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Task Order 6

Emerging Pandemic Threats

Annual Report: February 2013–February 2014

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USAID | DELIVER PROJECT, Task Order 6
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Cover Photo: Clockwise from top left: 1) laboratory refrigerator for cold storage of viral transport media for specimen collection in Bandung, West Java; 2) aliquoting samples upon arrival at health center in Indonesia; 3) cooler box with ice packs, VTM vials, swabs, and other supplies for collection and transport of specimens for ILI surveillance, West Java.

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Acronyms

CA-USA	Crown Agents USA, Inc.
CBRNE	chemical, biological, radiological, nuclear, and explosive
CCB	Change Control Board
CDC	Centers for Disease Control and Prevention
CMMB	Catholic Medical Mission Board
COMT	customer order management team
COR	Contract Officer's Representative
CPHL	Central Public Health Laboratories
DAH	Directorate of Animal Health
DLS	Department of Livestock Services
DPC	Disease Prevention and Control Cluster (WHO/AFRO)
DRC	Democratic Republic of the Congo
EMMP	Environmental Mitigation and Monitoring Plan
EPR	Epidemic and Pandemic Alert and Response Program (WHO/AFRO)
EPT	Emerging Pandemic Threats
ERF	Emergency Response Framework
FAO	Food and Agriculture Organization
FHI 360	[use acronym only]
FY	fiscal year
GDP	good distribution practices
GSP	good storage practices
HPAI	highly pathogenic avian influenza
ICT	information, communication, and technology
ILI	influenza-like illness
IQC	Indefinite Quantity Contract
JSI	John Snow, Inc.
LMIS	logistics management information system
LRSP	Logistics Response Strategic Plan
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries

MAP	Medical Assistance Program
MARD	Ministry of Agriculture and Rural Development
MIS	management information systems
MOH	Ministry of Health
NADDEC	National Animal Disease Diagnostics and Epidemiology Centre
NGO	nongovernmental organization
NIHRD	National Institute of Health and Research Development
NVS	National Veterinary Services
OAA	Office of Acquisition and Assistance
OIE	World Organization for Animal Health
PATH	[acronym only]
PCR	polymerase chain reaction
PI/OET	Pandemic Influenza/Other Emerging Threats
PMT	project management team
POD	proof of delivery
PPE	personal protective equipment
QA	quality assurance
QASP	Quality Assurance Surveillance Plan
RTT Group	[use acronym only]
SARI	severe acute respiratory infection
SOP	standard operating procedure
SOT	supply operations team
SOW	scope of work
STTA	short-term technical assistance
TA	technical assistance
TB	tuberculosis
TO2	Task Order 2
TO6	Task Order 6
UPS	United Parcel Service
USAID	U.S. Agency for International Development
USG	U.S. Government
WHO	World Health Organization
WHO/AFRO	World Health Organization/Regional Office for Africa

Executive Summary

The USAID| DELIVER PROJECT's Task Order 6 (TO6) Emerging Pandemic Threats (EPT) is organized around six core elements:

- procurement, including procurement excellence
- warehousing
- supply operations
- freight forwarding
- technical assistance
- management information systems.

Quality assurance (QA), which is part of each core element, is a critical aspect of the task order's work. The project applies best practices to enhance the performance of supply chains and to achieve the task order objectives.

The task order's approach to providing these services is to ensure optimum performance, build partnerships with stakeholders, and remain responsive and flexible.

In accordance with guidance and agreement with the USAID | DELIVER PROJECT and the USAID EPT Program, the focus of the task order this past year has been to complete the in-progress procurements, distribute the stockpiled commodities to country programs, and provide technical assistance.

The key results from February 2013–February 2014 include—

Technical Assistance

- *In Indonesia, strengthened supply chain management of laboratory commodities for the national influenza surveillance program logistics system* which was designed and implemented with project technical assistance.
- *Placement of an expatriate senior laboratory advisor in Indonesia, who provided technical expertise to improve laboratory practices and capacity of the MOH National Institute of Health and Research Development (NIHRD) Virology Laboratory; and strengthen the animal health Disease Investigative Centres (DICs) regional laboratory network in collaboration with FAO and the MARD Directorate of Animal Health*

  Technical assistance was provided to Indonesia, Uganda and Vietnam through the IDENTIFY and USAID | DELIVER PROJECT EPT Collaboration funded by the USAID EPT Program. The project collaborated closely with IDENTIFY partners WHO and FAO, and the Ministries of Health and Agriculture in all three countries to support ongoing laboratory strengthening efforts to build capacity to detect, report, and respond to disease outbreaks in the human and animal health sectors. For each country, technical scopes of work, activity workplans, and budgets were

developed and agreed upon with USAID missions and in-country stakeholders for implementation of the technical assistance.

Indonesia:

- *Conducted an assessment of the logistics, cold chain, and laboratory waste management procedures and practices at the WHO-supported Institute for Vector Reservoir Control Research and Development (IVRCRD) in Salatiga, Central Java in Indonesia.* Developed three standard operating procedures manuals (SOPs) for each area, and a training and supervision plan for rollout, monitoring, and supportive supervision for implementation and institutionalization of these SOPs at the IVRCRD laboratories.
- *Designed and conducted an assessment of the animal health supply chain for HPAI and rabies surveillance and outbreak supplies for the FAO-supported National Veterinary Services Pilot Project in three provinces of the MOA Directorate of Animal Health (DAH).*

Uganda:

- *Designed and implemented a national assessment of laboratory biomedical waste management practices and related supply chain issues was successfully completed with collaboration and input from WHO, the MOH, Central Public Health Laboratories (CPHL), and other key laboratory working group partners in Uganda.*
- *Led the design and development of the Animal Health Supply Chain Assessment Protocol and Tool for Uganda with the FAO-supported National Animal Diseases Diagnostics and Epidemiology Centre (NADDEC), to be used in future, to assess laboratory practices and supply chain management of specimen collection and diagnostic testing supplies for disease surveillance and outbreak investigation at the district level of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).*
- *Development of a revised biosafety manual led by a Ugandan-based technical working group (TWG) that consists of many local partner organizations.*

Vietnam

- *Designed and conducted a joint Assessment of the MOH and MARD Influenza Laboratory Supply Chains joint assessment of the influenza laboratory supply chains in the human and animal health sectors in support of the One Health approach in Vietnam.*

- *Technical support to the World Health Organization/Regional Office for Africa (WHO/AFRO)* .The project drafted a position description for WHO/AFRO recruitment of an internal outbreak response logistics advisor to lead implementation of the five-year emergency response logistics strategy, and developed a series of technical scopes of work for the project to provide STTA to support the WHO/AFRO advisor once hired.
- *Development of Emergency Response Standard Operating Procedures (SOPs) for the Task Order beyond February 2014.* TO6 has prepared Emergency Response SOPs that provide guidance on the steps that need to be taken internally at the USAID | DELIVER PROJECT in the absence of a TO6-specific staff, should the task order be activated by USAID for an emergency response.

Commodity Support

- *Provided procurement assistance* to the Emerging Pandemic Threats (EPT) program that included reviewing the technical specifications and quantities of laboratory equipment and associated

reagents and supplies being procured by TO6 for EPT partner organizations and country programs. The result was the procurement of laboratory equipment and supplies appropriate for local use and capacity.

- *Procured $591,917*[1] *worth of commodities* for various programmatic needs.
- *Revised and implemented strategy for complete distribution of stockpiled commodities to partner organizations and country programs.*
- *Processed 27 commodity shipments*, valued at $1,470,333, from the Medical Assistance Program (MAP)/Brunswick warehouse to 11 countries.
- Delivered 26 of 27 shipments (the remaining 2 should be delivered by end of February) and saved the U.S. Government *$49,174.94, which represents a savings of 27 percent* in shipping costs by using TO6's competitive bidding process, which is shown in the freight reasonableness studies.
- *Upgraded the management information system (MIS) and user-friendly features that provide accurate and timely information* to clients, including EPT partners, missions, and USAID.

[1] All dollar amounts in this document are U.S. dollars. All commodity figures are for the time period February 17, 2013 to February 18, 2014.

Background

On February 18, 2011, USAID awarded Task Order 6/Emerging Pandemic Threats (EPT), under the existing USAID|DELIVER PROJECT Indefinite Quantity Contract (IQC), to John Snow, Inc., (JSI) and its team of subcontractors, including 3i Infotech, Inc.; Crown Agents USA, Inc. (CA-USA); FHI 360; Logenix International, LLC; The Manoff Group, Inc.; Medical Assistance Programs (MAP) International; MEBS Global Reach, LC; PATH; RTT Group; and United Parcel Service (UPS) Supply Chain Solutions. TO6 EPT is a follow on to Task Order 2 (TO2) Avian Influenza.

This report summarizes TO6's work in the third option year of the task order from February 2013 to February 2014. The OAA office of USAID/Washington provided a further no-cost extension of TO6, through September 2015, which parallels the end date of the other USAID | DELIVER PROJECT task orders implemented by JSI under the umbrella IDIQ. However, for this latter period (February 2014-September 2015), as agreed with USAID/Washington, TO6 will be inactive and will exist only as a contractual mechanism for activation in the event that the USAID EPT Program requests assistance from TO6 to support an emergency outbreak response.

During the months of January and February 2014, staff LOE is significantly reduced and focused on deliverables and project closeout. As of February 2014, and in agreement with USAID/Washington, there will no longer be a TO6 staff nor activities planned. The TO will provide minimal tracking support for the remaining scheduled commodity shipments to Indonesia to ensure they are completed and to provide required reporting.

TO6 has drafted Emergency Response SOPs that provide guidance on the steps that need to be taken internally at the USAID | DELIVER PROJECT in the absence of a TO6-specific staff, should the task order be activated by USAID for an emergency response. These SOPs will be shared with USAID. Susana de la Torre is the designated contact person for USAID in the case of any emergency response assistance that may be needed.

In an emergency outbreak situation, USAID would need to define the scope of work, the type of assistance needed, the response timeline, and determine which partner, including TO6, could potentially provide the support. USAID/Washington would coordinate and monitor the administrative, contractual and financial processes needed within its agency to facilitate an emergency response from TO6.

The stated objective of Task Order 6 is—

> *To ensure the timely, consistent, and efficient provision of critical public health commodities and other supplies required to effectively and rapidly respond to outbreaks of infectious diseases globally and in support of the USAID Pandemic Influenza/Other Emerging Threats (PI/OET) Unit, EPT Projects, and Partner supply chains.*

TO6 has six core elements: procurement, including procurement excellence; warehousing; supply operations; freight forwarding; technical assistance; and MIS. Quality assurance, part of each of the core elements, is a critical part of our program. By implementing these six core elements of the task order, TO6 provides comprehensive supply chain services to the USAID Pandemic Influenza/Other Emerging Threats (PI/OET) Unit. Three key management principles of good business practice characterize the task order's overall approach to providing services: (1) focus on performance, (2) partnership with stakeholders, and (3) commitment to responsiveness and flexibility.

Focus on Performance

TO6 has a rigorous performance monitoring plan in place to ensure that all aspects of the supply chain performance can be analyzed. Regular scorecard analysis and reporting on key indicators enable TO6 to monitor the supply chain, quickly identify bottlenecks, and address any issues that may arise. Our staffing plan ensures that we will uphold performance standards that are based on the current task order SOW

Partnership with Stakeholders

To achieve program objectives, the task order maintains an ongoing dialogue with all stakeholders that ensures respectful and collaborative relationships. To this end, TO6 supports the following key stakeholders:

USAID PI/OET Unit: TO6 ensures clear communication between the project and the COR on the prioritization and funding of task order activities.

EPT partners and country counterparts: The task order maintains open lines of communication with the EPT partners to ensure that the order fulfillment and procurement processes are clearly understood. TO6 provides technical support to develop product specifications and in-country supply chain expertise, as required, to increase the capacity of appropriate local government agencies and other in-country counterparts.

USAID missions and partners: TO6 ensures that missions and other in-country partners have the information they need for order management; TO6 works with USAID, through the change control process, to design and develop Internet features that include management information and reports to USAID and other partners.

International partners: TO6 continues to work with select international partners, including the World Health Organization (WHO), Food and Agriculture Organization (FAO), and the World Organization for Animal Health (OIE), to provide supply chain and logistics management technical assistance; and to collaborate, as needed.

Commitment to Responsiveness and Flexibility

TO6 continues to show a clear analysis of logistics issues, creative thinking, and problem solving; and TO6 strives to be the go-to providers for technical assistance, procurement, and logistics management expertise for USAID's EPT Program and other emergency response needs. TO6 continues to streamline systems to provide rapid response and flexible solutions for unexpected challenges.

The TO6 project management team, under the direction of the task order director, continued to work closely with each of the IQC central services units to provide seamless quality client services. The project management team meets weekly with representatives from the central procurement and supply operations teams, including freight forwarding, inventory management, and QA. By taking advantage of economies of scale, TO6 is also able to access financial, communications, and contract management support from the central finance, administration, and communications teams. In addition, as we implement the EPT work plan activities, the TO6 project management team works closely with headquarters and the field office country program teams to provide management support and technical guidance.

Led by the TO6 Director, Susana de la Torre, the current project management team (PMT) included Claudia Allers, Technical Team Leader; Ines Lynch, Finance Manager; Patrick Msipa, Laboratory

Logistics Advisor, and Angela Wang, Program Officer. The team continued to provide strategic supply chain management technical assistance at the international, regional, and local levels to enhance the effectiveness of EPT programs, country programs, and partnerships. We have provided technical supply chain support to country programs via short-term technical assistance (STTA) and ongoing technical oversight and guidance.

Under JSI's the leadership of the task order, each subcontractor contributed to the successful completion of the objectives outlined above.

- MAP International, a faith-based organization with more than 50 years' experience in warehousing and distribution of donated medical supplies, provided the project with advanced warehousing services
- Logenix, MEBS, and UPS provide shipping services for EPT supplies and equipment being sent to EPT partners, missions, and country programs.
- FHI 360 supports the project for quality assurance issues.
- The Manoff Group, Inc., provides support for TO6 communications activities and reporting requirements.
- As needed, TO6 can access the services of the following partners: CA-USA and PATH for procurement technical support; and the RTT Group for warehousing and distribution services.

In addition to routine communications, TO6 held calls with subcontractors to keep them apprised of USAID and TO priorities, as well as to receive updates.

TO6, as a task order under the larger USAID| DELIVER PROJECT, continued the successful MIS Change Control Board (CCB) model to work with USAID to identify, prioritize, and approve changes and new features for the project's website. The project has worked closely with USAID representatives to prioritize tasks that will ensure the availability and accuracy of data related to commodities on the website.

The TO management team maintains regular communication with the USAID Contract Officer's Representative (COR) through weekly management calls and in-person meetings, as requested. These discussions have been an effective forum to address management and technical issues. TO6 continued to issue the weekly shipping reports, monthly financial reports, quarterly reports, and an annual report, as required under this task order.

Procurement

Under TO6, the project procured commodities for various programmatic needs—valued at $792,432 —of which TO6 has expensed $459,496 to-date. In Indonesia, the various procurements included a gene sequencer, laboratory equipment and supplies for the Year 3 Procurement for the East Jakarta Project in Indonesia, a procurement for laboratory supplies for the Centers for Disease Control and Prevention (CDC)–supported lab in Jogjakarta, a Bio Safety Cabinet for the Eijkman Institute, and supplies to support the USAID-funded project TBCARE I's prevalence study in Indonesia.

The procurement team coordinated the installation of the liquid nitrogen plan for the DRC and a certificate of installation has been received. In Brazil, the EasyMAG extraction robot was installed. The vendor of this equipment, Biomerieux, coordinated with the recipient university to hold a training for staff in June 2013 on the use of the equipment. A 12-month warranty extension for the equipment was also issued. In Uganda, the histopathology scanner remains housed at the RESPOND office in Uganda pending completion of a new laboratory. It is anticipated that installation will take place in March 2014. Ugandan team members have already been trained in Germany on the installation of the scanner. USAID/Kampala negotiated a Memorandum of Understanding (MOU) with various in-country partners to ensure that the equipment would be properly maintained and the costs budgeted.

The procurement team implemented SOPs and work instructions to ensure that all applicable USG procurement regulations were followed. In collaboration with the task order management team, the procurement team provided USAID with up-to-date time frames for procurement processes, including manufacturer lead times and Office of Acquisition and Assistance (OAA) processing time. TO6 worked with USAID to address any challenges and possible ways to improve communications related to procurement. For all procurement actions, the procurement team collaborated with the requesting organization to refine technical specifications and determine the most appropriate procurement approach for identified items. To ensure a transparent process and to manage expectations throughout the procurement process, the team maintained excellent communications with the recipient.

Supply Operations

In May 2013, the USAID EPT Program requested that the final shipments of the remaining PPE commodities be held at the MAP warehouse for reallocation to prioritized countries to meet an emerging pandemic threat from the Middle East Respiratory Syndrome-Coronavirus (MERS-CoV) and H7N9 avian influenza virus. The TO6 team worked with USAID to implement the revised PPE distribution strategy. The TO6 team worked closely with the SOT, customer order management team (COMT), MAP, and the freight forwarding team to coordinate a smooth phased-approach process for these orders.

Total Commodity Orders

This year, a total of 27 orders to 11 countries were completed; 26 have been delivered with proofs of delivery (PODs). All USAID-owned commodities were cleared from the MAP warehouse by December 2013. With prior approval from OAA, remaining commodities that were not requested by countries were donated to two organizations—MAP International and the Catholic Medical Mission Board (CMMB). Both organizations confirmed they have the proper warehousing requirements needed to store the total amount of commodities to be donated, can store the

commodities properly, and can use the commodities in developing countries for their intended use. The donation to MAP was completed in February 2013; the CMMB donation was completed in November 2013.

Warehousing

Early in the contract, the USAID stockpile of protective gear, disinfection supplies, and laboratory commodities inherited from TO2 were transferred to the MAP International warehouse in Brunswick, Georgia. TO6 and MAP manage the current stockpile, ensuring the continued quality of the commodities. The primary warehouse in Brunswick is a modern climate-controlled facility; the project has the capacity of 1,000 pallets in the warehouse. Most of the inventory was stored there, with additional personal protective equipment (PPE) kits stored in an overflow warehouse a half mile from the MAP main facility. For additional commodity storage and for surge capacity, this overflow warehouse provided approximately 850–900 pallet spaces. During this year, TO6 consolidated commodities into one location by moving everything to the primary warehouse in Brunswick. This facilitated the preparation of orders for countries by having all items in one location.

MAP continued to monitor all the commodities in storage through routine cycle counts and monthly system reconciliations with the project. MAP storage conditions and practices ensured that commodities remained in good condition.

Close coordination between MAP and TO6 is the key to a seamless flow of information; it has enabled the team to quickly modify orders, identify issues and implement timely solutions, which has maintained inventory integrity.

Freight Forwarding

The TO6 team uses a competitive bidding process for all freight forwarding actions. The SOT manages the process by providing shipment details—destination, desired delivery date, weights, and dimensions—to the project's three freight forwarding partners—Logenix, MEBS, and UPS. By contracting with three freight forwarders, TO6 has been able to obtain competitive rates and continued to ensure the best value for all shipments while strengthening its network of partners to support TO6 in any future emergency outbreak response. The freight partners usually have 24 hours to submit quotations for the service. After receiving the quotations, the freight manager assesses them and recommends one forwarder to the COR, based on service availability and other relevant factors: cost, ability to deliver by the desired receipt date, and past performance. After the COR approval is received, the shipment is awarded to the recommended freight forwarder.

During the past year (February 18, 2013–February 17, 2014), from the MAP warehouse, TO6 completed 27 shipments to 11 countries, for a total value of $1,470,333. The shipping and handling costs were $250,596. See appendix A for the TO6 Commodity Quantity and Value Summary Report. See appendix B for a map of the value of TO6 commodities shipments from the MAP warehouse.

The quarterly freight reasonableness study is a valuable tool for managing the TO6 global distribution—to monitor the competitiveness of freight rates, it analyzes the shipping rates for the TO6 distributed commodities. These quarterly studies show that using the competitive bidding process, TO6 has saved the USG $49,174.94, which represents a savings of 27 percent in shipping costs.

Technical Assistance

Under *Core Element 5: Technical Assistance for Improving Partner Supply Chain Performance*, Task Order 6 EPT has provided short and long-term supply chain technical assistance (TA) to the USAID PI/OET Unit, EPT partners, and country programs to strengthen disease surveillance and outbreak response capacity at the global-, regional-, and country-level.

The project technical assistance this year was focused on continued management support, technical oversight, and procurement support to the Indonesia country program including hiring and placement of an expatriate senior laboratory advisor, and procurement of a gene sequencer for the Eijkman Institute of Molecular Biology amongst other laboratory equipment, reagents and supplies to support influenza surveillance in the country.

Under a new initiative funded by the USAID EPT Program and with strong support from the Task Order 6 COR, the IDENTIFY and USAID | DELIVER PROJECT EPT Collaboration was forged. The TO6 management team and project technical advisors worked closely with EPT partners WHO and FAO in Indonesia, Uganda and Vietnam to design and provide supply chain technical assistance to support ongoing laboratory strengthening efforts under the EPT Program.

After the return of the Outbreak Response Regional Logistics Advisor hired by the project and seconded to the WHO/AFRO Disease Prevention and Control (DPC) Cluster in February 2013, technical assistance to WHO/AFRO this year shifted to a series of proposed STTA to support an outbreak response logistics advisor to be hired by WHO/AFRO to lead implementation of the *WHO/AFRO Logistics Response Strategic Plan (LRSP) 2013–2017, A Five-Year Strategy for the Development of Regional Emergency Response Logistics Capacity*.

In May of this year, the USAID EPT Program requested TO6 to suspend delivery of the final shipments of the avian influenza stockpile to reallocate the remaining PPE commodities to prioritized countries to meet an emerging pandemic threat from the Middle East Respiratory Syndrome-Coronavirus (MERS-CoV) and H7N9 avian influenza virus. This revision in the PPE distribution strategy involved significant additional warehousing, operational, and shipment costs that needed to be budgeted. As a result, the funding available for implementation of planned technical assistance under the IDENTIFY and USAID | DELIVER PROJECT EPT Collaboration and to WHO/AFRO was significantly reduced or cancelled, and the country teams and country partners were informed.

The key activities and accomplishments of the project technical assistance for Year 3 of Task Order 6 (February 2013 – February 2014) are summarized below.

Country Program Support

During the last year of technical assistance under Task Order 6 EPT, the project continued to provide management support and technical oversight from headquarters to the Indonesia country program. This included hiring and administrative support for an expatriate senior laboratory advisor; ongoing technical assistance for strengthening the national influenza surveillance program; and procurement of laboratory equipment, reagents and supplies.

Indonesia Country Program

Strengthening supply chain management of laboratory commodities for the national influenza surveillance program

TO6 completed its third year of technical assistance in Indonesia to strengthen supply chain management of laboratory commodities for the national influenza surveillance program logistics system which was designed and implemented with project technical assistance in 2012. The key components of the influenza surveillance logistics system are a standardized inventory control system and a logistics management information system (LMIS) for monitoring consumption and stock levels of influenza specimen collection and diagnostic testing supplies. This enables the program to identify and minimize potential stockouts that would interrupt routine surveillance and timely detection of outbreaks.

Expatriate senior laboratory advisor

The expatriate senior laboratory advisor was hired by the USAID | DELIVER PROJECT to provide technical expertise for improving laboratory practices and capacity of the MOH National Institute of Health and Research Development (NIHRD) Virology Laboratory. After several months at NIHRD, the expatriate senior laboratory advisor was asked by USAID Indonesia to work with FAO and the MARD Directorate of Animal Health to provide direct technical assistance for strengthening the animal health Disease Investigative Centres (DICs) regional laboratory network.

The senior ex-pat laboratory advisor completed his contract to support laboratory strengthening efforts at FAO and the MOA/DAH at the end of December 2013 and has been repatriated. The USAID mission reported to the project that the expatriate senior laboratory advisor had been highly successful and effective in identifying technical challenges and customizing solutions to improve laboratory practices and diagnostic capacity of the DICs.

Support for procurement of laboratory equipment, reagents and supplies

The project provided technical review of the specifications for the laboratory items procured for the Indonesia country program. This year the task order continued support for procurement of laboratory equipment, reagents, and supplies for Year 3 of the CDC-supported MOH East Jakarta influenza surveillance project, for the national tuberculosis (TB) prevalence study, and procured a Gene Sequencer with Semi-conductor Technology for the Eijkman Institute of Molecular Biology in Jakarta. The ongoing procurements of laboratory supplies for Indonesia will be monitored until final delivery in April 2014.

As of December 2013, all TO6 technical assistance activities in Indonesia had been completed and the expatriate senior laboratory technical advisor had been repatriated.

IDENTIFY and USAID | DELIVER PROJECT EPT Collaboration

This year, intensive short-term technical assistance was provided to Indonesia, Uganda and Vietnam through the IDENTIFY and USAID | DELIVER PROJECT EPT Collaboration funded by the USAID EPT Program. The project collaborated closely with IDENTIFY partners WHO and FAO, and the Ministries of Health and Agriculture in all three countries to support ongoing laboratory strengthening efforts to build capacity to detect, report, and respond to disease outbreaks in the human and animal health sectors. For each country, technical scopes of work, activity workplans,

and budgets were developed and agreed upon with USAID missions and in-country stakeholders for implementation of the technical assistance. The project also recruited and hired full-time staff and local consultants to coordinate with the USAID | DELIVER PROJECT TO6 management team and technical advisors to design, implement, and monitor the quality of the technical assistance being provided in-country.

With the reduction in TO6 funding available for supply chain technical assistance due to the shift in the USAID PPE distribution strategy during the year, several of the planned technical assistance activities were reduced or cancelled in consultation with USAID.

Indonesia

WHO-supported Institute for Vector Reservoir Control Research and Development (IVRCRD), Salatiga, Central Java

In February 2013, the project laboratory logistics advisor and local consultants planned and conducted an assessment of the logistics, cold chain, and laboratory waste management procedures and practices at the WHO-supported Institute for Vector Reservoir Control Research and Development (IVRCRD) in Salatiga, Central Java in Indonesia. As a result of the assessment, the project developed three standard operating procedures manuals (SOPs) for each area, and a training and supervision plan for rollout, monitoring, and supportive supervision for implementation and institutionalization of these SOPs at the IVRCRD laboratories. The strong capacity building component of the technical assistance was particularly effective in transferring Training of Trainer (TOT) skills and improving logistics, cold chain and laboratory waste management practices of the IVRCRD staff.

This activity was successfully completed although the final project-supported supervision and evaluation visits were cancelled due to the reduction in TO6 funding for supply chain technical assistance.

FAO-supported National Veterinary Services (NVS) Pilot Project, Directorate of Animal Health (DAH), Ministry of Agriculture (MOA)

The project successfully designed and conducted an assessment of the animal health supply chain for HPAI and rabies surveillance and outbreak supplies for the FAO-supported National Veterinary Services Pilot Project in three provinces of the MOA Directorate of Animal Health (DAH). The assessment findings and recommendations were vetted at a stakeholders meeting and documented in the assessment report. A proposed scope of work and workplan for implementation of a prototype logistics management information system (LMIS) for the DAH animal health supply chain to be piloted through the FAO supported NVS project was agreed on as a follow-on activity. However, due to the reduction in funding for supply chain technical assistance, these activities were also cancelled and the in-country partners notified.

Uganda

The project provided ongoing technical oversight and management support for the following supply chain technical assistance activities in Uganda under the IDENTIFY and USAID | DELIVER PROJECT EPT collaboration. December 2013 was dedicated to closing out the Uganda office and preparing deliverables.

Assessment of Laboratory Biomedical Waste Management Practices and Related Supply Chain Issues in Uganda

Design and implementation of the national assessment of laboratory biomedical waste management practices and related supply chain issues was successfully completed with collaboration and input from WHO, the MOH, Central Public Health Laboratories (CPHL), and other key laboratory working group partners in Uganda. The final assessment report and a power point presentation are being finalized and will be available in early March 2014.

Support to the National Animal Diseases Diagnostics and Epidemiology Centre (NADDEC) for Animal Health Supply Chain Assessment

The project led the design and development of the *Animal Health Supply Chain Assessment Protocol and Tool for Uganda* with the FAO-supported National Animal Diseases Diagnostics and Epidemiology Centre (NADDEC) to assess laboratory practices and supply chain management of specimen collection and diagnostic testing supplies for disease surveillance and outbreak investigation at the district level of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). The assessment protocol and tool were reviewed, pilot-tested and finalized by stakeholders in-country. Due to the reduction in funding for technical assistance, TO6 was not able to conduct this assessment. However, in-country partners can utilize the finalized *Animal Health Supply Chain Protocol and Tool for Uganda* to identify other potential sources of funding.

Biosafety and Biosecurity Laboratory Manual for Uganda

The project provided ongoing support to the biosafety technical working group (TWG) for the development of a draft biosafety and biosecurity manual for Uganda. Technical advisors contributed to the chapter on integrating health care waste management guidelines into standard laboratory practices. The draft manual was prepared by the TWG and a stakeholders' meeting was held in early January 2014 to review the manual. The TWG has taken the lead in conducting the quality checks of the technical content of the manual. The feedback from stakeholders will be incorporated and a revised (electronic) version of the biosafety and security manual will be available in early March 2014.

Vietnam

Joint Assessment of the MOH and MARD Influenza Laboratory Supply Chains

The USAID mission and EPT partners WHO and FAO in Vietnam were instrumental in proposing the original concept and vision for this joint assessment of the influenza laboratory supply chains in the human and animal health sectors in support of the One Health approach in Vietnam. These EPT partners also provided continuing support throughout the planning and implementation of the assessment.

The joint assessment of the MOH and MARD influenza laboratory supply chains was successfully conducted in October and November 2013 with outstanding support and collaboration from the MOH General Department of Preventive Medicine (GDPM) and MARD Directorate of Animal Health (DAH). The MOH and MARD approved the participation of six (6) regional laboratory staff who served as data collectors and key informants, and provided valuable technical guidance and inputs throughout the in-country phase of the assessment.

The joint assessment identified the key supply chain issues affecting the availability and quality of the specimen collection and diagnostic testing supplies required for influenza surveillance and outbreak

investigation at the different levels of the MOH and MARD laboratory systems. Recommendations included standardizing supply chain management practices at the regional laboratories and the facilities responsible for collection and transport of influenza specimens; and strengthening communication and coordination between the MOH and MARD at the provincial and district levels to support the availability, mobilization, and use of these supplies under the One Health approach to disease surveillance and outbreak response. The assessment report will be finalized in February 2014.

WHO/AFRO Secondment

TO6 EPT technical assistance to the WHO/AFRO Epidemic and Pandemic Alert and Response (EPR) Program this year was re-assessed after the Outbreak Response Regional Logistics Advisor hired by the project and seconded to the WHO/AFRO Disease Prevention and Control (DPC) Cluster returned to the U.S. in February 2013 after completing 12 months of his two year secondment. The Advisor had developed a comprehensive five-year emergency response logistics strategy and project implementation plan for WHO/AFRO documented in the *WHO/AFRO Logistics Response Strategic Plan (LRSP) 2013–2017, A Five-Year Strategy for the Development of Regional Emergency Response Logistics Capacity)*. This included the advisor's recommendations on the priority activities for implementation of the strategy. At the request of USAID, the project drafted a position description for WHO/AFRO recruitment of an internal outbreak response logistics advisor to lead implementation of the five-year emergency response logistics strategy, and developed a series of technical scopes of work for the project to provide STTA to support the WHO/AFRO advisor once hired. The position announcement was posted by WHO/AFRO in October 2013. Due to the reduction in funding for technical assistance, USAID informed the project and WHO that all further technical assistance through TO6 for WHO/AFRO would be cancelled.

Quality Assurance

TO6 has maintained a QA system that ensures the quality, safety, and efficacy of purchased commodities and supplies throughout the supply chain.

The team continued to implement the risk mitigation plan for TO6, which identifies project risks, rates the relative risks associated with each core element of the task order, and identifies controls already in place to mitigate those risks. TO6, with support from FHI 360, ensured that MAP staff used SOPs, so their practices are consistent with WHO standards for both good storage practices (GSP) for pharmaceuticals, and good distribution practices (GDP) for pharmaceutical products.

The Quality Assurance Surveillance Plan (QASP), in appendix D, outlines and structures the monitoring and evaluation activities for TO6. QASP is organized by the core elements of our contract: procurement, warehousing, supply operations, freight forwarding, technical assistance for supply chain management improvement, and the MIS. It is used to monitor project performance and progress toward achieving the task order's primary objective.

The TO6 team continued to monitor project performance against established indicators through monthly Scorecards that focus on the timeliness and accuracy of the orders processed and shipped. See appendix E for the scorecards. These scorecards include indicators for on-time shipments and shipper performance; vendor/supplier performance; and warehouse performance. The project strives to achieve a minimum of 85% target for each indicator, and we continually look to improve the processes used in our activities.

In reviewing the attached 12 months' reporting, when TO6 has not met the target, it has been primarily due to delays in the shipping pre-clearance shipping process and in the availability of products from a supplier. Our Supply Operations Team continually reviews the anticipated lead times for the shipping pre-clearance process for a particular country and updates it as needed for the future as appropriate. In terms of supplier performance, an order is considered late on the scorecard if it is made available to us more than 7 days after the goods available date on the purchase order. The Project monitors deliveries proactively and makes clear to vendors/suppliers that we expect them to meet the agreed-upon delivery schedule. When they do not, we provide them the feedback that it is unacceptable, and that past performance, including timely delivery, is one of the factors taken into consideration when making an award.

Management Information System

The team focused on improving and updating the MIS to ensure accuracy and availability of EPT program information, maintenance support, and system user assistance. As a part of the MIS work supported by this task order, the team reviews and budgets proposed MIS-related projects. The team continued to make minor fixes and enhancements to the MIS, when resources were available.

The prioritization of system improvements has been based on decisions made by the MIS CCB. During this period, MIS team members, as well as the USAID MIS advisor, have represented TO6 at the CCB. The MIS manager continues to report progress and activities to the COR in the TO6 quarterly work plans.

The upgraded MIS system has facilitated the coordinated management of the supply chain, including procurement, inventory management, warehousing, and transportation. The MIS system processes data and creates management reports that enable us to track financial accounts and funding, procure the correct amount of commodities at the right time, ensure accurate warehouse inventory, and track shipments at each step of the supply chain. Management information is available via web-based access to users from the task order, USAID, and partners—both centrally and in the field.

Appendix A: TO6 Commodity Quantity and Value Summary Report

Quantity and Value Summary by Funding Source
EPT - from 18-Feb-2013 through 17-Feb-2014

Run date: 21-Jan-2014
Run time: 12:45:36 PM

Asia

Country	Infection Control		Laboratory Supplies		Outbreak Response Misc.		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
Bangladesh	N/A	$25,390	10	$658	N/A	$0	6,000	$65,360	$91,408
Bhutan	N/A	$1,963	4	$260	N/A	$0	5,750	$62,910	$65,133
Indonesia	N/A	$0	21,259	$347,993	N/A	$246,913	0	$0	$594,906
Kazakhstan	N/A	$69,357	80	$4,558	N/A	$0	17,750	$170,166	$244,081
Kyrgyzstan	N/A	$39,954	40	$2,424	N/A	$0	9,250	$94,328	$136,706
Laos	N/A	$2,535	4	$371	N/A	$0	600	$9,373	$12,279
Myanmar	N/A	$1,879	4	$275	N/A	$0	8,250	$95,513	$97,667
Nepal	N/A	$2,070	4	$274	N/A	$0	7,000	$80,749	$83,093
Vietnam	N/A	$1,878	4	$275	N/A	$0	4,000	$46,292	$48,445
Total Asia	**N/A**	**$145,025**	**21,409**	**$357,088**	**N/A**	**$246,913**	**58,600**	**$624,690**	**$1,373,716**

Latin America/Caribbean

Country	Infection Control		Laboratory Supplies		Outbreak Response Misc.		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
Haiti	N/A	$6,766	0	$0	N/A	$0	0	$0	$6,766
Total Latin America/Caribbean	**N/A**	**$6,766**	**0**	**$0**	**N/A**	**$0**	**0**	**$0**	**$6,766**

Others

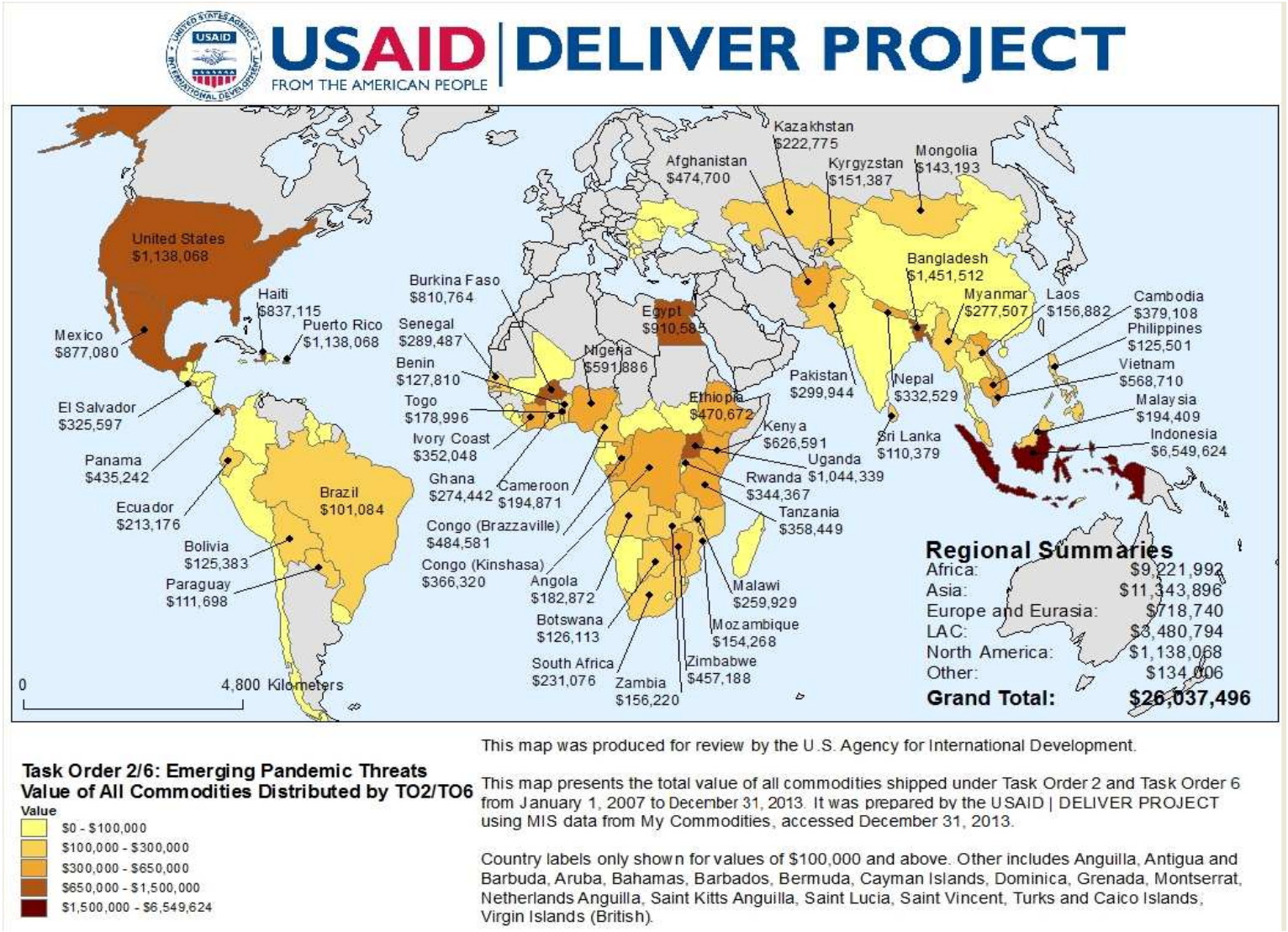
Country	Infection Control		Laboratory Supplies		Outbreak Response Misc.		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
United States	N/A	$107,045	140	$7,280	N/A	$1,172	15,700	$137,375	$252,872
Total Others	**N/A**	**$107,045**	**140**	**$7,280**	**N/A**	**$1,172**	**15,700**	**$137,375**	**$252,872**
Grand Total	**N/A**	**$258,836**	**21,549**	**$364,368**	**N/A**	**$248,085**	**74,300**	**$762,065**	**$1,633,354**

For the purpose of this report, Value includes commodity, shipping & handling, and surcharge costs *(as applicable)*.

Due to rounding, there may be a variance between the report totals displayed and the actual total of the individual values on the report.

Appendix B: TO2/TO6 Commodity Distribution Maps

TO2/TO6 Commodity Value Distribution Map



Task Order 2/6: Emerging Pandemic Threats
Value of All Commodities Distributed by TO2/TO6

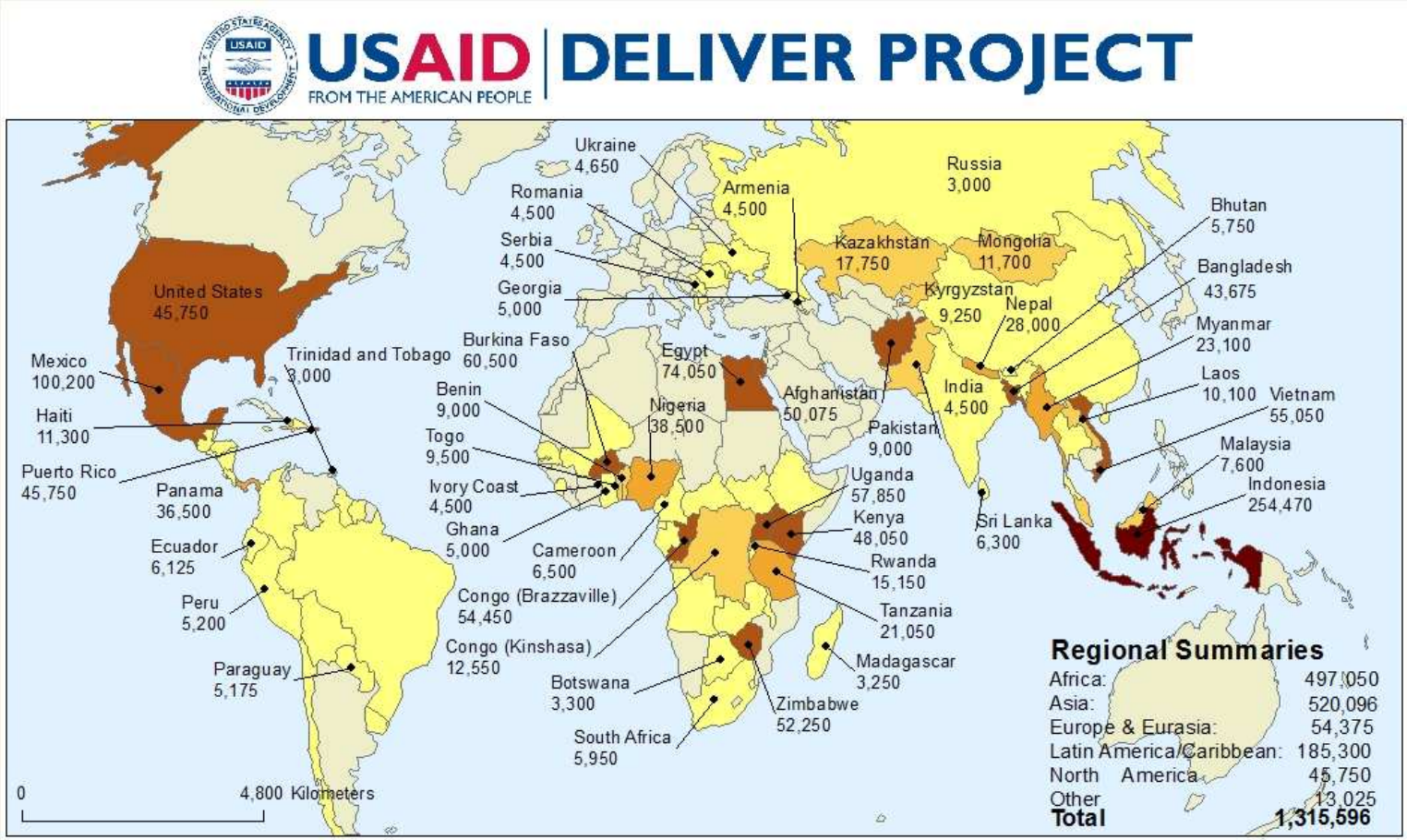
Value
- $0 - $100,000
- $100,000 - $300,000
- $300,000 - $650,000
- $650,000 - $1,500,000
- $1,500,000 - $6,549,624

This map was produced for review by the U.S. Agency for International Development.

This map presents the total value of all commodities shipped under Task Order 2 and Task Order 6 from January 1, 2007 to December 31, 2013. It was prepared by the USAID | DELIVER PROJECT using MIS data from My Commodities, accessed December 31, 2013.

Country labels only shown for values of $100,000 and above. Other includes Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bermuda, Cayman Islands, Dominica, Grenada, Montserrat, Netherlands Anguilla, Saint Kitts Anguilla, Saint Lucia, Saint Vincent, Turks and Caico Islands, Virgin Islands (British).

TO2/TO6 PPE Kit Distribution Map



Task Order 2/6: Emerging Pandemic Threats
Quantity of PPE Kits Distributed by TO2/TO6

Number

- 50 - 6500
- 6500 - 17,750
- 17,750 - 38,500
- 38,500 - 100,200
- 100,200 - 254,470

This map was produced for review by the U.S. Agency for International Development.

This map presents the quantity of personal protective equipment (PPE) kits shipped under Task Order 2 and Task Order 6 from January 1, 2007 to December 31, 2013. It was prepared by the USAID | DELIVER PROJECT using MIS data from My Commodities, accessed December 31, 2013.

Country labels only shown for PPE quantities of 3000 and above. Country data not included on map for: Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bermuda, Cayman Islands, Dominica, Grenada, Montserrat, Netherlands Anguilla, Saint Kitts Anguilla, Saint Lucia, Saint Vincent, Turks and Caico Islands, Virgin Islands (British).

Appendix C: List of Publications

Technical Assistance Records (TARs) February 2013-February 2014

Indonesia

USAID | DELIVER PROJECT, Task Order 6. Assessment of IVRCRD Logistics, Cold Chain, and Laboratory Waste Management Procedures TAR. Indonesia, February, 2013.

USAID | DELIVER PROJECT, Task Order 6. Assessment of the DAH National Veterinary Services Pilot Program Animal Health Supply Chain. TAR. Indonesia, March 2013.

USAID | DELIVER PROJECT, Task Order 6. IVRCRD Logistics, Cold Chain, and Laboratory Waste Management TOT and SOP Training and Rollout TAR. Indonesia, April, 2013.

Uganda

USAID | DELIVER PROJECT, Task Order 6, Pre-assessment Planning Visit TAR. Uganda, March 2013.

USAID | DELIVER PROJECT, Task Order 6. Assessment of Laboratory Biomedical Waste Management Practices TAR. Uganda, August 2013.

Vietnam

USAID | DELIVER PROJECT, Task Order 6. Pre-assessment Planning Visit TAR. Vietnam, May 2013.

USAID | DELIVER PROJECT, Task Order 6. Joint Assessment of MOH and MARD Influenza Laboratory Supply Chains TAR. Vietnam, November 2013.

Assessments

Assessment of Logistics, Cold Chain, and Laboratory Waste Management at the Institute of Vector and Reservoir Control Research & Development (IVRCRD), Salatiga, Central Java. February 2013. National Institute of Health Research and Development (NIHRD), Ministry of Health, Republic of Indonesia. USAID | DELIVER PROEJCT, Task Order 6.

USAID | DELIVER PROJECT, Task Order 6. 2013. *INDONESIA: Supply Chain Assessment of the National Veterinary Services (NVS) Pilot Program***.** Directorate of Animal Health, Ministry of Agriculture. Republic of Indonesia. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 6.

USAID | DELIVER PROJECT, Task Order 6. 2013. *VIETNAM: Joint MOH and MARD Influenza Laboratory Supply Chain Assessment***.** Ministry of Health, General Department of Preventive Medicine. Ministry of Agriculture and Rural Development, Department of Animal Health. Socialist Republic of Vietnam. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 6.

USAID |DELIVER PROJECT, Task Order 6. 2013. *UGANDA: Assessment of Laboratory Biomedical Waste Management Practices and Related Supply Chain Issues in Uganda*, Arlington, Va.: USAID | DELIVER PROJECT, Task Order 6.

National Animal Disease Diagnostics and Epidemiology Center (NADDEC) and USAID | DELIVER PROJECT, Task Order 6. 2013. *Animal Health Supply Chain Assessment Protocol and Tool for Uganda.*

Uganda Ministry of Health (MOH), 2013. *Biosafety and Biosecurity Laboratory Manual for Uganda.* USAID | DELIVER PROJECT, Task Order 6.

Training and Capacity Building

USAID | DELIVER PROJECT, Task Order 6 IVRCRD Logistics System, Waste Management System and Cold Chain System Management, Trainer's Guide, April 2013.

USAID | DELIVER PROJECT, Task Order 6 IVRCRD Logistics System, Waste Management System, and Cold Chain System Management, Participant Workbook, April 2013.

Standard Operating Procedures (SOP) Manuals

USAID | DELIVER PROJECT, Task Order 6 IVRCRD Standard Operating Procedures (SOPs) Manual, Cold Chain System, February 2013.

USAID | DELIVER PROJECT, Task Order 6 Standard Operating Procedures (SOPs) Manual for Management of the IVRCRD Logistics System, February 2013.

USAID | DELIVER PROJECT, Task Order 6 IVRCRD Standard Operating Procedures (SOPs) Manual, Waste Management System, February 2013.

Success Stories

USAID | DELIVER PROJECT Task Order 6 EPT. Success Story: Improving availability and quality of laboratory supplies through standardized logistics management procedures and a logistics management information system (LMIS) for the National Influenza-like Illness (ILI) Surveillance Program in Indonesia. May 2013.

USAID | DELIVER PROJECT Task Order 6 EPT. Success Story: Building laboratory personnel capacity through training in supply chain, cold chain, and laboratory waste management. Institute of Vector and Reservoir Control Research and Development (IVRCRD). Salatiga, Central Java, Indonesia. May 2013.

PPE Commodity Distribution, Value, and Costing Maps

Task Order 2/Task Order 6: Emerging Pandemic Threats, Commodity Value and Shipping Costs of PPE Kits Distributed by TO2/TO6. January 1, 2007 - August 22, 2012

Task Order 2/Task Order 6: Emerging Pandemic Threats, Quantity of PPE Kits Distributed by TO2/TO6. January 1, 2007 - August 22, 2012

Task Order 2/Task Order 6: Emerging Pandemic Threats, Quantity of PPE Kits Distributed by TO2/TO6. Africa. January 1, 2007 - August 22, 2012

Appendix D: QASP

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Overall Objective				
Timely, consistent, and efficient provision of critical public health commodities and other supplies required to effectively and rapidly respond to outbreaks of infectious diseases globally				
Core Element 1: Procurement				
Necessary waiver requests, as well as required OAA approval memos, for new subcontracts are prepared and forwarded to the COR and OAA for approval, after the needs are identified	Percentage of OAA packages, including waiver requests where required, forwarded to COR within 10 business days following determination of optimal supplier	Contractor procurement records	Annual report	100% (1 of 1)
Procurement action timeline measuring the steps in the procurement process reported on a routine basis	Percentage of milestones achieved according to timeline established for each relevant subcontract	Procurement records	Procurement Timeline Report	74% (17 of 23)
Supplier performance reviewed routinely	Percent of orders (full quantity) that ship no later than 7 working days of goods available date from the PO. Explanations for orders more than two weeks late. Corrective action reports for significant issues.	MIS reports	Quarterly scorecard*	70% (14 of 20) Scorecards attached- Appendix E
Core Element 2: Warehousing				
Warehouse Management System is maintained to track receipts, stock on hand, orders, and shipments.	Shipment and order status reports provided to COR weekly. Inventory report provided to COR quarterly.	MIS reports	Weekly shipment and order status reports Quarterly inventory report	All reports submitted on time
Products are managed correctly in the warehouse to minimize losses.	Total value of product damaged, lost, or expired in the warehouse during one-year period as a percentage of the value of overall inventory.	Inventory records	Annual report	$0 (Did not dispose of any products during this year)

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Stock levels are accurately recorded for effective inventory management.	Inventory accuracy rate: number of discrepancies between MIS reports and annual independent inventory audit.	MIS reports, Inventory Records	Quarterly Inventory Report	100%
Core Element 3: Supply Operations				
Orders delivered on time, as indicated in shipping instructions.	a. Percentage of air orders delivered to port within seven days of desired receipt date. b. Sea freight orders delivered within four weeks of desired receipt date. c. Land freight orders delivered within four weeks of desired receipt date. d. Emergency orders delivered within two business days of desired receipt date.	MIS reports	Quarterly scorecard*	a. 82% (9 of 11) b. 86% (18 of 21) c. 75% (12 of 16) d. None. Scorecards attached- Appendix E
Core Element 4: Freight Forwarding				
Cost effectiveness of freight forwarding services assessed for all shipments.	a. Percentage of shipments with at least two quotes from subcontractors. b. Percentage of savings as a result of the competitive bidding process.	Project documents	SOT records, quarterly freight analysis	a. 100% (15 of 15) b. 27%

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Core Element 5: Technical Assistance for Improving PI/OET Unit Partner Supply Chain Performance				
Effective response to TA requests and statements of work provided.	Percentage of TA requests fulfilled within agreed-upon timeline and deliverables met.	Project documents	Quarterly and annual reports Technical Assistance Reports (TAR)	100%
Core Element 6: Management Information System				
Comprehensive MIS maintained to provide current information about PI/OET Unit stocks.	MIS development activities delivered according to project plans and timelines.	MIS reports	MIS monthly reports	MIS reports attached in quarterly reports

Appendix E: Scorecards

Task Order 6 System Performance Scorecard: February 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Feb-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	0	1	0%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	0	1	0%	RO 3711 Gown isolation to South Sudan - 10 days late from Desired Reciept Date, Customs clearance delay.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	0	0	0%	Only December shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	0	0	0%	Only December shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: March 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Mar-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	2	3	67%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	2	3	67%	RO 3508 PPE Kit to Kenya - 40 days late from the Desired Reciept Date due to pre-approval delay and port congestion.
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	2	2	100%	Only January shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	2	2	100%	Only January shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: April 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: April 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Apr-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	10	11	91%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	2	2	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	7	8	88%	RO-3797 ART to Indonesia - 33 days late from desired receipt date, Vendor delay due to production issues.
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUSGRAHA		85%				
	DENK YU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%	1	1	100%	
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%	1	1	100%	
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	TWO RIVERS MEDICAL		85%	1	1	100%	
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	10	10	100%	Only February shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	10	10	100%	Only February shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 65% Below target within defined tolerable range

RED = 64% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: May 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: May 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	May-13	Comment:
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	10	10	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	1	1	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	8	8	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%	1	1	100%	
	TWO RIVERS MEDICAL		85%				
	C.V. MARDIGA GUMILANG		85%	1	1	100%	
	MONEGA ENTERPRISES		85%	1	1	100%	
	PT GAIA SCIENCE INDONESIA		85%	1	2	50%	PO-PUP-1376 Refrigerator Lab to Indonesia- Goods will be made available end of July, Items were not available to dealer in Indonesia from manufacturer.
	PT. INCARE BHAKTI NUSANTARA		85%	0	1	0%	PO-PUP-1288 Tissue Towel to Indonesia- 18 days late from the Goods Available Date due to items were not made available to supplier from manufacturer on time.
	IMRES B.V		85%	0	1	0%	PO-PUP-1379 Centrifuge to Indonesia - 6 days late from the Goods Available Date due to product availability.
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	10	10	100%	Only March shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	10	10	100%	Only March shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: June 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: June 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Jun-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of online orders	85%				**No Online Shipments
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUSRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	TWO RIVERS MEDICAL		85%				
	C.V. MARDIGA GUMILANG		85%	1	1	100%	
	MONEGA ENTERPRISES		85%				
	PT GAIA SCIENCE INDONESIA		85%	1	1	100%	
	PT. INCARE BHAKTI NUSANTARA		85%				
	IMRES B.V		85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%				**No Online Shipments
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%				**No Online Shipments
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 65% Below target within defined tolerable range

RED = 64% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: July 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: July 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Jul-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	1	5	20%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	0	1	0%	RO 4049 Aerosol Barrier Tips to Indonesia - 22 days late from the Desired Reciept Date due to delay in receiving the End User Certificate.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	4	25%	RO 4047 Respirator to Indonesia - Not Arrive yet, production and distribution delays. RO 4048 Bovin Serum to Indonesia - Not Arrive yet, production and distribution delays. RO 4100 IcePack to Indonesia - 17 days late from the Desired Reciept Date due to vendor delays.
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	TWO RIVERS MEDICAL		85%				
	C.V. MARDIGA GUMILANG		85%				
	MONEGA ENTERPRISES		85%				
	PT GAIA SCIENCE INDONESIA		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	IMRES B.V		85%				
	MONEGA ENTERPRISES		85%	2	2	100%	
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	1	1	100%	Only May shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	1	1	100%	Only May shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: August 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: August 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Jul-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	1	1	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Supplier Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	TWO RIVERS MEDICAL		85%				
	C.V. MARDIGA GUMILANG		85%				
	MONEGA ENTERPRISES		85%				
	PT GAIA SCIENCE INDONESIA		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	IMRES B.V		85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	1	1	100%	Only June shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	1	1	100%	Only June shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: September 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: September 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Jul-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	3	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	1	1	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	2	2	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	TWO RIVERS MEDICAL		85%				
	C.V. MARDIGA GUMILANG		85%				
	MONEGA ENTERPRISES		85%				
	PT GAIA SCIENCE INDONESIA		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	IMRES B.V		85%	1	1	100%	
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only July shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only July shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: October 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: October 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this	Count this	Oct-13	Comments
"On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	4	4	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	3	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%	1	2	50%	PO-PUP-1411 PCR to Indonesia - Goods should be available by December. Due to the TO6 closeout, the project requested that the remaining quantities be delievered ASAP. Vendor asked one month lead time
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	INTER-MARKETING GROUP USA, INC.		85%	1	1	100%	
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting	100%	4	4	100%	Only August 2013 shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	4	4	100%	Only August 2013 shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	●	0 discrepancy
			0	N/A	$0.00	●	$ 0 value

GREEN 85% - On or above Target
N/A - Not Applicable

YELLOW - 84% - 69% Below target within defined tolerable range

RED - 68% or less Below Target

Task Order 6 System Performance Scorecard: November 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: November 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this	Count this Period	###	Comments
"On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	0	1	0%	RO 4667 Caps aerosoltight to Indonesia - 50 days late from the desired reciept date, Custom Clearance delay.
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	0	1	0%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO	No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND)		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting	100%				
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%				
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% - On or above Target
N/A - Not Applicable
YELLOW - 84% - 69% Below target within defined tolerable range
RED - 68% or less Below Target

Task Order 6 System Performance Scorecard: December 2013

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: December 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality	In Target this	Count this	Dec-13	Comments
"On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	2	2	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt	85%	2	2	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND)		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY		85%				
	PT LABORINDO SARANA		85%	1	1	100%	
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this	100%	2	2	100%	Only October shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	2	2	100%	Only October shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	●	0 discrepancy
			0	N/A	$0.00	●	$ 0 value

GREEN 85% - On or above Target
N/A - Not Applicable

YELLOW - 84% - 69% Below target within defined tolerable range

RED - 68% or less Below Target

Task Order 6 System Performance Scorecard: January 2014

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: January 2014

Scorecard Perspective	Indicator of Performance	Definition	Target Quality	In Target this	Count this	####	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	4	75%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	4	75%	RO-4632 Gown Isolation to Bangladesh - 18 days late due to delay in delivery instructions by the consignee
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only November shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only November shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$0 value

GREEN 85% - On or above Target

YELLOW - 84% - 69% Below target within defined tolerable range

RED - 68% or less Below Target

N/A - Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

** Shipments received less than -/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: February 2014

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: February 2014

Scorecard Perspective	Indicator of Performance	Definition	Target Quality	In Target this	Count this	####	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	3	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	2	2	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN**	Percent of Purchase Orders (full quantity) with an ASN Actual Goods Available Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%	4	4	100%	
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
	PT GAIA SCIENCE INDONESIA		85%	1	1	100%	
	PT LABORINDO SARANA		85%	1	1	100%	
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only December shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only December shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% - On or above Target

YELLOW - 84% - 69% Below target within defined tolerable range

RED - 68% or less Below Target

N/A - Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Appendix F: Annual Financial Report

Available under separate cover.

For more information, please visit deliver.jsi.com.

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