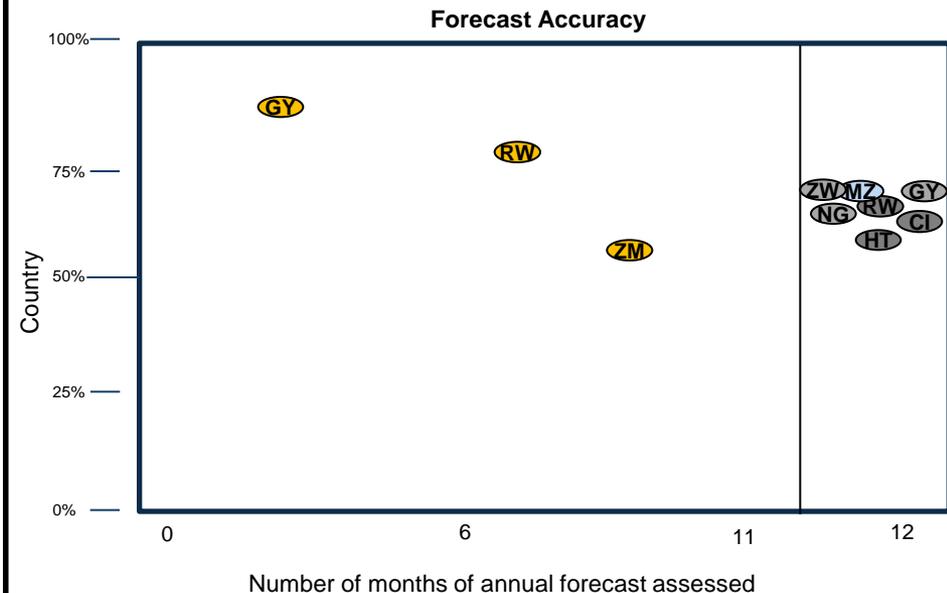
Strategic Objective 1.2: Reliability

Measure 1.2.4 Forecast Accuracy

Measure Definition	Measure Owner	Target	Performance		Trend
			FY14Q2	FY14Q3	
Variance between forecasted and reported consumption/issues data for a set of tracer ARVs	Robert Burn/ Alan Pringle	70% (interim)	67%	67%	N/A

Context

- Reminder: calculation reflects only completed annual forecasts in the aggregate performance
- Countries continue to fall within 61-71% accuracy range for the 12 month category
- MZ performance (73%) notable given dynamic environment of in-country acceleration program and a forecast transition to pediatric dual and triple FDCs did not take place as planned.
- Measure for 4 “graduated” countries calculated on existing forecast since new forecast took place or will be completed more than 12 months after last one.
 - CI: Postponed for government review of treatment protocols
 - HT: Quantification exercise conducted recently but forecast commences with January 2015
 - NG: The existing protocol in Nigeria is a bi-annual forecast exercise in which the forecast consumption data generated is reviewed periodically (every 6 months) in line with actual consumption trends and prevailing programmatic factors.
 - ZW: Conducting forecast this month



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Timing of annual forecasting exercise in 4 countries obfuscates aggregate performance result. (Details on four countries above)	Review the timing and number of countries that fit into current definition in future quarters	PQA, PMU	1 Nov 2014

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.3: Quality Products

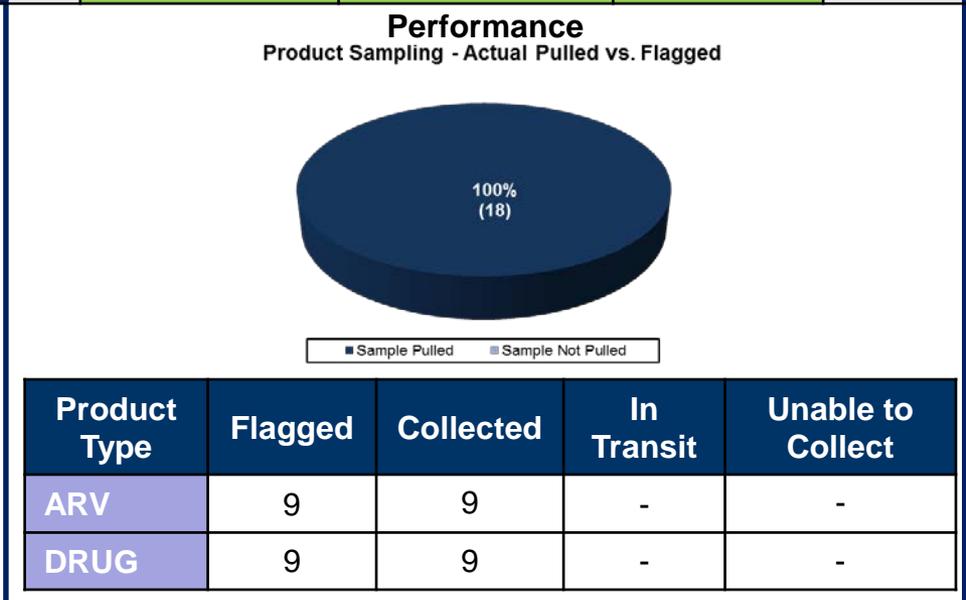
Measure 1.3.1 Pharmaceutical Product Sampling – Actual Pulled vs. Flagged

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	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%	100%	100%	=

Context

ARVs were collected from the following countries:
 Ghana (3)
 Zimbabwe (4)
 Vietnam (1)
 Haiti (1)

Drugs were collected from:
 Haiti (4)
 Malawi (3)
 Mozambique (1)
 Ethiopia (1)



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Impact	Probability	Mitigation Action	Owner

Strategic Objective 1.4 Strengthen Reach

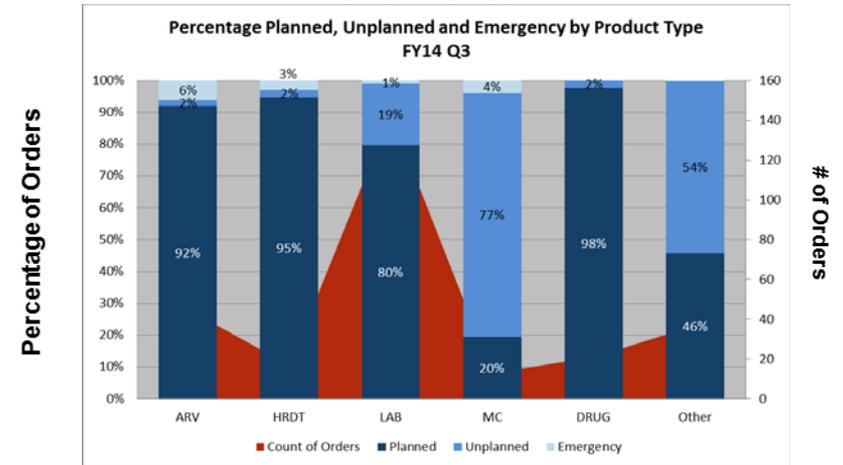
Measure 1.4.1 Planned, Unplanned and Emergency Orders

Measure Definition	Measure Owner	Target		FY14 Q2	FY14 Q3	FY14
Percentage of SCMS orders that are planned, unplanned & emergency Orders	Chris Larson	N/A	Planned	81%	82%	85%
			Unplanned	11%	14%	9%
			Emergency	9%	4%	6%

Context

- Planned orders for ARVs, HRDTs, and Drugs product categories all exceeded 90% during the period.
- Orders for VMMC kits and related commodities were mostly unplanned during the period. VMMC programs in countries remain a challenge to forecast due to demand & funding uncertainties.
- There were \$6.9M worth of emergency orders handled during the period, \$5.7M being ARVs. The ARV emergencies included \$3.2M for Ghana due to a shortfall of funding there and \$2.3M for Zambia where consumption increased above donor commitments.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
VMMC kit and commodity forecasting weak	Work with top VMMC countries to improve forecasting	Juan Jaramillo	12/31/14

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Stock outs	High	High	Mitigate	Fulfill emergency needs from RDCs	Chris Larson
Maintaining adequate stock during transition to GHSC	Medium	High	Mitigate	Work with countries to ensure supply plans are in place to understand demand through the transition period	

Goal Two: Strengthen Systems

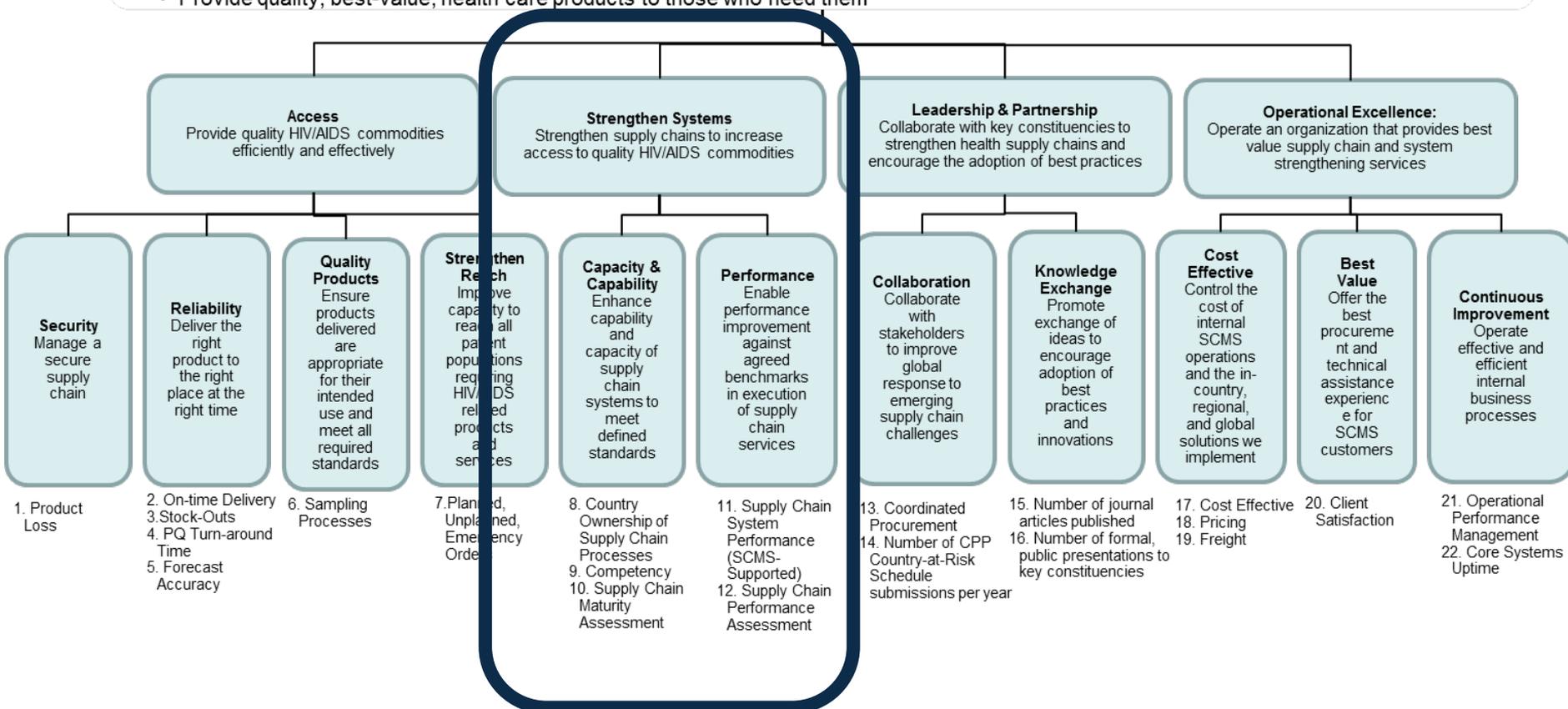
SCMS Vision

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

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

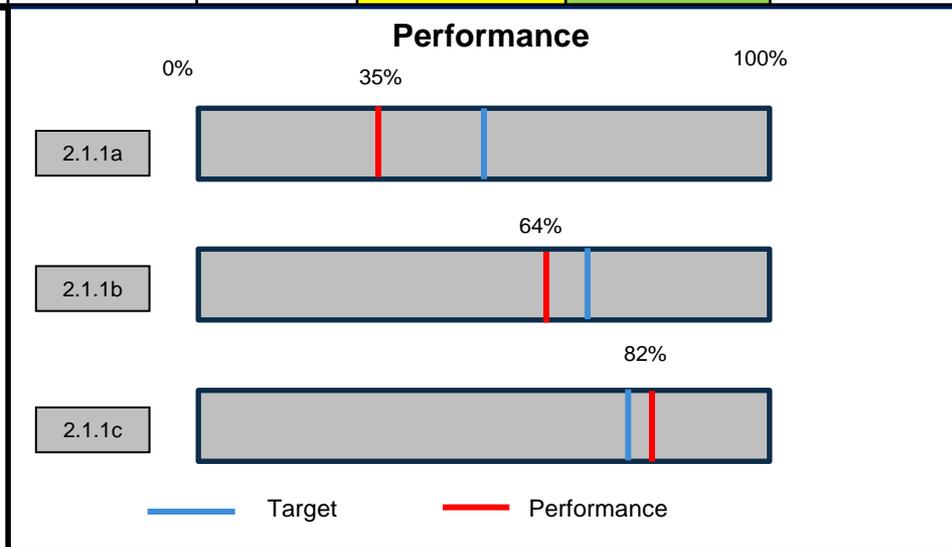


Strategic Objective 2.1: Capacity and Capability

Measure 2.1.1 Country Ownership - INTERNAL

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q2	Trend
2.1.1a-Number of SCMS-supported countries with approved national supply chain strategic plans	Caroline Healey	50%	33%	35%	↑
2.1.1b-Level of country counterpart ownership FASP		75%	50%	64%	↑
2.1.1c-% of supply chain functions documented in SOPs		80%	66%	82%	↑

Context
Semi-annual measure to be updated in Q4.



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 2.2: Performance

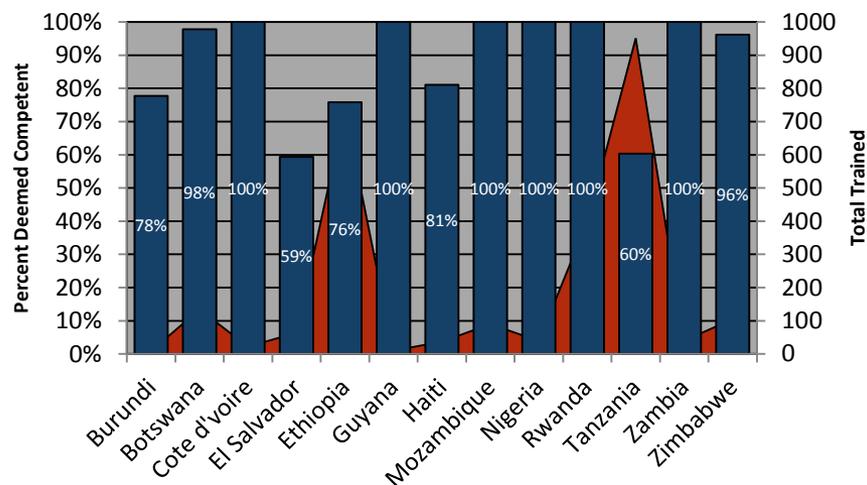
Measure 2.1.2 Training & Competency

Measure Definition	Measure Owner	Target	Performance		Trend
			FY14 Q2	FY14 Q3	
2.1.2 Competency-Percent of non-SCMS staff trained and deemed competent in supply chain functions	Diane Reynolds	80%	78%	77%	↓

Context

- This quarter reporting continues to show an increase in On the job training 2 countries reported Pre-Service Training, 4 reported In-service training, 3 reported Trainer of Trainers and 7 reported On the Job Training
- BW: Reported large number of participants 106 IST of Medicines and Lab Logistics, 14 IST of CMS LMU (Quantimed and pipeline), and 14 Institute of Health Sciences and University of BW
- GY: Reported 100% (10) OJT and deemed competent by demonstration of use of MACS or generation of relevant reports
- HT: Reported 81% (37) stock managers from 37 sites were deemed competent, through participation in SCMS inventory management OJT
- NG: Reported PST(39) professors from 19 accredited universities were successfully trained and deemed competent to teach Supply Chain Management (SCM) Medical Laboratory Science
- RW: Reported a significant increase in total number of staff trained on eLMIS with 65% reported for Q3 as compared to 16% from Q2, resulting in an increase of 49%.
- TZ: Trained largest number (951) in IST, TOT and OJT with lowest overall competency (eLMIS and Waste Management-attendees were delegates not responsible for tasks)

Performance Training



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
1. IST/OJT efforts hampered by the lack of computer literacy skills, specifically in eLMIS trainings (TZ)	1. HRCDD TWG will review pre-screening checklist and share with other members	Cheryl Mayo	FY14 Q4
2. Mismatched trainee skills and competencies requires aligned training (ET, TZ)	2. HRCDDTWG will share ideas on tailoring courses to participant knowledge base	Cheryl Mayo	FY14 Q4

Risks & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
1. Staff turnover impacts capacity strengthening activities	Medium	Medium	Mitigate	1.HRCDD TWG will review knowledge management options to address staff turnover, K&S transfer	Cheryl Mayo
2. Lack of OJT/ Supervision competency standard, inability to determine performance impact	Medium	Medium	Mitigate	2. HRCDD TWG will review 9/2014 approaches in complementary activities to support OJT, supervision, competency mapping	Cheryl Mayo

Strategic Objective 2.1: Capacity and Capability

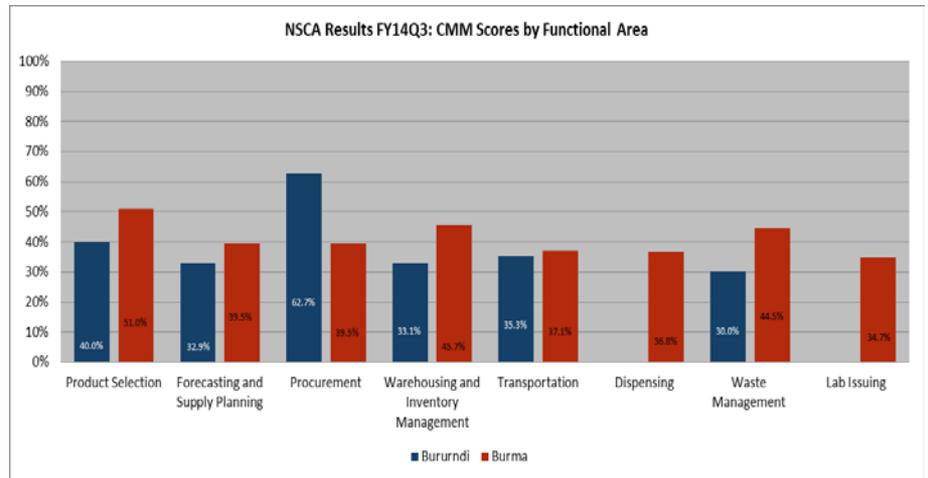
Measure 2.1.3 Supply Chain Assessment: CMM Score

Measure Definition	Measure Owner	Target	Country	FY14Q1	Country	FY14Q3	FY14	Trend
2.1.3 Results of the Supply Chain Assessment CMM tool, illustrating capability maturity of in-country supply chains	Diane Reynolds	60%	Lesotho	50.0%	Burundi	39%	NA	NA
					Burma	39%		

Context

- Burma:**
- Implemented at 285 sites across all supply chain levels. Sample size is statistically significant. Assessment results will be used to inform a strategic planning exercise.
 - Challenges:** Capability maturity was low across all functional areas nationally. Low inventory management capability throughout the system, Warehousing capability score (36%), signifying needs for increased support for process and tools, infrastructure, oversight, human resources and management information systems.
 - Successes:** Capability maturity was significantly higher at the central level, ranging from 53% to 69%.
- Burundi:**
- Implemented at 133 sites across all supply chain levels. Assessment results will be used to inform a strategic planning exercise.
 - Challenges:** Overall capability is low across the supply chain in Burundi. Forecasting, transportation and waste management presented the largest challenges. Transportation and waste management systems were informal and ad hoc at best throughout all levels of the supply chain. Poor data quality and limited funding significantly impact the capability of essential medicines forecasting.
 - Successes:** Procurement capability is at a qualified level (62.7%) reflecting a transparent, thorough essential medicines procurement process. Despite this high capability, the process takes 202 days on average highlighting opportunities for efficiency improvements.

Performance



Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Determining the appropriate number of sites	High	High	Engage a sampling expert to evaluate methodology	Develop multiple sampling methods relevant to context	Diane R. and Kate Bartram

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
1. Limited logistics TA capability 2. Large sample size 3. 3 rd Party data collection quality & limited MOH involvement	1. Incident to be raised to review and mitigate recurrence, consultant evaluation to be kept on file.	1. Alan Pringle	1. August 2014
	2. Refer to risk.	2. Diane & Kate Bartram	2. November 2014
	3. Manage sample size to avoid the need for 3 rd party.	3. Diane & Kate Bartram	3. November 2014

Strategic Objective 2.2: Performance

Measure 2.2.2 Supply Chain Assessment: KPI Score

Measure Definition	Measure Owner	Target		FY14 Q1	Country	FYQ3	FY14	Trend
2.2.2 Results of the Supply Chain Assessment KPI tool, illustrating performance of in-country supply chains	Diane Reynolds	60%	Lesotho	35.0%	Burundi	68%*	NA	NA
					Burma	28.7%		

Context

Burma:

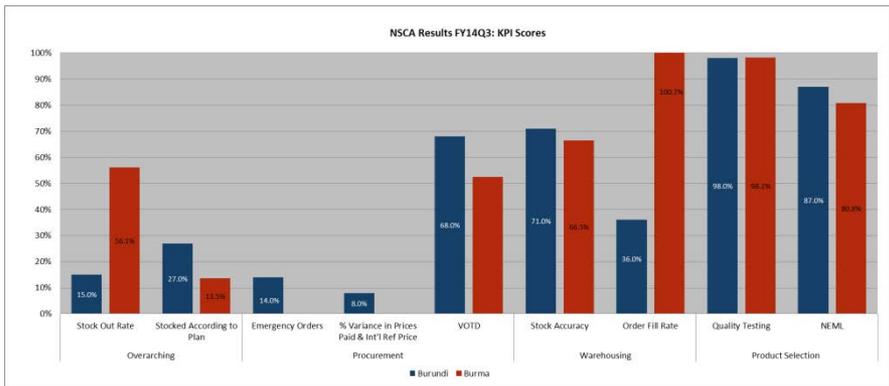
- Implemented at 285 sites across all supply chain levels.
- *Challenges:* (56%) Stock-out rate and (14%) stocked according to plan rate.
- Assessment results used to identify key improvement recommendations, i.e. conduct a system design exercise to determine push v. pull, frequency of resupply, and appropriate maximum and minimum levels.
- *Successes:* Quality testing pass rate (98%), NEML adherence (81%).

Burundi:

- Implemented at 133 sites across all supply chain levels. Assessment results will be used to inform a strategic planning exercise.
- *Challenges:* Order fill rate (36%) and stocked according to plan (27%) are two low performing indicators illustrating the challenges throughout the supply chain maintaining adequate stock levels from CAMEBU to the health facility level.
- *Successes:* Procurement performance was high, mirroring capability. For example, average price variance between the price paid and international reference price (8%). Inventory management at the health facility level was also high performing with 71% of tracer commodity physical inventory matching the stock card quantity

**Overall KPI score reflects the combined KPI score for the overall category. Burundi includes-Stock out rates, stocked according to plan and stock accuracy. Burma includes stock out rates & stocked according to plan*

Performance



Risk & Mitigation

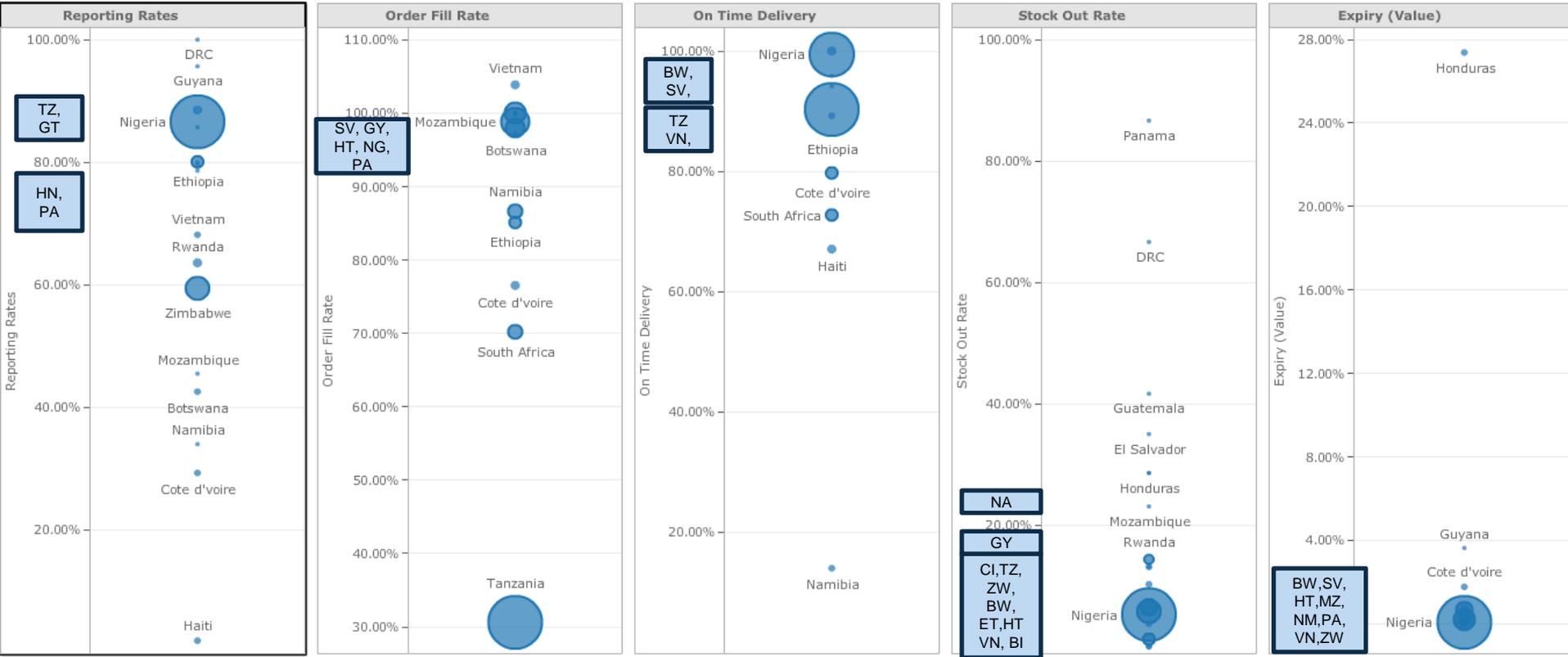
Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Determining the appropriate number of sites	High	High	Engage a sampling expert to evaluate methodology	Develop multiple sampling methods relevant to context	Diane Reynolds and Kate Bartram

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
1. Limited logistics TA capability 2. Large sample size 3. 3 rd Party data collection quality & limited MOH involvement	1. Incident to be raised to review and mitigate recurrence, consultant evaluation to be kept on file.	1. Alan Pringle	1. August 2014
	2. Refer to risk.	2. Diane Reynolds & Kate Bartram	2. November 2014
	3. Manage sample size to avoid the need for 3 rd party.	3. Diane Reynolds & Kate Bartram	3. November 2014

Strategic Objective 2.2: Performance

Measure 2.2.1 Supply Chain Performance (SCMS Supported)



- Strongest performance across largest number of sites reporting, with all indicators within target/tolerance levels. Increasingly strong analysis and SMART CAPAs.
- Overall SCMS-supported sites reporting remains near 11,000 (with one province in Zimbabwe not counted this quarter; RW now counting facilities not reports)
- **RR**: Overall improvement due to targeted follow-up of underperforming facilities. Gains in DRC, ET (Refocus of SCMS supportive supervision at hubs, and gap analysis of training) NG (use of variety of collection methods), and steady performance in TZ (new groups/time periods for ordering). Overall data availability of 87%. Several countries cite timeliness as challenge (BW, CI-lack of validated distribution schedule, HT-exacerbated by Google failure, MZ, VN). ZW continues to decline in ART site performance due to a 16% increase in sites through decentralization in remote areas. Certain countries updated calculation with Project formula resulting in declined performance due to timeliness (BW, HT).
- **OF**: Improved performance due to BW (monthly meetings with Forecasting TWG), MZ (harmonized product list measurement with gov counterparts), and NG (last mile distribution monitoring and 3PL management). TZ: Lack of stock at central level contributing to rationing and low OF, due to delayed funding/ordering.
- **OTD**: Continued performance above target due to ET (TA to PFSA and orientation of all SCMS staff) and NG (last mile distribution monitoring and 3PL management). Large drop in NM performance due to only 2 of 4 CMS drivers and trucks available. and slow order processing and backlog after annual stock take.
- **SO**: Improved NG (follow-up with stocked-out facilities, trained and coordinated with State Logistics Advisors to follow up with IPs in those states), and steady ET, TZ (averted stock outs by redistribution) and ZW performance. PA stock-outs due to delayed order by HIV Program from lack of 2013 funds; this problem is exacerbated by the fact that ARVs are included with all commodities in ordering. DRC: IPs accelerated testing without increasing commodity orders.

Strategic Objective 2.2: Performance

Measure 2.2.1 Supply Chain Performance (SCMS Supported)

Measure Definition	Measure Owner	Target	FY14Q2	FY14Q3	Trend
2.2.1a Facility Reporting Rates	Alan Pringle	80%	68%	76%	↑
2.2.1b Expiry		1%	0.29%	1%	↑
2.2.1c On-time Delivery		75%	83%	90%	↑
2.2.1d In-Country Facility Stockout Rates		5%	6%	6%	=
2.2.1e Order Fill Rate		80%	65%	72%	↑

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
RR: New eLMIS/automated data not being presented in data (CI, RW, TZ, LAC)	Include eLMIS/automated data in overall score; disaggregate reporting data by eLMIS and manual	PMU/SSU	FY14 Q4
RR: Low reporting rates in Haiti due to inconsistent facility management or orders and complexity of forms	<ol style="list-style-type: none"> 1. Implement feedback reports and automated response report submission in Q4 2. Identify one responsible person at site level 3. SCMS M&E Advisor implement data cleaning and analysis procedures 4. Simplify existing LMIS forms 	Alan Pringle	FY14 Q4

Risks & Preventative Actions

Risk	Prob.	Impact	Response Option	Mitigation Action	Owner
OF: Low Order Fulfillment and potential Stock Outs associated with Tanzania FDA limitations on imported ARVs	Medium	High	Mitigate	Resolved currently, with SCMS tested commodities to TFDA satisfaction. Continued monitoring	Tom Layloff
OF: Greater coordination with PPM to avoid low OF in TZ	High	High	Mitigate	Streamline SCMS and PPM communication so we can timely communicate with stakeholders	Caroline Healey
OF: As SA ARV tender approaches its end, suppliers hesitate to overproduce product to avoid expiries	Medium	Medium	Accept		

Goal Three: Leadership & Partnership

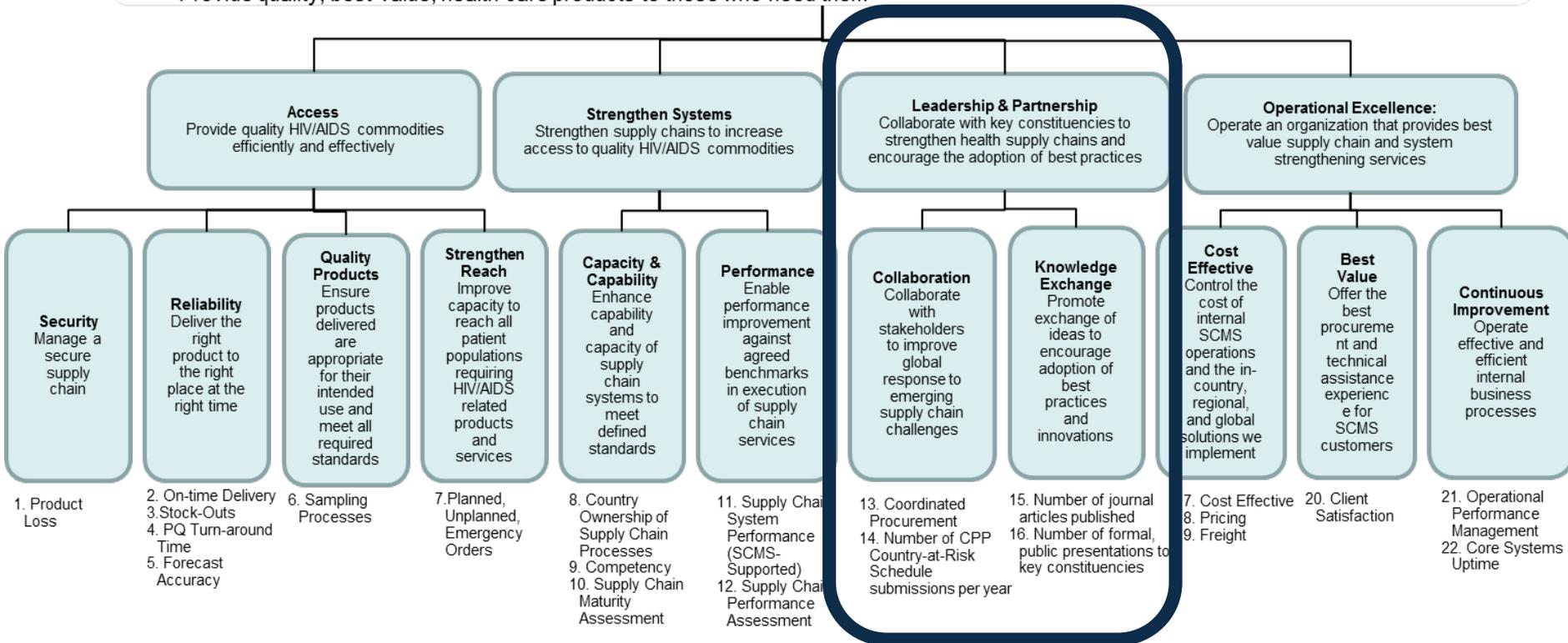
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- Ensure accurate supply chain information is collected, shared and used
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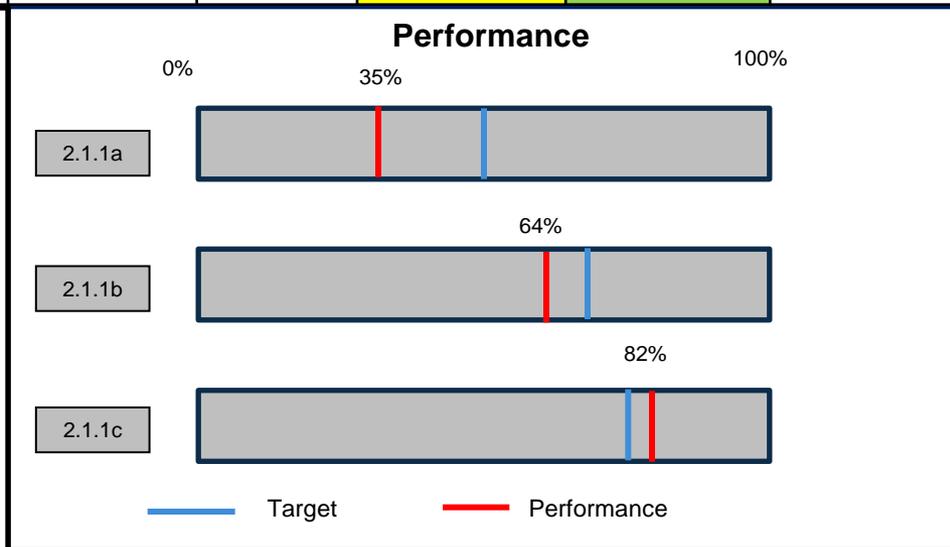
Strategic Objective 2.1: Capacity and Capability

Measure 2.1.1 Country Ownership

Measure Definition	Measure Owner	Target	FY13 Q4	FY14 Q2	Trend
2.1.1a-Number of SCMS-supported countries with approved national supply chain strategic plans	Caroline Healey	50%	33%	35%	↑
2.1.1b-Level of country counterpart ownership FASP		75%	50%	64%	↑
2.1.1c-% of supply chain functions documented in SOPs		80%	66%	82%	↑

Context

➤ Semi-annual measure to be updated Q4



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 3.1 Collaboration:

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

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
Number of CPP country-at-risk schedule submissions per year	Dominique Zwinkels	4	1	1	4	↑

Context
<ul style="list-style-type: none"> ➤ One bi-monthly CPP Steering Committee/Technical Working Group meetings was held in Q3; April 22, 2014. A revised Countries At Risk Schedule was submitted to CPP members. ➤ Updates were provided from: Red zone countries (Cameroon and Burundi), Yellow zone countries (Tanzania, Uganda, Ghana, Angola, and Swaziland), Green zone countries (Nigeria, Zimbabwe, Cote d'Ivoire, and Ethiopia) ➤ Cote d'Ivoire, Angola, Swaziland, Zimbabwe and Ethiopia provided bi-monthly country risk analysis reports.

Performance	
Country	Number of Submissions According to Schedule
Angola	4
Benin	1
Burkina Faso	1
Burundi	4
Cameroon	4
Central African Republic (CAR)	1
Congo	2
Cote d'Ivoire	4
DRC	3
Ethiopia	3
Ghana	3
Guinea Conakry	1
Mali	2
Mozambique	2
Nigeria	4
South Sudan	1
Zambia	3
Zimbabwe	4

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

Risk & Mitigation					
Risk	Probability	Impact	Response Option	Mitigation Action	Owner
External (Steering Committee decisions)	Medium	Medium	Accept	New scope of work	Dominique Zwinkels
External (Countries/PPP members providing data and information)	Medium	Medium	Mitigate	Ongoing consultative process of CPP value	Dominique Zwinkels

Strategic Objective 3.2 Knowledge Exchange

Measure 3.2.1 Publishing

Measure Definition	Measure Owner	Target	FY14	FY13	Trend
Number of journal articles published	Samantha Salcedo	6	7	3	↑

Context

We exceeded our goal this quarter.

Cost Analysis of Integrating The PrePex™ Medical Device Into a Voluntary Medical Male Circumcision Program in Zimbabwe - published in May in PLOS ONE, Emmanuel Njeuhmeli, from USAID was the lead author and Juan Jaramillo was a contributor.

Link to article: <http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0082533>

The IATT Optimal List of Pediatric ARV Formulations which provides advice and guidance to implementing partners and procurement and supply chain managers on recommended products that will enable programs to deliver the best care in accordance with current WHO Regimen Guidance and guidance on how to consolidate procurements around a small number of key products to shape and stabilize this market sector. David Jamieson was a contributor to this report.

Link to report: <http://goo.gl/nV95vD>

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
Technical Brief: Applying the HRH Action Framework to Develop Sustainable Excellence in the Health Supply Chain Workforce	USAID Capacity Plus
"The Establishment of a Consignment Model in Tanzania to Increase Access to Essential Drugs Using Robust and Sustainable High Performance Thin Layer Chromatography to Assess Product Quality."	Tropical Medicine & International Health
Cost Analysis of Integrating The PrePex™ Medical Device Into a Voluntary Medical Male Circumcision Program in Zimbabwe	PLOS ONE
IATT Optimal List of Pediatric ARV Formulations	IATT

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 3.2 Knowledge Exchange

Measure 3.2.2 Presentations

Measure Definition	Measure Owner	Target	FY14 to date	FY13	Trend
Number of presentations to key constituencies	Samantha Salcedo	20	12	25	

Context
<ul style="list-style-type: none"> ➤ Scott Ackerson and Juan Jaramillo presented on VMMC and waste management as part of a CDC/USAID-led webinar ➤ David Jamieson participated in a webinar hosted by IATT to discuss specifics from their recently published IATT Optimal List of Pediatric formulations

Performance	
#	Audience or Event
2	Global Health Supply Chain Summit
1	WHO/UNAIDS annual consultation with Pharma and stakeholders
2	ICASA
3	USAID Wholesaler Summit
1	CDC Consultation on Innovative Strategies to Ensure the Quality of HIV-Related Point of Care testing
1	PEPFAR laboratory technical working group
1	VMMC and waste management webinar with CDC and USAID
1	IATT Optimal List of Pediatric Formulations webinar

Issues & Corrective Actions			
Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation					
Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Reduced opportunities for external presentations	Medium	Medium	Mitigate	Ensure SCMS is aware of appropriate events where we could add value	Samantha Salcedo, David Jamieson

Goal Four: Operational Excellence

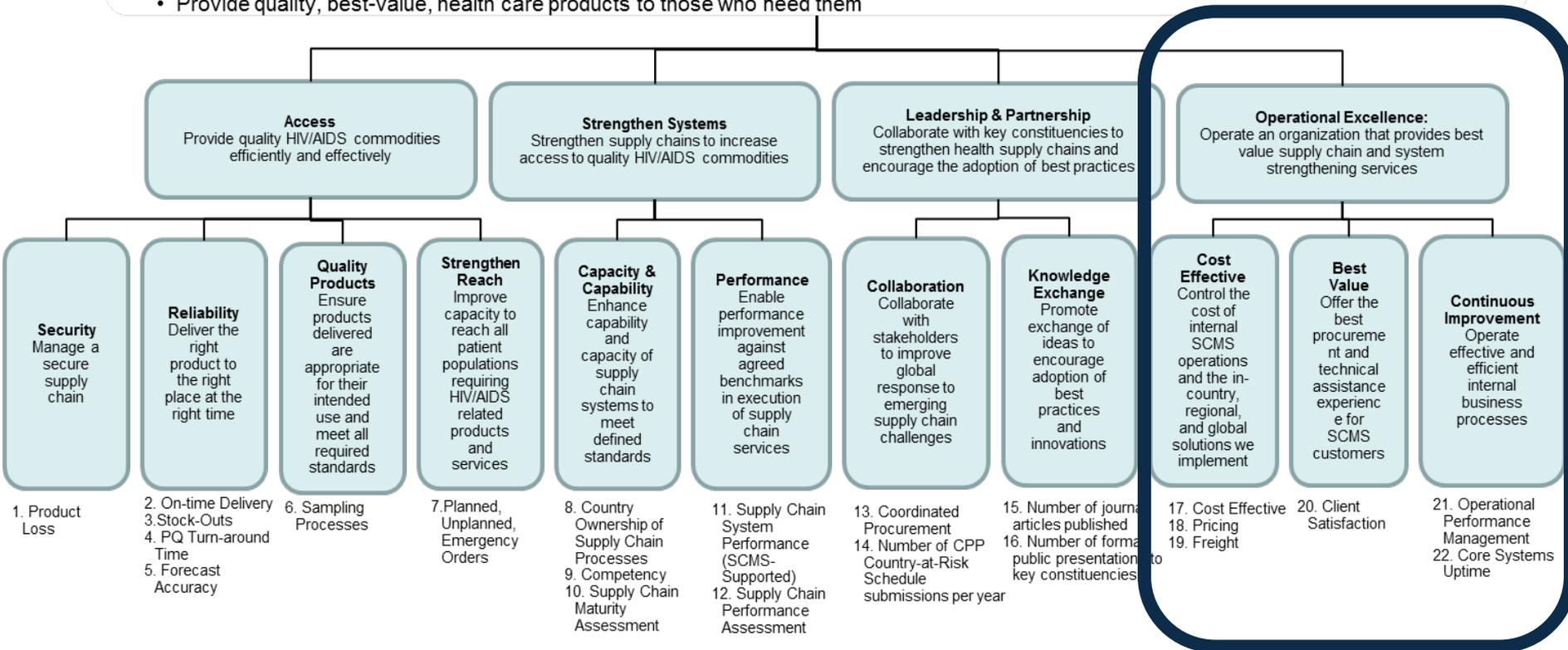
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Strategic Objective 4.1 Cost Effective

Measure 4.1.1a Cost Effective: RDC Expiry & BRC Reporting

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
4.1.1a Expiry RDC Stock	Chris Larson	4.1.1a ≤ 3%	0.07%	0.39%	0.20%	↑
4.1.1a BRC Reporting Rate	Delphine Johnson	4.1.1b 4	Annual Measure	Annual Measure		

Context:

- Nevirapine 10mg/ml had the largest loss. Product overstocked after countries changed PMTCT regimen.

Item Name from Master	Sum of Value (US\$)	Sum of Quantity
Nevirapine 10mg/ml, oral suspension w/syringe, Bottle, 240 ml	-\$251,216	-141,445
Didanosine 200mg, delayed-release capsules, 30 Caps	-\$85,789	-7,799
Abacavir/Lamivudine/Zidovudine 300/150/300mg, tablets, 60 Tabs	-\$49,000	-1,750
Lamivudine/Nevirapine/Stavudine 150/200/30mg, tablets, 60 Tabs	-\$21,935	-5,098
Lamivudine/Zidovudine 30/60mg, tablets, 60 Tabs	-\$10,251	-5,070
Lamivudine/Nevirapine/Zidovudine 30/50/60mg, dispersible tablets, 60 Tabs	-\$4,900	-1,353
Stavudine 1mg/ml, powder for oral solution w/syringe, 200 ml	-\$2,557	-1,966
Lopinavir/Ritonavir 200/50mg [Aluvia], tablets, 120 Tabs	-\$2,126	-110
Grand Total	-\$427,773	-164,591

- Although the inbound and RDC costs were high this quarter, the overall BRC rate decreased from 8.06% in Q2 quarter to 5.08% at quarter close. The overall BRC decrease this quarter is due to the adjustment against the Surplus from the Blended Pricing of commodities.

Performance

	Expiry Value	Expiry Percentage
FY13 Q3	\$ -	0%
FY13 Q4	\$238,191.39	0.28%
FY14Q1	\$ -	0%
FY14Q2	\$63,373.66	0.07%
FY14Q3	\$427,773.12	0.39%

BRC Reporting

FY13 Q3	3 months
FY13 Q4	3 months
FY14 Q1	3 months
FY14 Q2	3 months
FY14 Q3	

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Adjusted BRC deficit close to \$4m.	Continued monitoring and decrease commodity sales price.	Delphine Johnson	Continuous

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Overrun against BRC revenue	High	Medium	Mitigate	Minimize air-in; monitor	Delphine Johnson

Strategic Objective 4.1 Cost Effective

Measure 4.1.1b Cost Effective: Surcharge

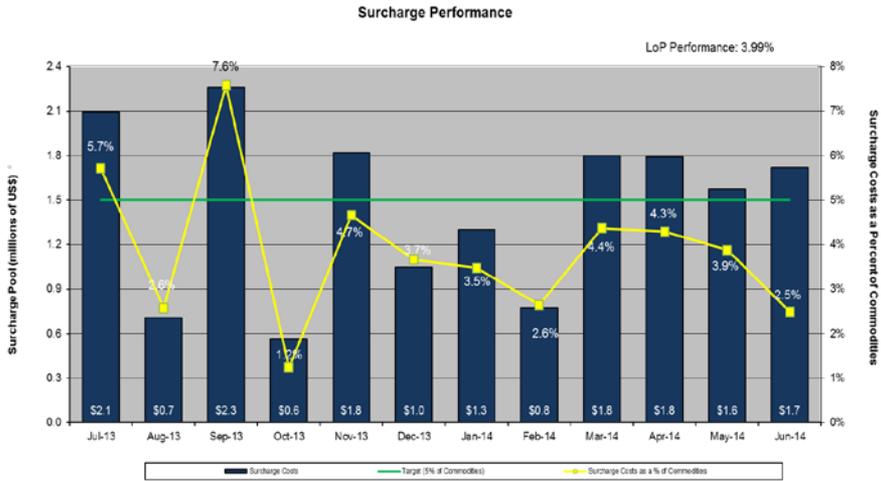
Measure Definition	Measure Owner	Target	LOP Performance
4.1.1b Surcharge	Delphine Johnson	4.1.1c ≤ 5%	3.99%

Context:

4.1.1b LOP Surcharge

- The pool (operating) cost over the past quarter were an average of \$1.7m per month. This is compared to the \$1.29m monthly average last quarter.
- The monthly average base (total commodity procurements) for the quarter is \$50.4m. This is compared to \$36m last quarter.
- The monthly average surcharge for FY14 Q3 was 3.36% compared to 3.59% last quarter. This represents a slight decrease from Q2.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Surcharge does not remain within target due to low volume of sales or un-proportionate operating costs.	Medium	High	Mitigate	Decrease operating costs.	Delphine Johnson

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%	10.12%

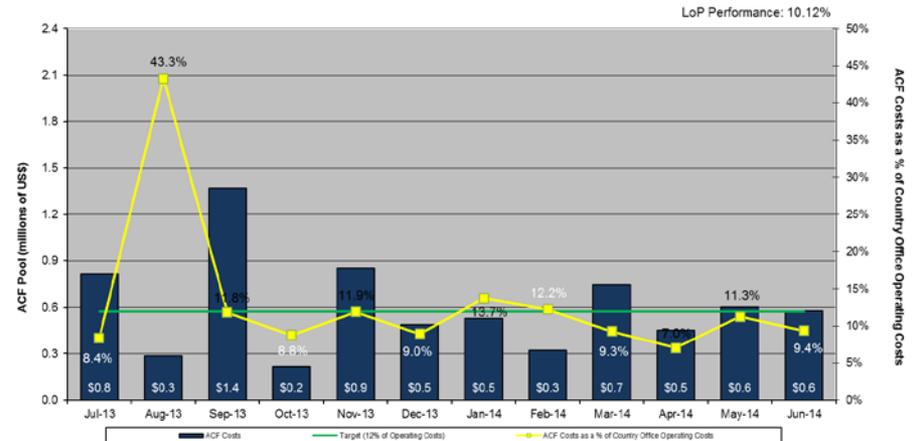
Context:

4.1.1c LOP ACF

- The pool (operating) costs for the past quarter equal a monthly average of \$544k, an increase from \$532k last quarter.
- The monthly average base (total field operating costs) for the quarter is \$5.97m, compares to \$4.8m last quarter.
- The monthly average ACF for FY14 Q3 was 9.11% compared to 11% last quarter.

Performance

Allocable Cost Factor (ACF) Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Field spending against is presently under budget	Maintain country activities against budget and continue keeping PMO spending in check to stay at an average of 10% for LOP.	Delphine Johnson	Q4

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

Strategic Objective: 4.1 Cost Effective

Measure: 4.1.2 ARV Price Comparison: SCMS vs. GPRM

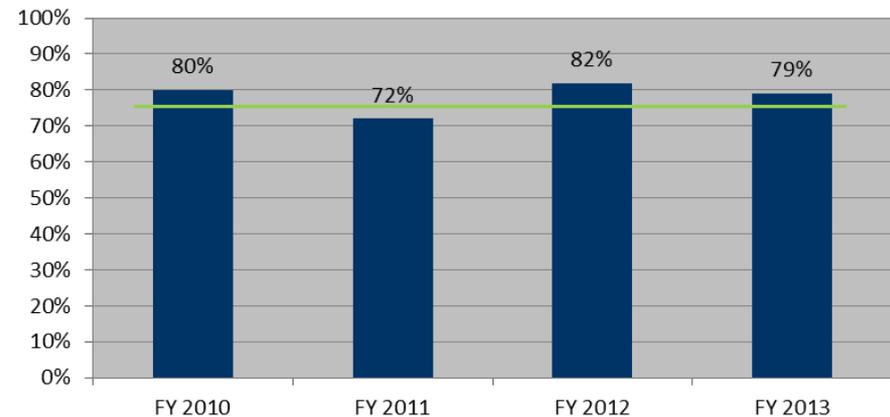
Measure Definition	Measure Owner	Target	FY13	FY14	Trend
This measure compares SCMS ARV price to those in the GPRM	TBD	70%	79%	TBD	

Context

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

Performance

Percentage of ARVs with weighted average prices below GPRM reference prices



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 4.1: Cost Effective

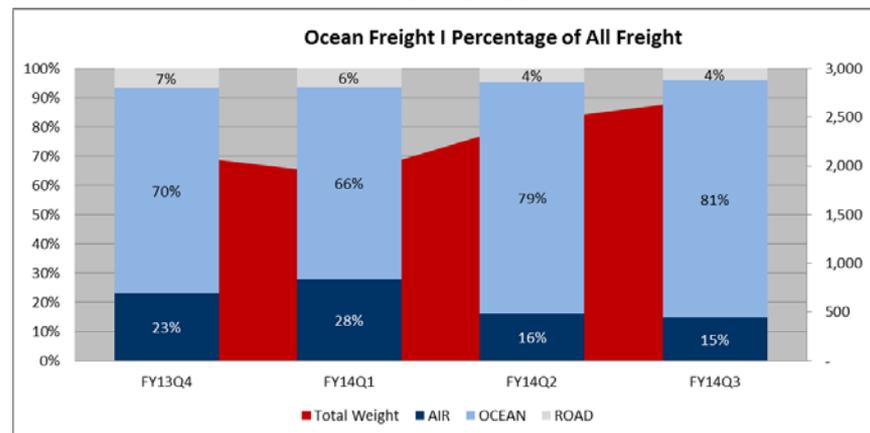
Measure 4.1.3 Ocean Freight: Percentage of All Freight

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
Tonnage of <u>international</u> deliveries shipped by ocean as a percentage of all international freight	Gary Carle	≥50%	79%	81%	75%	

Context

- FY14 Quarter 3: Overall ocean volumes remained brisk surging to 81% of the total tonnage shipped remaining well above target and up 2% from the previous quarter.
- Ocean volumes delivered this quarter were positively impacted by favorable transit and customs clearance times in most countries.
- We will continue to closely monitor compliance of supply plans and emergency orders which can negatively impact this metric.

Performance



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	Ethiopia Field Office	Q2/Ongoing

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	Monitor supply plans against actual orders to see if lack of compliance resulted in use of premium air transportation. Continue to work with SCMS Field Office Staffs to improve coordination of Ocean deliveries to ET and KE	F&L, Demand Planning and ET Field Office Staffs.

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	Delphine Johnson	100%	100%	On Target	

Context

- Imperial Operational review was conducted in July. Everything is on target with reviews scheduled in August 2014, starting with Crown Agents and Manoff scheduled the week of August 11th.
- SOP-FIN-015 Conducting Subcontractor Compliance Reviews was finalized April 30, 2014. Revised SOP to be developed to include request for additional salary information.

Performance

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

Issues & Corrective Actions

Issues	Corrective Actions	Owners	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 4.3 Continuous Improvement

Measure 4.3.1b Operational Performance Management

Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
4.3.1b % of TA trips processed on-time	Diane Reynolds	80%	23%	67%	49%	↑

Context

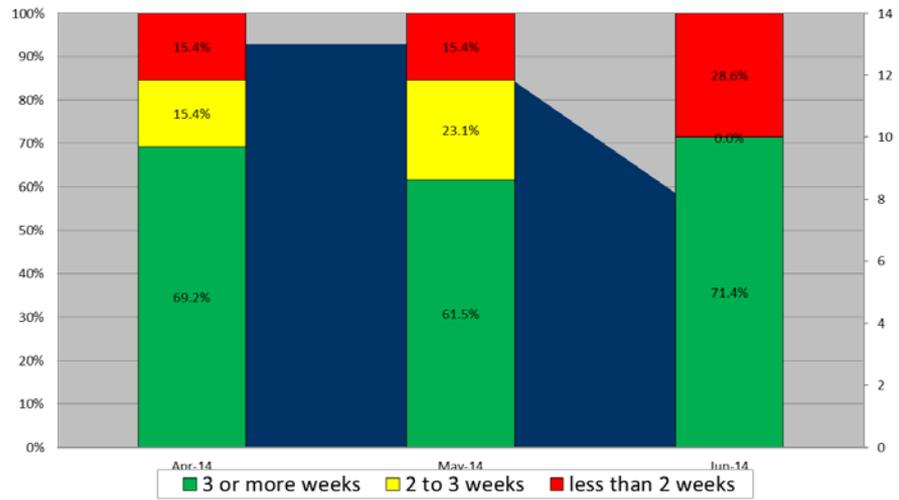
Improvement is noted within the quarter with an increase from 69.2% (Apr) to 71.4% (Jun), although a decrease in the number of trips is also noted as one of the possible reasons for this improvement.

AD/ UD and Client delay codes are used to trend FY14Q3 analysis which indicates:

- 5 out of 12 ETJs were submitted for TA, from 3 countries.
- Haiti submitted 3 three ETJs for TA. Other countries submitted less than three.
- Root Cause Analysis explains that the majority if the delays were caused by ad hoc Mission requests (3), ad hoc FO Management Support (1) and insufficient planning (1). Only one delay was deemed unacceptable due to insufficient planning.

Performance

Percentage of TA Trips Processed Within Target



Issues & Corrective Actions

Issues	Corrective Actions	Owners	Deadline
Overall on-time processing of travel requests has not improved sufficiently, despite the ETJ Process.	Meet with management to determine appropriate actions to address ETJ causes.	FPS Management Team	Q4

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
USAID tolerance for ETJs with acceptable delays is not well understood.	High	High	Mitigate	Proposal for revising definitions followed by a COR team meeting.	FPS Management Team

Strategic Objective 4.3: Continuous Improvement

Measure 4.3.2 Core Systems Uptime: Potential vs Actual

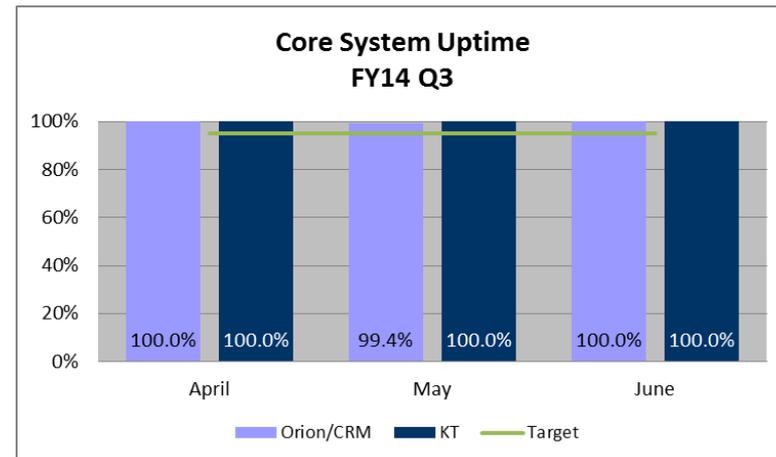
Measure Definition	Measure Owner	Target	FY14 Q2	FY14 Q3	FY14	Trend
% of time that KT & Orion are alive during stated support hours	Srihari Chelluri	Orion: ≥95%	99.4%	99.8%	99.3%	↑
		KT: ≥95%	99.6%	99.9%	99.8%	

Performance

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

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

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner