

SCMS FY14 Q4 Quarterly and FY14 Annual Performance Report

FY14 Q4 July-September 2014

December 2, 2014

About SCMS

The Supply Chain Management System (SCMS) was established to enable the unprecedented scale-up of HIV/AIDS prevention, care and treatment programs in the developing world. SCMS procures and distributes essential medicines and health supplies, works to strengthen existing supply chains in the field, and facilitates collaboration and the exchange of information among key donors and other service providers. SCMS is an international team of 16 organizations funded by the US President's Emergency Plan for AIDS Relief (PEPFAR). The project is managed by the US Agency for International Development.

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Supply Chain Management System

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Acronyms

ACF	Allocated cost factor
AIDS	Acquired Immunodeficiency Syndrome
AMDS	AIDS, Medicines and Diagnostics Service
API	Active pharmaceutical ingredient
ARVs	Antiretrovirals
BRC	Blended RDC charge
CAPA	Corrective and preventative action
CMM	Capability maturity model
CMS	Central medical stores
COTD	Client on-time delivery
CPP	Coordinated Procurement Planning Initiative
DRC	Democratic Republic of the Congo
EFV	Efavirenz
ETJ	Emergency Travel Justification
FASP	Forecasting and supply planning
FDC	Fixed-dose combination
FOMP	Field office managed procurement
GF	Global Fund
GIS	Geographical information system
GPRM	Global Price Reporting Mechanism
HIV	Human Immunodeficiency Virus
HSS	Health systems strengthening
HRCDD	Human resource capacity development
HRDT	HIV rapid test devices
IQC	Indefinite quantity contract
JMS	Joint medical stores
KPI	Key performance indicator
LMIS	Logistics management information system
LMO	Logistics Management Office
LMU	Logistics Management Unit
LOE	Level of effort
LOP	Life of project
MMU	Materials Management Unit
MOA	Memorandum of agreement
MOH	Ministry of Health
MOS	Months of stock

MPPD	Medical Procurement and Production Division
MSL	Medical Stores Limited
NFO	Non-field office
NMS	National medical stores
NSCA	National Supply Chain Assessment
NVP	Nevirapine
OI	Opportunistic infection
OJT	On-the-job training
OTD	On-time delivery
PEPFAR	President's Emergency Plan for AIDS Relief
PFSA	Pharmaceutical Fund and Supply Agency
PFSCM	Partnership for Supply Chain Management
PMO	Project Management Office
POC	Point of care
PO	Purchase order
PMP	Performance management plan
PPM	Pooled Procurement Mechanism
PQ	Price quotation
PWS	Performance work statement
QA	Quality assurance
QPPU	Quantification Procurement and Planning Unit
RDC	Regional distribution center
RDL	Railway Development Levy
SCT	Single customs territory
SOPs	Standard operating procedures
SOW	Statement of work
SSU	Systems Strengthening Unit
TA	Technical assistance
TDF	Tenofovir Disoproxil Fumarate
TFDA	Tanzania Food and Drugs Authority
TWG	Technical working group
URA	Uganda Revenue Authority
USAID	United States Agency for International Development
VAT	Value-added tax
VMMC	Voluntary medical male circumcision
VOTD	Vendor on-time delivery
VMIO	Vendor managed inventory
VPP	Voluntary Pooled Procurement
WHO	World Health Organization
WiB	Warehouse-in-a-box

Executive Summary

SCMS is pleased to submit the FY14 Q4 quarterly report, which also serves as the SCMS annual report for FY14, based on the four goal areas outlined in the SCMS Performance Management Plan (PMP):

- Access
- Strengthen systems
- Leadership and partnership
- Operational excellence

Annual performance highlights and key challenges include:

- In FY14, SCMS delivered \$431.4 million in products in 3,835 shipments to 34 countries.
- Health systems strengthening (HSS) measures improved throughout the fiscal year, most notably order fill rate, which increased from 65 percent in FY14 Q1 to 80 percent in Q4, and facility reporting rates, which rose from 66 percent in Q1 to 79 percent in Q4, despite a significant increase in numbers of sites reporting.
- On-time delivery to clients presented challenges in several quarters during FY14, falling below the 80 percent target in Q1, Q2 and Q4, although it was at an all-time high of 85 percent in Q3. Over the year client on time delivery for core products reached 78%, against the 80% target.
- Supply situations for several active pharmaceutical ingredients (APIs) impacted SCMS throughout the year:
 - Shortages of APIs for Tenofovir/Lamivudine/Efavirenz led to manufacturing delays in Q1 and Q2, with these issues mostly resolved with the addition of four tentative FDA approved manufacturers in Q3.
 - In Q3, Zidovudine API and intermediates were in short supply due to environmental constraints imposed on Chinese manufacturers by their government, resulting in delivery delays through Q3 and Q4.
 - SCMS now highlights a similar potential risk of an API shortage for Lopinavir/Ritonavir-based regimens as demand increases and generic manufacturers are showing reduced interest in these products.
- Contributed significantly to the IATT Optimal Formulary List for Pediatric ARVs, which provides advice and guidance to implementing partners to enable programs to deliver the best care in accordance with the current WHO Regimen Guidance. David Jamieson served as a contributing author to both the formulary list and policy brief to alert implementers to supply chain challenges for pediatric Stavudine and Didanosine. The policy brief was published in September.
- Supplied first orders to Afghanistan and Liberia during Q3 and Q4, respectively.
- Responded to ARV shortages in several countries, supplying emergency orders to countries including Mozambique (\$7.5 million), Ghana (\$3.8 million), Namibia (\$2.5 million) and Haiti (\$1 million).
- During the second half of the year, due to falling levels of response, we restructured the client satisfaction survey, significantly reducing the number of questions, with the objective of increasing response rate. Regrettably this has not been successful. In the first 8 countries

piloted with the new survey return rates have been less than 10% and from only 3 countries. As a result we have insufficient data to report on client satisfaction.

Additional quarterly highlights and concerns include:

- Delivered \$99.5 million of commodities, with a record high value of \$42 million in August.
- Determine rapid test kits (RTKs) supplied to Tanzania by SCMS were discovered in Cameroon. SCMS is investigating how this happened to prevent it from happening again. A formal incident investigation is underway to get to the root of this security breach.
- Due to the Ebola outbreak, we saw significant restrictions in regional and international movements. The biggest outcome of this volatility was an unexpected hike in airfreight rates, which increased up to 30 percent for airlines still servicing the West African region. SCMS was able to maintain planned deliveries despite these difficulties.
- In Rwanda, completed the eLMIS rollout to all 537 service delivery points (SDPs) in the country, in collaboration with the Logistics Management Office (LMO).

Key Quarterly Statistics

Key Statistics	FY14 Q4	Annual Performance	Life of Project
Value of commodities delivered	\$99.5 million	\$431.4 million delivered	\$2.1 billion delivered
Number of deliveries	950	3,835 deliveries	20,801 deliveries
Countries receiving shipments	32 countries	34 countries	59 countries
Percent generic ARVs by value	96%	95%	91%
Counterfeit products detected	0 counterfeits	0 counterfeits	0 counterfeits

FY14 Q4 Performance

Goal One: Access

Objective	Measure	Target	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14
1.1 Capacity and Capability	1.1.1 Product Loss: Shipping and Storage	≤3%	0.08%	0.00%	0.10%	0.00%	0.05%
1.2 Reliability	1.2.1 SCMS-Related Stockout Rates	≤12 per year	0	0	0	0	0
	1.2.2 On-Time Delivery	Core: 80%	75%	73%	85%	78%	78%
		Non-Core: 70%	75%	94%	86%	80%	84%
	1.2.3 On-Time PQ Turnaround	ARV: 70%	96%	95%	95%	92%	95%
		Test Kits: 85%	100%	88%	100%	79%	86%
		VMMC Kits: 80%	100%	60%	100%	88%	88%
1.2.4 Forecast Accuracy	70% (interim)	FY14:					

1.3 Quality Products	1.3.1 Pharmaceutical Product Sampling — Actual Pulled vs. Flagged	88%	70%	100%	100%	100%	100%
1.4 Strengthen Reach	1.4.1 Planned, Unplanned and Emergency Orders	Planned: N/A	92%	81%	82%	77%	83%
		Unplanned: N/A	1%	11%	14%	19%	11%
		Emergency: N/A	7%	9%	4%	3%	6%

Goal Two: Strengthen Systems

Objective	Measure	Target (Interim)	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14
2.1 Capacity and Capability	2.1.1a Strategic Plans	50%	35%		42%		42% ¹
	2.1.1b FASP Country Ownership	75%	64%		61%		61% ²
	2.1.1c SOPs	80%	82%		85%		85% ³
	2.1.2 Competency	80%	87%	78%	77%	86%	82%
	2.1.3 Supply Chain Assessment: CMM Score	60%	Lesotho: 50% Burundi: 39% Burma: 39% Eritrea: 54.8%				
2.2 Performance	2.2.1 Supply Chain Performance: In-Country						
	2.2.1a Facility Reporting Rates	80%	66%	68%	76%	79%	73%
	2.2.1b Expiry	1%	1%	0.29%	1%	0.26%	0.45%
	2.2.1c On-Time Delivery	75%	80%	83%	90%	87%	85%
	2.2.1d Stockout Rate	5%	9%	6%	6%	6%	7%
	2.2.1e Order Fill Rate	80%	65%	65%	72%	80%	71%
	2.2.2 Supply Chain Assessment: KPI Score ⁴	60%	Lesotho: 35% Burundi: 68% Burma: 28.7% Eritrea: N/A				

¹ Annual measure, cumulative score.

² Annual measure, cumulative score.

³ Annual measure, cumulative score.

⁴ KPI score here only reflects stock-related KPIs, including stockout rates, stocked according to plan and stock accuracy.

Goal Three: Leadership and Partnership

Objective	Measure	Target	FY13	FY14
3.1 Collaboration	3.1.1 Coordinated Procurement Mechanism	80% (interim)	96%	92%
	3.1.2 Number of CPP Country-at-Risk Schedule Submissions Per Year	4 (annual)	6	5
3.2 Knowledge Exchange	3.2.1 Publishing	6 (annual)	3	9
	3.2.2 Presentations	20 (annual)	25	20

Goal Four: Operational Excellence

Objective	Measure	Target	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14
4.1 Cost Effective	4.1.1a Cost Effective: RDC Expiry and BRC Reporting	Expiry RDC Stock: ≤ 3%	0.0%	0.07%	0.39%	0.15%	0.19%
		BRC Reporting Rate: 4	FY14: 4				
	4.1.1b Cost Effective: Surcharge	≤ 5%	LOP:				3.95%
	4.1.1c Cost Effective: ACF	≤ 12%	LOP:				10.11%
	4.1.2 ARV Price Comparison: SCMS vs. GPRM	70%	FY14: 83%				
	4.1.3 Ocean Freight: Percentage of All Freight	≥ 50%	66%	79%	81%	63%	84%
4.2 Best Value	4.2.1 Client Satisfaction: Products Ordered/Received and Technical Assistance	Products Ordered/Received: 85%	TBD ⁵		TDB		TDB
		Technical Assistance: 85%	TBD		TBD		TDB
4.3 Continuous Improvement	4.3.1a Annual Partner Operational Review	100%	FY14: 100%				
	4.3.1b Percent of TA Trips Processed On Time	80%	57.1%	23%	67%	69%	54%
	4.3.2 Core Systems Uptime: Potential vs. Actual	Orion: ≥ 95%	98.7%	99.4%	99.3%	99.9%	99.5%
KT: ≥ 95%		99.9%	99.6%	99.8%	100%	99.9%	

⁵ Client satisfaction survey was under review during the year and we have insufficient data to make a report.

Quarterly Performance

Goal 1: Access

Provide quality HIV/AIDS commodities efficiently and effectively.

SCMS met or exceeded its performance goals for all but two measures in the access goal area: on-time delivery and on-time PQ turnaround for HIV test kits, which came in close to target at 78 percent and 79 percent, respectively.

Objective	Measure	Target	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14
1.1 Capacity and Capability	1.1.1 Product Loss: Shipping and Storage	≤3%	0.08%	0.00%	0.10%	0.00%	0.05%
1.2 Reliability	1.2.1 SCMS-Related Stockout Rates	≤12 per year	0	0	0	0	0
	1.2.2 On-Time Delivery	Core: 80%	75%	73%	85%	78%	78%
		Non-Core: 70%	75%	94%	86%	80%	84%
	1.2.3 On-Time PQ Turnaround	ARV: 70%	96%	95%	95%	92%	95%
		Test Kits: 85%	100%	88%	100%	79%	86%
		VMMC Kits: 80%	100%	60%	100%	88%	88%
1.2.4 Forecast Accuracy	70% (interim)	FY14:					
1.3 Quality Products	1.3.1 Pharmaceutical Product Sampling — Actual Pulled vs. Flagged	88%	70%	100%	100%	100%	100%
1.4 Strengthen Reach	1.4.1 Planned, Unplanned and Emergency Orders	Planned: N/A	92%	81%	82%	77%	83%
		Unplanned: N/A	1%	11%	14%	19%	11%
		Emergency: N/A	7%	9%	4%	3%	6%

Key Results and Challenges

On-time delivery (OTD) declined in FY14 Q4 due to low results in three countries — Haiti, Tanzania and Uganda — and declining vendor performance from major ARV suppliers.

Overall ARV OTD fell from 93 percent in July to 73 percent in September, with direct drop delivery having the most notable drop from 90 percent to 52 percent. Vendor OTD improved to 81 percent from 75% in Q3, although Cipla, Mylan and Hetero continue to have manufacturing challenges.

The table below highlights the OTD challenges that Haiti, Tanzania and Uganda continue to face:

Country	Challenge	Update
Haiti	<ul style="list-style-type: none"> Personnel training and retention. Supplier performance. 	<p>Training to be completed in November. There are 2 additional buyers and 1 logistics staff member in the Haiti office.</p> <p>During pre-qualification activity in Haiti, we discussed low on time delivery with vendors Reinbold and Pluripharm. We also pre-qualified 4 additional suppliers in Haiti</p>
Uganda	<ul style="list-style-type: none"> Government of Uganda is responsible for quantification and procurement planning for ARVs through MOH's Quantification and Procurement Planning Unit (QPPU), and QPPU's forecasts often fail to meet demand, resulting in emergency orders to fill gaps. Local lab suppliers providing unrealistic lead times. 	<p>Procurement Manager in Uganda is working with the QPPU team and meeting with them regularly to assist. We have seen a decrease in emergency orders since her participation.</p> <p>Local vendors were met with and performance was discussed with the local team in Uganda.</p> <p>Currently the issue we are facing is new import regulations which are causing a delay with the vendors as it requires new / additional documentation . The Procurement Manager continues to actively monitor the situation.</p>
Tanzania	<ul style="list-style-type: none"> Challenge to Tanzania OTD identified in Q3. 	<p>SCMS worked to conduct root cause analysis and identify CAPAs to improve OTD in Tanzania. These include:</p> <p><i>Issue #1:</i> Late before we start: Lead times are not always sufficient to account for special nature of products <i>Corrective Action #1:</i> Collect/ validate lead time information from vendors. Develop SOP for HAZMAT materials.</p> <p><i>Issue #2:</i> Data integrity: Misunderstanding/misusing delivery performance codes in system <i>Corrective Action #2:</i> Conduct training on use of delivery codes for Program staff and reviewing orders still in process and correct by September 30, 2014</p> <p><i>Issue #3:</i> Over 300 items initially requested (National Lab QA) processed as one request (with multiple PQs). <i>Corrective Action #3.1:</i> Conduct workshop with Program Staff to follow standard procedure and split large requests into multiple manageable requests, completed May, 2014. <i>Corrective Action #3.2:</i> Conduct training on use of delivery performance codes for Program staff and reviewing orders still in process and correct by September 30, 2014</p>

Procurement and Supply:

- Determine HIV test kits that Alere sold to SCMS in Tanzania have been found on the black market in Cameroon. Product security was compromised somewhere in Tanzania after they left our custody. The expiration date was falsified on the box of each test; therefore, the distributor in Cameroon was selling expired kits, which may not give correct results. SCMS is investigating how this happened to try to prevent it from happening again. A formal incident investigation is underway to get to the root of this security breach.

-
- Delivered \$42 million in commodities in August, an all-time high for the project.
 - Approved dossiers for three essential medicines and OI drugs in Tanzania and 28 in Zambia to improve the number of available suppliers for direct procurement.
 - Audited five Nigerian manufacturers during the quarter. In Nigeria, current lead times for internationally procured medicines are upwards of 16 weeks. Using local sources is expected to help shorten this timeframe, build local capacity and comply with the importation restrictions set by the National Agency for Food, Drugs Administration and Control (NAFDAC).
 - SCMS saw ARV vendor performance improve throughout the quarter for the following reasons:
 - Country demands/regimens are moving more to Tenofovir, decreasing pressure on Zidovudine production. Manufacturers have sufficient capacity to fulfill demand for Tenofovir formulations.
 - The FDA approved several more manufacturers to use an additional API source for Efavirenz. Increasing the capacity of this API source will shorten the lead times for Efavirenz formulations.
 - SCMS is promising realistic delivery dates that match the manufacturer production schedule.
 - Monthly conference calls with key ARV manufacturers have proven successful in identifying potential delays early, allowing implementation of solutions to minimize negative impact. Cipla promised to improve internal communication. Mylan added staff to monitor delivery times and says the production backlog was addressed.

Also notable for ARV VOTD:

- Cyclone Hudhud disrupted operations for several ARV manufacturers in India, impacting supplier's ability to meet established delivery schedules although overall quarterly VOTD improved over Q3.

Freight and Logistics:

- A new levy has been introduced in the East Africa region. Tanzania recently joined Kenya, Rwanda and Uganda in the East African single customs territory (SCT), which has substantially reduced business costs as a result of new clearance procedures and integration of revenue authority information systems in the region. The Council of Ministers for the East African Community announced the introduction of a 1.5 percent Infrastructure Development Levy, to be applicable across the region. Tanzania has advised that it is the only country that will defer this levy for another 12 months. We have shared this information with our stakeholders and are working to understand the implications for our donor-funded activities.
- In addition, Kenya enacted legislation in September exempting donor-funded projects from paying their Railway Development Levy tax, which is good news for our supply chain and shipments into Kenya, particularly for the RDC.
- Due to the Ebola outbreak, which we have been monitoring closely to mitigate risk to our global supply chain and field offices, we have seen significant restrictions in regional and international airline movements. The biggest outcome of this volatility has been the unexpected hike in airfreight rates, which increased by up to 30 percent for airlines still servicing the West African region. During this health crisis, we have seen the significant benefits of our RDC model, which ships the bulk of our volumes via ocean freight into hubs and delivers commodities either by road across borders or on charter flights when the road option is not feasible. We have maintained a high level of vigilance on service levels into this region, enabling the SCMS supply chain to be unaffected and service levels to remain normal.

Emergency Orders and Stockouts:

- In Uganda, significant challenges are occurring with stock of several ARV regimens:

- More than 39,000 units of Tenofovir/Lamivudine/Efavirenz (TLE) 600/300/300 mg valued at over \$436,000 (procured for the PMTCT program), as well as more than 39,000 units of Nevirapine 200 mg valued at over \$88,000, will expire in late November at Joint Medical Stores (JMS) as a result of lower than projected consumption. A request that CDC distribute these products to facilities it serves was declined.
- Also, SCMS is working with USAID and PEPFAR to avert expiry in February 2015 of an additional 82,000 units of TLE.
- Cotrimoxazole 960 mg, Nevirapine 200 mg and Zidovudine/Lamivudine/Nevirapine 150/300/300 mg are also overstocked due to a significant decrease in consumption against forecast as a result of supply chain rationalization that led to facilities and patients being moved from JMS to Medical Access Uganda Limited.
- The Global Fund supplies procured for more than 250,000 patients in the private sector can only reach about 70,000 patients due the rationalization. Commodities procured for National Medical Stores (NMS) were instead delivered to JMS, compounding the overstock situation. SCMS has requested Medical Access Uganda Limited take some of this stock to avert expiry.
- In Namibia, placed \$2.5 million of emergency orders to avoid stockouts for six first-line adult ARV formulations caused by delays in the Government of Namibia procurement process. The first deliveries arrived in September, in time to avoid central-level stockouts, with the remaining deliveries planned for November.

Key Issues

Update on Key Issues and Corrective Actions FY14 Q4			
Key Issues	Corrective Actions	Progress	Quarter Identified
OTD in Zambia and Tanzania low.	Continue to monitor local vendor performance.	Tanzania: Conducted root cause analysis and in the process of implementing identified CAPAs (see page11) Zambia: we've seen improved on time delivery. While still under 80%, it's moving in the right direction. We are still working with local vendors to improve their on time delivery.	FY14 Q3
VMMC: Delays on shipments coming from the Kenya RDC.	Move the storage of VMMC commodities to Singapore and South Africa.	Movement of VMMC kits complete. Lifting of Railway Development Levy (RDL) in Kenya also eases this situation.	FY14 Q2
Late NFO and DRC PQs leading to issues with country-specific PQ turnaround time.	Work with relevant procurement teams to conduct root cause analysis and identify CAPAs.	To be updated in FY15 Q1	FY14 Q4
VMMC COTD at 60 percent for FY14 Q4.	Addressed with the team at the SA RDC and via incident meetings. In the future, the orders should go via the SA VMI at vendor PrionTex.	To be updated in FY15 Q1	FY14 Q4

Key Risks

- Supply of Lopinavir/Ritonavir must be monitored as demand increases and generics lose interest in these products. SCMS plans to initiate meetings with Abbvie and generic manufacturers to develop strategies to deal with this potential shortage.
- Program implementation to address the 90-90-90 strategy and WHO's planned review of its current guidelines (2015) will likely impact the validity of current forecast assumptions. SCMS is initiating conversations with MOH counterparts to address 90-90-90 scale-up and anticipated WHO regimen transitions by June 30, 2015. The next revision of WHO Guidelines for ART are planned for publication by the end of 2015.

Goal 2: Strengthen Systems

Strengthen supply chains to increase access to quality HIV/AIDS commodities.

Due to the Nigeria unification project's continued expansion, the number of sites covered by SCMS field office performance reporting continues to expand, growing from 10,567 in Q1 to 12,061 in Q4.

All in-country capability and performance measures, except country leadership if forecasting, improved throughout the fiscal year; facility reporting rates improved from 66 percent in Q1 to 70 percent Q4, and order fill rate improved from 65 percent in Q1 to 80 percent in Q4.

Objective	Measure	Target (Interim)	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14	
2.1 Capacity and Capability	2.1.1a Strategic Plans	50%	35%		42%		42% ⁶	
	2.1.1b FASP Country Ownership	75%	64%		61%		61% ⁷	
	2.1.1c SOPs	80%	82%		85%		85% ⁸	
	2.1.2 Competency	80%	87%	78%	77%	86%	82%	
	2.1.3 Supply Chain Assessment: CMM Score	60%	Lesotho: 50%					Burundi: 39%
			Burma: 39%					Eritrea: 54.8%
2.2 Performance	2.2.1 Supply Chain Performance: In-Country							
	2.2.1a Facility Reporting Rates	80%	66%	68%	76%	79%	73%	
	2.2.2b Expiry	1%	1%	0.29%	1%	0.26%	0.45%	
	2.2.2c On-Time Delivery	75%	80%	83%	90%	87%	85%	
	2.2.2d Stockout Rate	5%	9%	6%	6%	6%	7%	
	2.2.2e Order Fill Rate	80%	65%	65%	72%	80%	71%	
	2.2.2 Supply Chain Assessment: KPI Score ⁹	60%	Lesotho: 35%					Burundi: 68%
		Burma: 28.7%					Eritrea: N/A	

⁶ Annual measure, cumulative score.

⁷ Annual measure, cumulative score.

⁸ Annual measure, cumulative score.

⁹ KPI score here only reflects stock-related KPIs, including stockout rates, stocked according to plan and stock accuracy.

Key Results and Challenges

LMIS:

- In Rwanda, the eLMIS rollout was completed, reaching all 537 SDPs. SCMS trained 663 users on the system's functions, including order management, warehouse and inventory management, transportation and supply, and demand planning. We anticipate this will strengthen logistics operational capacity and performance, reducing order processing cycle time from four days to 45 minutes; reducing order processing level of effort (LOE) from three people to one person; enabling stock visibility prior to ordering, improving the order fill rate; and providing real-time consumption and distribution data to support supply chain planning.
- In Botswana, the overall ARV LMIS reporting rate improved to 98.8 percent. To maintain these rates and improve on identified challenges, SCMS, in collaboration with the Logistics Management Unit (LMU), consistently followed up with SDPs and conducted supervisory visits.

Human Resources Capacity Development:

- Guided Ethiopia, Namibia, Nigeria, Tanzania and Zambia in supply chain human resource strategy development. Reviewed scopes of work for training and organizational assessment curricula and PMP measures.
- In Tanzania, trained 1,859 people, of which 1,649 (89 percent) were deemed competent, a 20 percent increase in percentage of trainees deemed competent over Q3. Most trainees this quarter were trained on the new eLMIS.

Warehousing:

- In Nigeria, the two warehouse-in-a-box (WiB) projects in Abuja and Lagos have not begun due to challenges with receiving final approval on building permits from the Government of Nigeria. Both WiBs have fallen behind schedule as a result. Some progress has been made in obtaining the required permits. SCMS is closely monitoring the situation, with the understanding that this activity must be completed by June 2015.
- In Ethiopia, completed transition from the leased warehouses to the new Pharmaceuticals Fund and Supply Agency (PFSA) branches in Adama, Hawassa and Jimma. The transition significantly increased the storage capacity of these branches — Adama from 880 to 3,734 pallet spaces; Hawassa from 710 to 3,152; and Jimma from 766 to 2,062 — which will improve distribution, as delivery will not be constrained by limited space, thereby reducing emergency orders and stockouts. The transition will also bring significant cost savings, as the leases were costing more than \$1 million annually.

Strategic Planning:

- In Burma, held the country's first national supply chain strategic planning workshop, attended by 57 representatives of MOH, technical programs and development partners. Using the results of the national supply chain assessment (NSCA) conducted by SCMS, participants developed a five-year national supply chain strategy with an end goal and defined implementation priorities that serve as the foundation for a costed implementation plan.
- In Eritrea, conducted an NSCA at the request of Global Fund. The assessment covered 36 sites and determined an overall capability of 54.8 percent.
- - *Forecasting and Supply Planning Country Ownership:*

- It continues to be difficult to embed ownership of forecasting and supply planning process in host country government mechanisms. Forecasting and supply planning is a difficult, but essential task, and most governments continue to lean heavily on SCMS to manage this process. In FY15 Q2 SCMS will analyze and compare country performance, In particular we will assess if there is a correlation between countries with logistics management units and country ownership of forecasting and supply planning, or other TA initiatives taken by the project.

Key Issues

Update on Key Issues and Corrective Actions FY14 Q4			
Key Issues	Corrective Actions	Progress	Quarter Identified
Data access issues hinder in-country implementation of regimen changes.	Implement data mapping pilot. Engage COR team.	Survey being developed to determine which countries have data that could be used for these analyses. Pilot analyses in FY15 Q1.	FY14 Q1
MOH has not prioritized leadership of supply chain activities (Guyana, Haiti and Mozambique).	Work with champions in MOH/CMAM (Mozambique's central medical store) to develop, change and transfer skills (Guyana, Haiti and Mozambique).	Guyana: Approved LMU and recommended staff, and agreed to seconded SCMS staff to lead unit. Also agreed to SCMS staff as interim director of Supply Chain Management Complex. Haiti: Complete. Mozambique: Following elections, climate less favorable to building ownership and sustainability. SCMS coordinating with Mission on future strategies for CMAM engagement.	FY13 Q3
Lack of forecasting and supply planning country ownership due to staffing and commitment levels of MOHs.	Continue to advocate for creation of a logistics management unit (LMU) and supply chain champions among counterparts. Work with human resource capacity development (HRCDD) technical working group (TWG) to identify additional activities to drive and increase ownership.	Guyana: Approved LMU and recommended staff, and agreed to seconded SCMS staff to lead unit. Also agreed to SCMS staff person as interim director of Supply Chain Management Complex. Reviewed quantification and supply planning ownership survey. On hold.	FY13 Q4
Nigeria unification project expansion into Phase 5 remote facilities resulting in increased stockouts.	Monitor performance regularly to identify and mitigate issues.	To be updated in FY15 Q1	FY14 Q4

Determining appropriate sampling methodology for future NSCA implementations.	Develop multiple sampling methods relevant to context.	To be updated in FY15 Q1	FY14 Q4
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Key Risks

- Countries with low performance management maturity risk low performance scores, specifically in the capacity to conduct root cause analysis on performance challenges to identify clear root cause issues and targeted corrective actions. The PMO will target low maturity programs for additional performance management support in preparation for future reporting.

Goal 3: Leadership and Partnership

Collaborate with key constituencies to strengthen health supply chains and encourage the adoption of best practices.

Objective	Measure	Target	FY13	FY14
3.1 Collaboration	3.1.1 Coordinated Procurement Mechanism	80% (interim)	96%	92%
	3.1.2 Number of CPP Country-at-Risk Schedule Submissions Per Year	4 (annual)	6	5
3.2 Knowledge Exchange	3.2.1 Publishing	6 (annual)	3	9
	3.2.2 Presentations	20 (annual)	25	20

Key Results and Challenges

- Contributed significantly to the IATT Optimal Formulary List for Pediatric ARVs, which provides advice and guidance to implementing partners to enable programs to deliver the best care in accordance with the current WHO Regimen Guidance. David Jamieson served as a contributing author to both the formulary list and policy brief to alert implementers to supply chain challenges for pediatric Stavudine and Didanosine. The policy brief was published in September.
- Submitted 12 case studies to USAID’s Global Call for Health Systems Strengthening Cases.
- Attended a workshop at Harvard Law School on “Best Practices for Access to Medicines,” also attended by members of the law school and Harvard School of Public Health, Boston University, USFDA and DHHS, as well as senior executives from innovator companies such as Gilead, Novartis and Johnson & Johnson. The discussion centered on patents and intellectual property and how the monopolies created by the exclusivity granted by patents lead to unaffordable high prices. We contributed our experience of the impact on prices when generic competition is introduced.
- Held a successful first CPP meeting in the new format, in which we review in depth up to five countries reported to be experiencing supply chain challenges. In this meeting, we reviewed Chad, Congo, Guinea Bissau and Swaziland. Actions were agreed for each country, particularly for Chad, for which there was very little information available to the meeting.
- SCMS attended the annual WHO AIDS, Medicines and Diagnostics Service (AMDS) partners meeting in Geneva. The new UNAIDS 90-90-90 targets were a particular focus for the meeting, which also had an increased focus on diagnostics, particularly viral load..

Key Issues

Update on Key Issues and Corrective Actions FY14 Q4			
Key Issues	Corrective Actions	Progress	Quarter Identified
N/A	N/A	N/A	N/A

Key Risks

- None identified

Goal 4: Operational Excellence

Operate an organization that provides best-value supply chain and systems strengthening services.

For the fourth quarter in a row, SCMS met or exceeded the performance targets for all measures except customer satisfaction and the percentage of TA trips processed three or more weeks prior to travel. The latter measure (4.3.1b) continues to fall below target but has shown improvement in FY14, increasing from 23 percent in Q2 to 69 percent in Q4. For customer satisfaction, despite revising the client questionnaire to reduce the time taken to complete, we continue to receive very low response levels, such that we cannot report meaningful results against this measure.

Objective	Measure	Target	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	FY14
4.1 Cost Effective	4.1.1a Cost Effective: RDC Expiry and BRC Reporting	Expiry RDC Stock: ≤ 3%	0.0%	0.07%	0.39%	0.15%	0.19%
		BRC Reporting Rate: 4	FY14: 4				
	4.1.1b Cost Effective: Surcharge	≤ 5%	LOP:				3.95%
	4.1.1c Cost Effective: ACF	≤ 12%	LOP:				10.11%
	4.1.2 ARV Price Comparison: SCMS vs. GPRM	70%	FY14: 83%				
	4.1.3 Ocean Freight: Percentage of All Freight	≥ 50%	66%	79%	81%	63%	84%
4.2 Best Value	4.2.1 Client Satisfaction: Products Ordered/Received and Technical Assistance	Products Ordered/Received: 85%	TBD ¹⁰		TDB		TDB
		Technical Assistance: 85%	TBD		TBD		TDB
4.3 Continuous Improvement	4.3.1a Annual Partner Operational Review	100%	FY14: 100%				
	4.3.1b Percent of TA Trips Processed On Time	80%	57.1%	23%	67%	69%	54%
	4.3.2 Core Systems Uptime: Potential vs. Actual	Orion: ≥ 95%	98.7%	99.4%	99.3%	99.9%	99.5%
KT: ≥ 95%		99.9%	99.6%	99.8%	100%	99.9%	

Key Results and Challenges

- PFSCM approved a new methodology for gathering and reviewing customer satisfaction data in Q3 that aims to give us more timely, actionable data from customers. The methodology is based on the Net Promoter model used in many commercial settings. We implemented a pilot in @@ countries in September but do not yet have sufficient results to report. We are evaluating how well the pilot has met our expectations while also rolling out the pilot to additional countries in November and December.
- Shipment delays due to lack of warehousing space in Ethiopia and Zambia continue to be a challenge. Ocean volumes delivered declined to 63 percent this quarter; although still well above target, this is a decrease from previous quarters. Additional shipments were delayed due to customs issues in Kenya. We expect this performance to recover.

¹⁰ Client satisfaction survey was under review during the first half of the fiscal year and was not reported on.

Key Issues

Update on Key Issues and Corrective Actions FY14 Q3			
Key Issues	Corrective Actions	Progress	Quarter Introduced
Shortage of warehouse space at high ocean volume destinations, such as Ethiopia and Zambia, have negatively skewed ocean tonnage even though containers are in Addis Ababa and available for delivery. Additionally, customs issues in Kenya delayed shipping of several ocean containers that are currently on the water.	The Ethiopia and Zambia field offices are working with PFSA and Medical Stores Limited (MSL), respectively, to arrange delivery space on an ongoing basis.	To be updated in FY15 Q1	FY14 Q4

Key Risks

- A continued lack of meaningful response on customer satisfaction will require a rethink on the approach, including a discussion with USAID to seek assistance in obtaining responses from USG clients and activity managers.

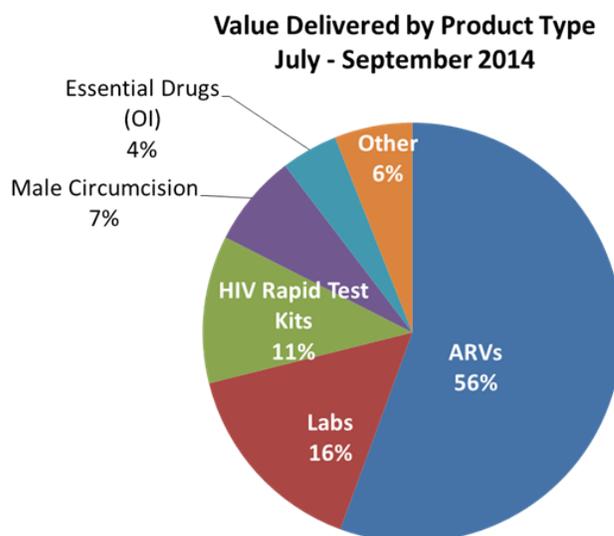
Appendix 1: Key Quarterly Statistics

I. Value Delivered

In the quarter, SCMS delivered \$99.5 million in commodities to our clients, including \$55.3 million in ARVs and \$15.4 million in lab products.

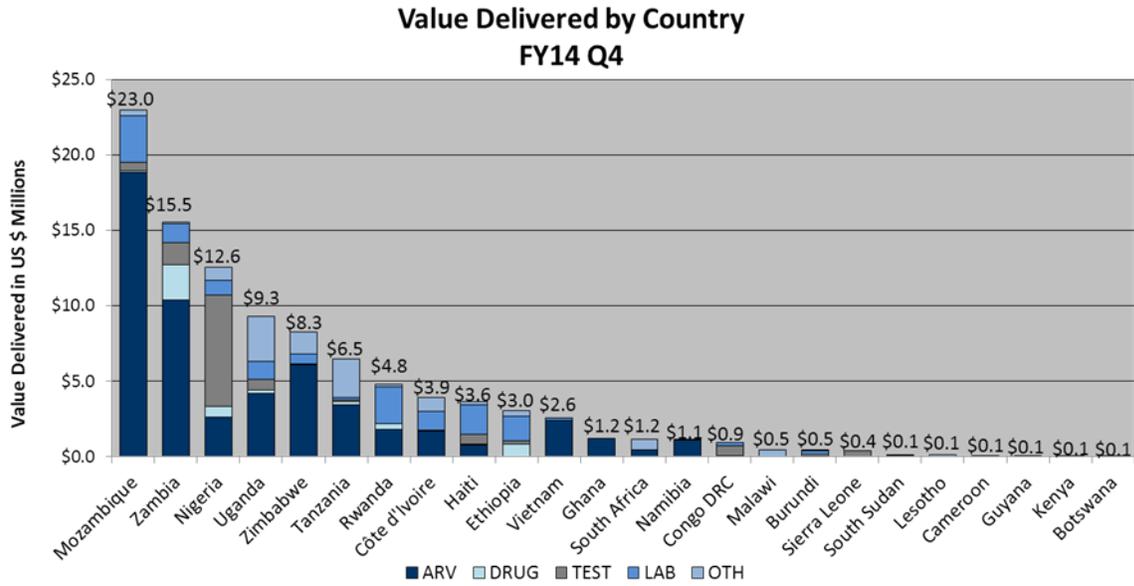
	Value Delivered		
	FY14 Q4	FY14 to Date	Life of Project
ARVs	\$ 55,316,780	\$ 234,182,530	\$ 1,192,363,678
Test Kits	\$ 12,209,112	\$ 44,389,048	\$ 204,443,551
Labs	\$ 15,430,312	\$ 73,770,370	\$ 406,040,062
Essential Drugs (OIs)	\$ 4,348,827	\$ 12,811,176	\$ 88,644,413
Anti-malarial	\$ -	\$ -	\$ 1,106,149
Food by Prescription	\$ 777,750	\$ 3,426,904	\$ 23,051,119
Male Circumcision	\$ 7,096,401	\$ 20,775,757	\$ 47,027,595
Other	\$ 4,334,334	\$ 11,019,066	\$ 50,711,818
Grand Total	\$ 99,513,516	\$ 400,374,852	\$ 2,013,388,385

**This graph illustrates the value delivered by product category for the current quarter, fiscal year and life of project.*



**This graph illustrates the percentage of value delivered by product category for the current quarter. The "other" category includes anti-malarials, food by prescription, male circumcision and other.*

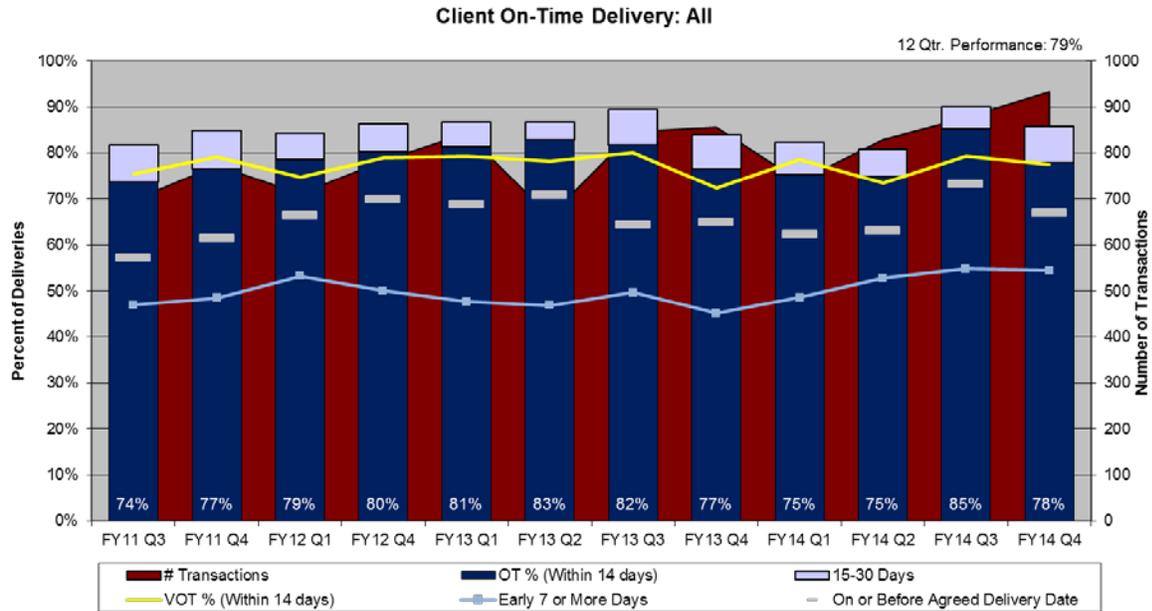
Mozambique accounted for the largest portion of the value delivered, with \$23 million of the \$99.5 million total for FY14 Q4. Eight countries accounted for 84 percent of the value delivered: Mozambique, Zambia, Nigeria, Uganda, Zimbabwe, Tanzania, Rwanda, and Côte d'Ivoire.



**This graph illustrates the value delivered by country for the current quarter. Each color illustrates a product category, which is detailed in the legend. Countries receiving less than \$50,000 of deliveries during the quarter are not included in the graph.*

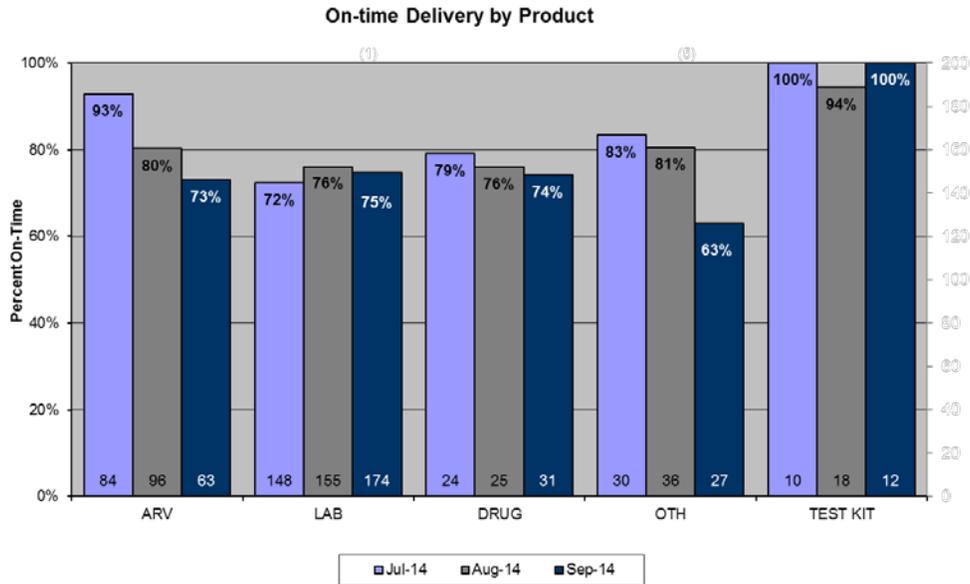
II. On-time Delivery (OTD) All Products

On-time delivery decreased to 78 percent in FY14 Q4. Vendor on-time delivery decreased slightly to 78 percent in Q4, from 85 percent in Q3.



**This graph illustrates client on-time delivery for all product categories by month for the past 12 months. Per the legend, the dark blue illustrates the percentage of deliveries that met the OTD target; the light blue highlights the additional percentage of those that were delivered within 15 to 30 days of target; the red background illustrates the number of deliveries per month, labeled on the right axis; and the yellow trend line illustrates the vendor on-time delivery rate for each month.*

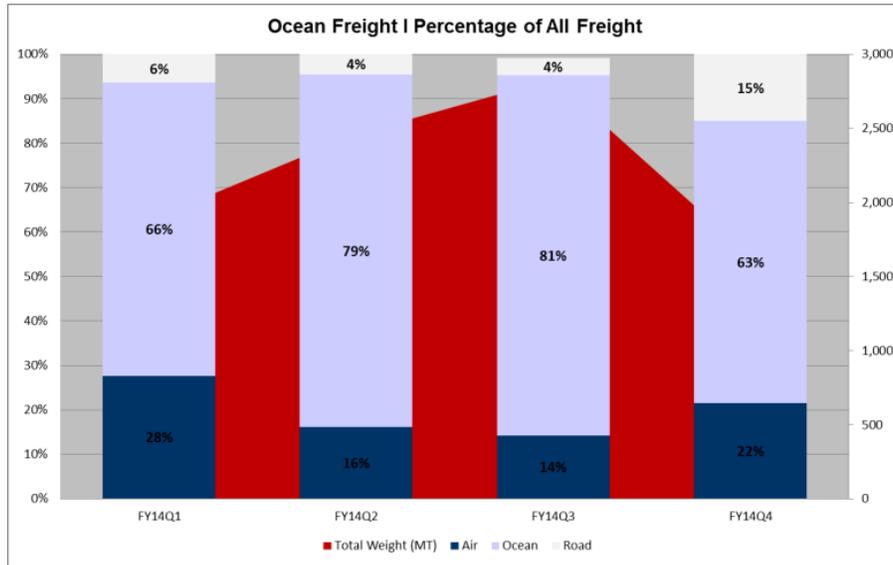
Throughout the quarter, several product categories had challenges with on-time delivery, with ARV OTD declining from 93 percent to 73 percent between July and September and the Lab and Drug product categories below target throughout the quarter. Test kits were above 90 percent all three months.



**This graph illustrates on-time delivery by product category for each month of the quarter. The number on the bottom of each bar represents the number of shipments.*

III. Freight

Ocean freight continues to make up the majority of SCMS shipment tonnage. In FY14 Q4, ocean freight accounted for 63 percent of tonnage, continuing the trend of being above the 50 percent target.



**This graph illustrates the volume (tonnage) of shipments by each transportation method (ocean, air and road) by quarter. Each color represents a different mode of transportation, which is detailed in the legend.*

IV. Forward Orders

New Orders Placed July - September 2014	
Grand Total	\$202.1 million
Direct Drop Total	\$63.4 million
RDC Stock Total	\$138.7 million
Order Categories	
ARV	\$153.1 million
DRUG	\$7.3 million
TEST KITS	\$10.9 million
LAB	\$19.1 million
OTHER	\$10.5 million
MC	\$1.2 million

Appendix 2: Performance by Measure

Measure-specific performance updates will be provided in a separate attachment each quarter, sent at the same time as this report.

Appendix 3: Progress Against the Workplan

Project-wide workplan progress updates will be provided in a separate attachment each quarter, sent at the same time as the report.

Appendix 4: Quarterly Financial Reports

In view of the confidential nature of the financial details, this report will be provided under cover of a separate email sent coincident with this report.

Appendix 5: Risk Matrix

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
FY13								
1	Q3	1.2.1 Recipient Stockout Rates	Stock levels drop below required level; could lead to stockouts.	Medium	High	Mitigate	Quarterly updates of supply plans to monitor stock levels.	Chris Larson Robert Burn
2	Q3	2.1.1 Country Ownership	Ability to transition current SCMS responsibilities to countries effectively.	Medium	High	Mitigate	Advocacy for accountability with withdrawal strategy.	Erin Hasselberg
4	Q3	3.1.1 Number of CPP At-Risk Schedule Submissions	External (Countries/ CPP members providing data and information).	Medium	Medium	Mitigate	Ongoing consultative process of CPP value.	Dominique Zwinkels
5	Q3	4.1.1b Cost Effective: Surcharge	Surcharge does not remain within target due to low volume of sales or unproportionate operating costs.	Medium	High	Mitigate	Increase volume of commodity sales and/or decrease operating costs.	Katrina
6	Q3	4.1.1c Cost Effective: ACF	ACF does not remain within target due to lower-than-expected country budgets or higher operating costs.	Medium	High	Mitigate	Maintain country activities per extension budget or decrease operating costs.	Katrina
7	Q3	4.1.3 Ocean Freight	Lack of supply planning and emergency orders can limit the use of ocean freight.	Medium	High	Avoid	Monitor supply plans against actual orders to see if lack of compliance resulted in use of premium air transportation.	F&L, Demand Planning
8	Q4	1.2.2a OTD Core Products	Low vendor OTD impacts overall country OTD (ARVs and essential medicines).	High	High	Mitigate	Continued vendor management implementation.	Ard Van Dongen/ Henk den Besten

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
9	Q4	4.1.1a Cost Effective: Expiry and BRC Reporting	Stock loss due to expiry.	Medium	Low	Mitigate	Actively work to place short-dated stocks with clients who can use them in normal order flow. Actively pursue donation options from RDCs for short-dated stocks.	Chris Larson
FY14								
1	Q1	2.2.1 Supply Chain Performance (SCMS Supported)	Transition to new regimens in absence of integrated supply chain planning could disrupt stock availability in countries.	Medium	Medium	Mitigate	SCMS PMO to draft updated transition guidance and request COR/OGAC advocacy with WHO.	Alan Pringle/ Robert Burn
2	Q2	1.2.2a OTD: Core Products	ARVs: Poor VOTD caused by API restrictions, resulting in decreased COTD.	High	Medium	Mitigate	Careful allocation of available stock. Reporting, meetings, monitoring and sharing available stock.	Chris Larson Burt Van Wijk
3	Q2	2.1.2 Training and Competency	As larger systems roll out (eLMIS, Cdl decentralization), larger numbers of people with diverse profiles will be trained.	Medium	Medium	Mitigate	HRCD TWG will review (June 2014) approach and identify complementary activities (supervision, mentoring) to increase competency.	HRCD Principal Advisor
4	Q2	4.1.1a RDC Expiry and BRC Reporting	Overrun against BRC revenue.	High	Medium	Mitigate	Re-route VMMC, minimize air-in, monitor.	Delphine Johnson
5	Q2	4.1.1a RDC Expiry and BRC Reporting	Stock loss due to expiry.	Low	Medium	Refine inventory strategies	Review safety stock levels for at-risk items.	Chris Larson
6	Q2	4.3.1b Operational Performance Management	USAID tolerance for ETJs with acceptable delays is not well understood.	High	High	Mitigate	Proposal for revising definitions, followed by a COR team meeting.	Diane Reynolds Global Program Managers
7	Q3	1.2.2a On-Time Delivery Core Products	New GF ARV tender.	High	High	Mitigate	Monitor and review procurement strategy.	Steve Patras

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
8	Q3	1.2.2a On-Time Delivery Core Products	Disruption of supply chain due to transition of SCMS to GHSC.	High	High	Mitigate	Scenario planning.	Steve Patras
9	Q3	1.2.2a On-Time Delivery Core Products	Import waiver processing time.	Medium	High	Mitigate	F&L to provide regular updates to their lead time matrix so buyers can give accurate LT to clients.	Laura Thomas Gary Carle
10	Q3	1.4.1 Planned, Unplanned and Emergency Orders	Maintaining adequate stock during transition to GHSC.	Medium	High	Mitigate	Work with countries to ensure supply plans are in place to understand demand through the transition period.	Chris Larson
11	Q3	2.1.2 Training and Competency	Staff turnover impacts capacity strengthening activities.	Medium	Medium	Mitigate	HRCD TWG will review knowledge management options to address staff turnover, knowledge skills transfer.	Cheryl Mayo
12	Q3	2.1.2 Training and Competency	Lack of on-the-job training (OJT)/supervision competency standard, inability to determine performance impact.	Medium	Medium	Mitigate	HRCD TWG approaches in complementary activities to support OJT, supervision, competency mapping.	Cheryl Mayo
13	Q3	3.2.2 Presentations	Reduced opportunities for external presentations.	Medium	Medium	Mitigate	Ensure SCMS is aware of appropriate events where we could add value.	Samantha Salcedo, David Jamieson
14	Q4	1.2.2a On-Time Delivery: Core Products	VMMC continued late deliveries during transition to new warehouses	Medium	High	Mitigate	Increased communication with new facilities and revise facility SOPs	Juan Jaramillo
15	Q4	1.2.2a On-Time Delivery: Core Products	Supply of lopinavir-ritonavir must be monitored as demand increases and generics loose interest	High	High	Mitigate	Initiate meetings with Abbvie and generic mfg. and develop strategy	Robert Staley / Bert van Wijk
16	Q4	1.2.3b On-Time PQ Turnaround: HIV Test Kits	Process delays	Medium	High	Mitigate	Work with FO and NFO to reduce the likelihood of delays after a PQ is submitted for internal approval.	Laura Thomas, Irma Karsten, Cyril Mabingo

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
17	Q4	1.2.4 Forecast Accuracy	Future changes in program implementation to address 90-90-90 strategy and WHO's planned review of its current guidelines (2015) will likely impact the validity of current forecast assumptions	High	High	Mitigate	Initiate conversations with MOH counterparts to address 90-90-90 scale up and anticipated WHO regimen transitions by June 30, 2015	Robert Burn
18	Q4	2.1.1 Country Ownership	Low capacity for FASP after SCMS ends	Medium	High	Transfer	Transition to new contractor	Greg Miles
19	Q4	2.1.2 Training & Competency	Potential staff turnover impacts the use of eLMIS at full capacity	Medium	High	Mitigate	HRCD TWG will review and identify retention options to address staff turnover, K&S transfer/refreshers training	Cheryl Mayo
20	Q4	2.1.2 Training & Competency	Reduction of OJT/ Supervision impacts consistency of performance	Medium	Medium	Mitigate	HRCD TWG will review standardization models in OJT, supportive supervision, and competency mapping	Cheryl Mayo
21	Q4	2.1.3 Supply Chain Assessment CMM	Determining the appropriate number of sites	High	High	Engage a sampling expert to evaluate methodology	Develop multiple sampling methods relevant to context	Diane Reynolds / Kate Bartram
22	Q4	2.2.1 Supply Chain Performance (SCMS Supported)	Haiti transition to new system (DHIS2) and of data reporting ownership (to PNLAs) present performance challenges	High	High	Mitigate	1. Implement incentive strategy to ensure timely reports 2. Advocate for more PNLAs within networks that currently have 15+ sites	Alan Pringle
23	Q4	2.2.1 Supply Chain Performance (SCMS Supported)	Countries with low performance management maturity risk low performance scores	Medium	Medium	Mitigate	Continue to work with field offices that have low performance management maturity	Alan Pringle / Doug Schlemmer

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
24	Q4	3.1.1 Coordinated Procurement Mechanism	ZW MoH funding gaps while continuing to add new patients, might contribute to future stock outs	High	High	Mitigate	Continue to advocate through USAID ZW	Olya Duzey
25	Q4	3.1.1 Coordinated Procurement Mechanism	Low levels of SCMS/PPM coordination could impact on performance, particularly through transition	High	High	Mitigate	Develop formal PFSCM inter-project communication policy	Rich Owens / Stephanie Xueref / Gordon Comstock / Greg Miles
Risks Removed from Risk Matrix								
1	Q4	1.2.2a OTD Core Products	Lack of adequate number of vendors (essential medicines).	High	High	Mitigate	Multi-vendor follow-up on RFP.	Chryste Best/ Henk den Besten
2	Q4	1.2.2a OTD Core Products	Increasing demands for Tenofovir 3FDC.	High	High	Mitigate	Align VPP and SCMS strategy to balance supply and demand.	Ard van Dongen
3	Q4	2.2.1 Supply Chain Performance (SCMS Supported)	Increasing number of SCMS-supported sites could impact performance (Mozambique, Nigeria, Zimbabwe).	High	High	Observe	Accept.	N/A
3	Q3	3.1.1 Number of CPP At-Risk Schedule Submissions	External (Steering Committee decisions).	Low	Medium	Accept	Frequent consultation with Steering Committee members.	Dominique Zwinkels
4	Q3	4.3.1b Operational Performance Management: TA Processed On Time	Emergency Travel Justification (ETJ) becomes routine travel request process.	High	Low	Avoid	Signatories need to do root cause analysis at time of receipt.	Deputy Director
5	Q1	1.2.2a On-Time Delivery: Core Products	ARVs: More unplanned and emergency orders due to new regimen transition.	High	High	Mitigate	Close management of expectations with customers and field offices.	Inv. Mgr. and POM at PPU

Risk #	Quarter Identified	Associated Measure	Risk	Probability	Impact	Response Option	Mitigating Actions	Owner
6	Q1	1.2.4 Forecast Accuracy	Decline in forecast accuracy as June 2013 WHO Treatment Guidelines adopted.	High	High	Mitigate	Provide guidelines to field offices around data, target setting, scheduling and frequency of forecasting.	DPIM Unit
7	Q3	1.2.2b On-Time Delivery Non-Core Products	DRC delivery continues to be a challenge due to import delays and local supplier OTD.	High	Medium	Mitigate	We are in the final stages of setting up IQCs and service-level contracts with large local suppliers.	Peter Smith
8	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	OF: Low order fulfillment and potential stockouts associated with Tanzania FDA (TFDA) limitations on imported ARVs.	Medium	High	Mitigate	Resolved currently, with SCMS testing commodities to TFDA satisfaction. Continued monitoring.	Tom Layloff
9	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	OF: Greater coordination with the Pooled Procurement Mechanism (PPM) to avoid low OF in Tanzania.	High	High	Mitigate	Streamline SCMS and PPM communication so we can timely communicate with stakeholders.	Caroline Healey

Appendix 6: SCMS Performance Management Plan

The SCMS quarterly performance report is based on the SCMS Performance Management Plan (PMP). Use the link below to access this reference document.



SCMS PMP FINAL
December 2012