

SCMS FY15 Q4 Quarterly and FY15 Annual Performance Report

FY15 Q4 July–September 2015

December 4, 2015

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 immune deficiency syndrome
API	Active pharmaceutical ingredient
ATV/r	Atazanavir/Ritonavir
ARV	Antiretroviral
BRC	Blended RDC charge
CDC	US Centers for Disease Control and Prevention
CMM	Capability maturity model
COR	Contracting Officer's Representative
COTD	Client on-time delivery
CPP	Coordinated procurement planning
DPIM	Demand Planning and Inventory Management
DRC	Democratic Republic of the Congo
ETJ	Emergency travel justification
ERP	Enterprise resource planning
FASP	Forecasting and supply planning
FDA	Food and Drug Administration
FO	Field office
GF	Global Fund
GHSC	Global Health Supply Chain
HIV	Human immunodeficiency virus
HRCD	Human resource capacity development
HRDT	HIV rapid diagnostic test
IATT	Inter-Agency Task Team
KPI	Key performance indicator
LMCU	Logistics Management Coordinating Unit
LMIS	Logistics management information system
LMU	Logistics Management Unit
LOP	Life of project
LPV/r	Lopinavir/Ritonavir
MOH	Ministry of Health
MOPH	Ministry of Public Health
MSF	Médecins Sans Frontières
MSL	Medical Stores Limited
NSCA	National supply chain assessment
OGAC	Office of the US Global AIDS Coordinator
OI	Opportunistic infection
OJT	On-the-job training
OTD	On-time delivery

PAC	Provincial AIDS center
PEPFAR	President's Emergency Plan for AIDS Relief
PFSA	Pharmaceuticals Fund and Supply Agency
PFSCM	Partnership for Supply Chain Management
PNLA	PEPFAR National Logistics Advisor
PPM	Pooled procurement mechanism
PPU	Procurement and Planning Unit
PrEP	Pre-exposure prophylaxis
PQ	Price quotation
QA	Quality assurance
RDC	Regional distribution center
RMI	Remote Medical International
SOP	Standard operating procedure
TA	Technical assistance
TWG	Technical working group
USG	US government
VMMC	Voluntary medical male circumcision
VOTD	Vendor on-time delivery
WHO	World Health Organization

Executive Summary

SCMS is pleased to submit the FY15 Q4 quarterly and FY15 annual report. It is based on the four goal areas outlined in the SCMS Performance Management Plan:

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

Annual (FY15) performance highlights and key challenges include the following:

- In FY15, SCMS delivered \$433.5 million in products through 3,959 shipments. The first three quarters each exceeded \$100 million, including a record-high quarter in FY15 Q3 of \$132.6 million.
- On-time delivery (OTD) improved significantly from 78 percent in FY14 to 84 percent in FY15.
- Significant price reductions were achieved for Efavirenz/Lamivudine/Tenofovir Disoproxil Fumarate 600/300/300 mg tablets, 30 tabs from the three largest backwards-integrated suppliers: Aurobindo, Hetero, and Mylan. The reduced prices resulted in total savings of \$850,000 for restocking orders during the fiscal year. At the end of the fiscal year the average price for this widely used FDC stood at \$119 per patient year, compared to \$130 ppy at the end of Fiscal year FY14.
- Throughout FY15, supply shortages of Lopinavir/Ritonavir (LPV/r) were experienced due to the inability of the limited number of eligible vendors to meet global demand. A range of factors caused shortages; including manufacturing capacity constraint, enterprise resource planning (ERP) system challenges at AbbVie, active pharmaceutical ingredient (API) shortages, fine-tuning of new machinery, and excipients not meeting the standard specification—causing batch rejections. Innovator AbbVie increased quoted lead times to 20 weeks, and generic manufacturer Hetero announced delays of two months. In Q4, AbbVie continued to experience delivery backlogs that they aim to clear by mid-October. AbbVie's goal is to decrease the lead times of LPV/r 200+50 mg and 100+25 mg to 12 weeks for fresh production. [NB: These commitments by AbbVie were achieved in October]
- Limited manufacturing capacity also had a global impact on Atazanavir/Ritonavir (ATV/r) supply. Two additional manufacturers were tFDA approved during the year which helped to alleviate these challenges. Emcure was approved by the US Food and Drug Administration (FDA) in March, joining Mylan as one of two tFDA-approved manufacturers. Subsequently, in Q4, Mylan reduced the price for ATV/r 300/100 mg tablets, 30 tabs, from \$18 to \$16.50 per pack. Aurobindo is also seeking tFDA approval, now scheduled for October 2015. The first SCMS orders have been placed at the new price point. SCMS will continue to monitor the situation into FY16.
- SCMS faced challenges in achieving the 5 percent target for in-country stockout rates at SCMS-supported sites. At 9 percent performance for FY15, countries are reporting LMIS

challenges as being the largest root cause of high stockout rates, including poor data quality and the inability of local stakeholders to make timely decisions based on available data.

- In Burundi, despite the country's ongoing political instability, SCMS has maintained the order fill rate above 99 percent for all PEPFAR-funded HIV commodities.
- In FY15 Q3, Zambia's transit warehouse was fully cleared for the first time in two years. SCMS cleared all shipments and delivered them to the Medical Stores Limited (MSL) Katanga warehouse. As a result of stakeholder collaboration, MSL agreed to prioritize the receipt and storage of SCMS- and USAID-procured commodities using the additional storage capacity at the facility.
- SCMS Quality Assurance (QA) Unit completed its transition to FHI 360, the Global Health Supply Chain (GHSC)-QA contractor. The final batch of samples under SCMS was analyzed, and all testing work completed by September 26, the last day of the laboratory contracts with PFSCM.
- SCMS also completed transitioning procurement of HIV rapid diagnostic tests (HRDTs) to Remote Medical International (RMI), the newly appointed USAID GHSC program contractor for this product category. SCMS is shadowing RMI to ensure transition goes smoothly, and SCMS will continue to act as the liaison between RMI and the in-country clients.

Additional quarterly performance highlights include:

- In FY15 Q4, SCMS deliveries decreased significantly to \$71.5 million. The decrease is attributed to the high volumes of orders placed against the initial transition final delivery date of June 2015. SCMS anticipates value and volume of deliveries to increase as we work toward the new transition date of June 2016.
- The percentage of unplanned orders was high at 46 percent, as expected. SCMS anticipates this trend will reverse as we place the final round of deliveries in the next few quarters before June 2016 to ensure supply through the end of the project.
- Two warehouse-in-a-box (WiB) projects made significant progress during the quarter. In Nigeria, a groundbreaking ceremony was held for the WiB in Lagos. In Rwanda, the WiB was finalized and preparations were underway for a formal handover ceremony in October.
- In Burma, the Minister of Health received approval from Burma's President to create a new Supply Chain Directorate, integrating the two separate Ministry of Health (MOH) supply chains—the culmination of two years of advocacy by USAID and SCMS.
- In Botswana, SCMS handed over procurement responsibilities to the Mission and officially closed the field office. All remaining procurements are for the US Centers for Disease Control and Prevention (CDC) programs, a responsibility shared by CDC and USAID. We also transitioned from a field office to non-field office procurement process.

Key Quarterly Statistics

Key statistics	FY15 Q4	FY15	Life of project
Value of commodities delivered	\$71.5 million	\$433.5 million	\$2.46 billion
Number of deliveries	852	3,959	23,511
Countries receiving shipments	29	37	64
Percent generic antiretrovirals (ARVs) by value	92%	94%	93%
Counterfeit products detected	0	0	0

FY15 Q4 Performance

Goal 1: Access

Objective	Measure	Target	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
1.1 Security	1.1.1 Product Loss: Shipping and Storage	≤3%	0.00%	0.15%	0.00%	0.00%	0.04%
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%	82%	86%	87%	79%	84%
		Non-core: 70%	81%	88%	75%	87%	83%
	1.2.3 On-Time Price Quotation (PQ) Turnaround	ARV: 70%	78%	100%	83%	72%	80%
		Test kits: 85%	80%	67%	86%	75%	79%
		Voluntary medical male circumcision (VMMC) kits: 80%	63%	79%	91%	89%	77%
	1.2.4 Forecast Accuracy	70%	FY15: 60%				
1.3 Quality Products	1.3.1 Pharmaceutical Product Sampling—Actual Pulled versus Flagged	88%	100%	100%	100%	100%	100%
1.4 Strengthen Reach	1.4.1 Planned, Unplanned, and Emergency Orders	Planned: N/A	80%	72%	36%	53%	65%
		Unplanned: N/A	18%	25%	52%	46%	32%
		Emergency: N/A	3%	3%	10%	1%	3%

Goal 2: Strengthen systems

Objective	Measure	Target (Interim)	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
2.1 Capacity and Capability	2.1.1a Strategic Plans	50%	FY15: 53%				
	2.1.1b Forecasting and Supply Planning (FASP) Country Ownership	75%	FY15: 66%				
	2.1.1c Standard Operating Procedures (SOPs)	80%	FY15: 89%				
	2.1.2 Competency	80%	87%	85%	86%	90%	87%
	2.1.3 Supply Chain Assessment: Capability Maturity Model (CMM) Score	60%	TBD)				
2.2 Performance	2.2.1 Supply Chain Performance: In-Country						
	2.2.1a Facility Reporting Rates	80%	81%	81%	85%	88%	87%
	2.2.1b Expiry	1%	0.36%	0.41%	1%	0.3%	0.4%
	2.2.1c On-Time Delivery	75%	91%	84%	91%	88%	89%
	2.2.1d Stockout Rate	5%	8%	9%	9%	10%	9%
	2.2.1e Order Fill Rate	80%	74%	93%	86%	92%	86%
	2.2.2 Supply Chain Assessment: Key Performance Indicator (KPI) Score ¹	60%	TBD				

Goal 3: Leadership and partnership

Objective	Measure	Target	FY14	FY15
3.1 Collaboration	3.1.1 Coordinated Procurement Mechanism	80%	92%	95%
	3.1.2 Number of Coordinated Procurement Planning (CPP) Country-at-Risk Schedule Submissions Per Year	4 (annual)	5	4
3.2 Knowledge Exchange	3.2.1 Publishing	6 (annual)	9	5
	3.2.2 Presentations	20 (annual)	20	23

Goal 4: Operational excellence

Objective	Measure	Target	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
4.1 Cost Effective	4.1.1a Cost Effective: Regional Distribution Center (RDC) Expiry and Blended RDC (BRC) Reporting	Expiry RDC stock: ≤ 3%	0.42%	0.0%	0.0%	0.01%	0.1%
		BRC reporting rate: 12	FY15: 12				
	4.1.1b Cost Effective: Surcharge	≤ 5%	Life of project (LOP): 3.82%				
	4.1.1c Cost Effective: Allocated Cost Factor (ACF)	≤ 12%	LOP: 9.83%				
	4.1.2 ARV Price Comparison: SCMS versus Global Pricing Reporting Mechanism	70%	FY15: TBD				
	4.1.3 Ocean Freight: Percentage of All Freight	≥ 50%	66%	80%	73%	61%	76%
4.2 Best Value	4.2.1 Client Satisfaction: Products Ordered/Received and TA	Products ordered/received: 85%	Not Available				
		Technical assistance: 85%	Not Available				
4.3 Continuous Improvement	4.3.1a Annual Partner Operational Review	100%	FY15: 100%				
	4.3.1b Percent of TA Trips Processed On Time	80%	58%	52%	56%	65%	59%
	4.3.2 Core Systems Uptime: Potential versus Actual	Orion: ≥ 95%	100%	99.3%	99.1%	99.6%	99.2%
		KT: ≥ 95%	100%	99.8%	100%	99.9%	99.9%

Quarterly Performance

Goal 1: Access

Provide quality HIV/AIDS commodities efficiently and effectively.

In FY15, SCMS met or exceeded most of its performance targets. Of note, on-time delivery improved significantly over the last fiscal year at 84 percent. On-time PQ turnaround faced some challenges for HIV RTKs and VMMC kits. VMMC faced PQ turnaround time challenges in Q1 and Q2 but improved significantly in the last two quarters.

As anticipated, the percentage of unplanned orders remained high at 46 percent. SCMS expects this trend to reverse as we place the final round of deliveries in the next few quarters before June 2016 to ensure supply through the end of the project.

HIV RTK procurement was transitioned to RMI. While SCMS will continue to support this transition process as needed, this indicator will not be reported on in FY16. Similarly, as quality assurance was transitioned to FHI 360 during the quarter, SCMS will not report on metric 1.3.1, pharmaceutical product sampling in FY16.

Objective	Measure	Target	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
1.1 Security	1.1.1 Product Loss: Shipping and Storage	≤3%	0.00%	0.15%	0.00%	0.00%	0.04%
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%	82%	86%	87%	79%	84%
		Non-core: 70%	81%	88%	75%	87%	83%
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		Test kits: 85%	80%	67%	86%	75%	79%
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1.4 Strengthen Reach	1.4.1 Planned, Unplanned, and Emergency Orders	Planned: N/A	80%	72%	36%	53%	65%
		Unplanned: N/A	18%	25%	52%	46%	32%
		Emergency: N/A	3%	3%	10%	1%	3%

Key results and challenges

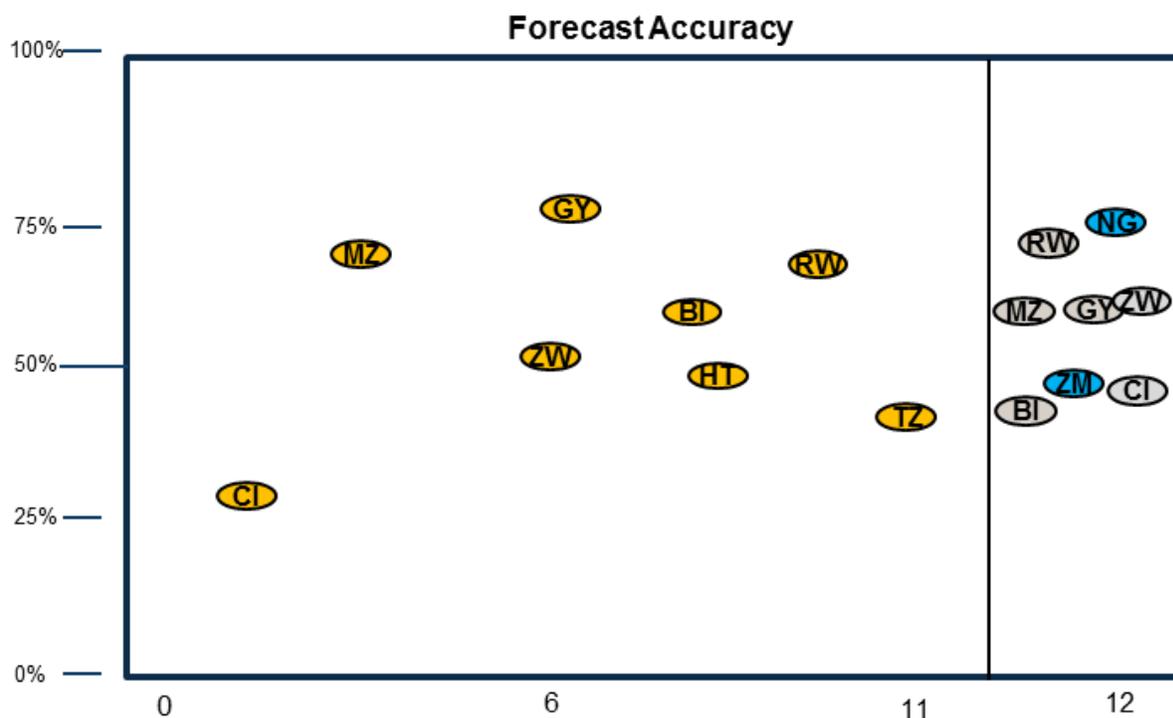
Forecast accuracy

Forecast accuracy is an annual measure for which SCMS provides progress updates each quarter. SCMS measures country performance using three adult and three pediatric ARV tracer commodities.

The overall score includes only forecasts that have completed a 12-month cycle. Due to forecasting timelines in country, the countries included in the year-to-date score vary each quarter. This quarter, SCMS is reporting on overall forecast accuracy for Burundi, Côte d'Ivoire, Guyana, Mozambique, Nigeria, Rwanda, Zambia, and Zimbabwe.

FY15 overall forecast accuracy is 60 percent, a decrease of 6 percent from FY14. Highlighted challenges include differences in the forecasted and actual rate of adoption and implementation of new treatment guidelines.

SCMS looks forward to further discussion of this metric during the country PMP data review, provisionally scheduled for mid-December.



Procurement and supply

A total of \$71.5 million in products was delivered for the quarter while maintaining an overall on-time delivery (OTD) of 79 percent.

- Mylan has reduced the price for ATV/r 300/100 mg, tablets, 30 tabs, from \$18 to \$16.50 per pack. Mylan is the second eligible source for this product, along with Emcure Pharmaceuticals. This reduction reflects our experience that prices drop as generic

competition becomes established. The first SCMS orders have been placed at the new price point.

- Met with Abbott and Biomerieux, two viral load instrument manufacturers whose technologies are widespread in resource-limited countries. The goal was to negotiate universal viral load logistics pricing for developing countries, helping increase viral load testing as country programs implement the UNAIDS 90-90-90 and PEPFAR 3.0 initiatives. Price negotiations will continue in Geneva in September and will include Global Fund and WHO.
- Continued to experience delays and order backlog for LPV/r at the manufacturer AbbVie due to several ongoing issues; including, an ERP malfunction and a system upgrade causing production delays. These issues are concurrent with a reported increase in overall demand for the product. Abbvie made efforts to alleviate these issues and as of October, the order backlog cleared and they are no longer experiencing API constraints. Abbvie is now quoting lead times of LPV/r 200+50 mg and 100+25 mg to 12 weeks for fresh production, down from 20 weeks.
- Obtained the first quotations for LPV/r 40/10 mg (120 capsules) pellets from a recently FDA-approved source, Cipla Pharmaceutical in India. This is a new pediatric product that is sprinkled on a small amount of soft food, such as porridge. It seeks to replace the oral suspension formulation for children older than six months and weighing more than 5 kg who can digest solid food. The request was sent to Cipla for Cameroon, where the pellets are offered as an alternative to the oral solution pack of 60 ml from Abbvie. Cipla's quoted capacity is 3,000 packs every month starting December 15, 2015.

Quality assurance

- The University of Maryland completed its evaluation of the SD Bioline 3.0 rapid syphilis test, concluding that the test “essentially meets the claims of the manufacturer.” The university stated that the test “performs exceptionally well, with specificity, precision, reproducibility, invalid rate, whole blood performance, high temperature performance, and lot-to-lot comparison all exhibiting a 100 percent accuracy.” For sensitivity, “the test performed within 0.1 percent of the limit claimed by the manufacturer.” SCMS procurement managers have been notified that they may procure this test for Mozambique and other countries requesting a rapid syphilis test.
- In July, USFDA issued an import ban for a number of products manufactured by Emcure Pharmaceuticals in Maharashtra, India, following inspection of its plant in January and February. PFSCM requested and received from Emcure a copy of the official report issued by the FDA to better understand the impact on the SCMS supply pipeline. The report focused on products from the sterile processing department and oncology injectables, with a single finding from the solid oral facility that produces ARVs and other drugs. Presently, no hold has been placed on Emcure orders, but as a precautionary measure, SCMS QA, in consultation with FHI 360 and USAID, has implemented 100 percent sampling and testing of all Emcure products.

- Completed transition of QA activities to FHI 360. Submitted final samples to ensure all analysis was completed by September 26. Granted FHI 360 access to Knowledge Tree, SCMS's internal document management system, for quality control sample data, audit and corrective and preventive action reports, and product dossiers. Also provided access to Orion and CRM to continue managing SCMS sampling activities through the end of the contract. All new and open product quality incidents will be managed by FHI 360, with support from PFSCM as needed.

Freight and logistics

- In Cameroon, completed a pilot program for in-country distribution of PMTCT products. USAID requested that PEPFAR-funded PMTCT products be cross-docked at the Ghana RDC to facilitate distribution to the four regional warehouses it supports. During the pilot, SCMS was able to obtain the products from the airport, clear customs, and conduct last-mile deliveries. This pilot was run as a test for upcoming PMTCT orders that the country asked SCMS to store at the Ghana RDC and to conduct three delivery cycles. Due to political sensitivities concerning bypassing the central location, the current orders are on hold until USAID/Cameroon clears the issue with country authorities.

Emergency orders and stockouts

Zambia continues to experience emergency orders, stockouts and overstocks. Challenges include:

Product	Challenge
COBAS Taqman Ampliprep HIV-1 Qualitative	Stocked out centrally in August and September due to increased consumption. An SCMS shipment of 4 months of stock (MOS) was expected in August but is currently awaiting Mission approval of the price quotation.
Efavirenz 600 mg	Understocked centrally throughout the quarter. SCMS arranged to have 1.7 MOS of a 6.7 MOS shipment (expected in October) airlifted in September, averting an anticipated central-level stockout. An SCMS shipment of 4.9 MOS is expected in October, while a UNDP shipment of 4 MOS is expected in November.
Abacavir/Lamivudine 60/30 mg tablets	Remained overstocked centrally throughout the quarter as a result of continued delays in implementing the new standard treatment guidelines (STGs). Facilities have increased the dispensing rate, and training for health workers in implementing the new STGs continues. With the increased consumption, no wastage through expiry is anticipated.
Lamivudine 150 mg and Zidovudine 300 mg	Remained overstocked centrally throughout the quarter. To avert wastage through expiry, during the forecasting and quantification review meeting in March, it was agreed that the two products be used in place of the dual combination of Lamivudine and Zidovudine. MOH has recommended that this intervention be applied to only 20 facilities with a high consumption rate for AZT/3TC (dual combination), as it will be easier to monitor a few facilities than all ART facilities in the country.
Atazanavir/Ritonavir 300/100 mg	Remained overstocked centrally throughout the quarter. MOH, MSL, and partners are sensitizing frontline workers to the availability and have observed increased dispensing; no wastage through expiry is anticipated if this trend continues.
Lamivudine/Zidovudine 30/60 mg tablets	Stocked out centrally in August and September. A Government of the Republic of Zambia (GRZ) shipment of 7.8 MOS is scheduled for October–November 2015. This shipment is expected to stabilize stock levels, along with support CHAI is providing MOH in implementing the 2013 treatment guidelines.

Key issues

Update on key issues and corrective actions			
Key issues	Corrective actions	Progress	Quarter identified
VMMC kit and commodity forecasting is weak, leading to high percentages of unplanned orders.	Work with top VMMC countries to improve forecasting.	We consistently request more data from countries, but improvement in obtaining forecasts from countries is limited due to programmatic uncertainty and volatile demand. This challenge is expected to continue.	FY15 Q2
Zimbabwe and Cote d'Ivoire (CI) are experiencing data-related delays in forecasting.	1. Zimbabwe: SCMS FO to engage MOH in addressing challenges and securing consumption data 2. Cote d'Ivoire: Follow-up with CI FO for resolution of non-submission	Zimbabwe: Access to data granted. We do not anticipate this being an issue moving forward Cote d'Ivoire: Follow up completed. Q3 (calendar year) data was submitted.	FY15 Q3
Lopinavir/Ritonavir supply shortages continue	Monitor the stock situations in country and communicate routinely with suppliers	To be updated in FY16 Q1	FY15 Q4
Lab suppliers changing delivery dates after order placed	Meet with vendors. Met with Fisher in October. In the future, they will confirm their lead times with their manufacturers before they submit their bids to PFSCM. BD meeting being scheduled.	To be updated in FY16 Q1	FY15 Q4

Key risks

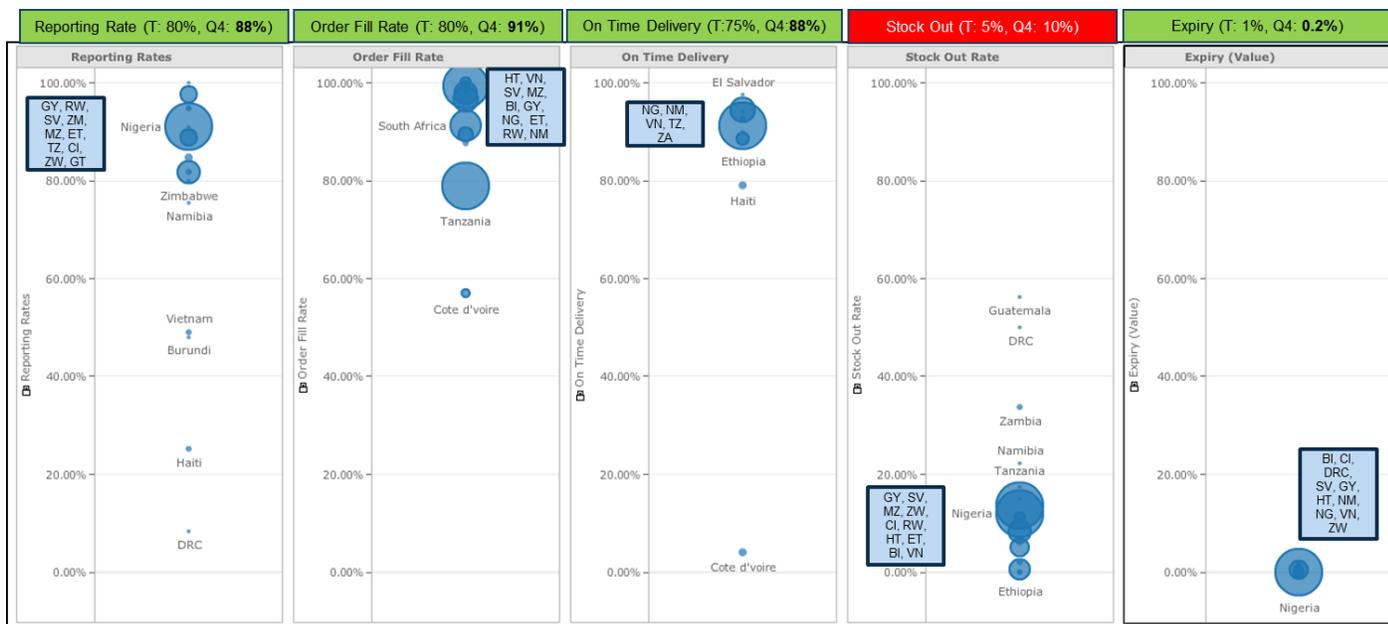
- Staff attrition in field office procurement units will affect PQ process times and on-time delivery as we transition. To mitigate this risk, SCMS is working to fill gaps with existing field office personnel and supporting training on SOPs and work instructions for new personnel remotely. SCMS is also hiring staff at the PMO to backfill field office managed procurement responsibilities where needed.
- Transition of test kit procurement to RMI continues to present a risk to HIV RTK PQ processing times. SCMS will continue to liaise with RMI as needed.
- Increased numbers of unplanned orders is increasing the use of direct drop shipments for ARVs and VMMC kits. The PQ turnaround time for products stocked at the RDC is typically a shorter process than for direct drop shipments. It is likely that there will be volatility in PQ turnaround time performance through the end of the project for these two product groups.
- Increased numbers of unplanned or urgent orders across all categories may also affect our ability to make use of sea freight, increasing overall cost of freight. To mitigate this risk, SCMS field offices will remain vigilant on monitoring clients' requirements and the timely issue of new orders.

Goal 2: Strengthen systems

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

Objective	Measure	Target (Interim)	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
2.1 Capacity and Capability	2.1.1a Strategic Plans	50%	FY15: 53%				
	2.1.1b Forecasting and Supply Planning (FASP) Country Ownership	75%	FY15: 66%				
	2.1.1c Standard Operating Procedures (SOPs)	80%	FY15: 89%				
	2.1.2 Competency	80%	87%	85%	86%	90%	87%
	2.1.3 Supply Chain Assessment: Capability Maturity Model (CMM) Score	60%	TBD				
2.2 Performance	2.2.1 Supply Chain Performance: In-Country						
	2.2.1a Facility Reporting Rates	80%	81%	81%	85%	88%	87%
	2.2.2b Expiry	1%	0.36%	0.41%	1%	0.3%	0.4%
	2.2.2c On-Time Delivery	75%	91%	84%	91%	88%	89%
	2.2.2d Stockout Rate	5%	8%	9%	9%	10%	9%
	2.2.2e Order Fill Rate	80%	74%	93%	86%	92%	86%
	2.2.2 Supply Chain Assessment: Key Performance Indicator (KPI) Score ²	60%	TBD				

In FY15 Q4, performance met or exceeded targets for four of five supply chain performance (in-country supported) measures.



*This graphic displays scores for the measures of in-country (supported sites) performance for five key metrics: facility reporting rate, order fill rate, on-time delivery, stockout rate, and expiry. The scores are disaggregated, with each bubble representing a specific country's performance for the measure.

Stockout rates remain above target at 10 percent with 11 of 16 countries experiencing stockout rates at more than 5 percent of SCMS-supported sites. A widely cited challenge impacting stockout rates is availability of high-quality LMIS data and timely decision making using data.

Country	Stockout Rate	Challenge
Democratic Republic of the Congo (DRC)	12% (5/12)	Challenges in securing quantification and supply plans contributed to a delayed procurement of pediatric drugs.
Guatemala	56% (9/16)	PAHO funding delayed and cut in half. High stockout rates are expected to continue into the next quarter.
Namibia	22% (10/45)	Poor supply planning and limited government capacity, as well as unrealistic supplier lead times, contributed to stock outs.
Nigeria	12% (665/5,558)	LMIS data quality is poor and inventory management, challenging, partially a result of staff turnover at government facilities.
Tanzania	14% (745/5,489)	Due to changes in protocols, MSD has insufficient stock of HIV RTKs.
Zambia	34% (79/234)	Lack of ARV monitoring by medical store led to over issuing of commodities to high volume sites without having sufficient stock available for other, low volume sites.

Key results and challenges

- In Botswana, the SCMS field office has handed over procurement responsibilities to the Mission and has officially closed. All remaining procurements are for the CDC programs, a responsibility shared by CDC and USAID. Also, we finalized Mission approval of the field-office asset disposition plan and completed the property disposition according to the agreed-to timelines.
- In Burundi, despite the country's ongoing political instability, SCMS has maintained the order fill rate above 99 percent for all PEPFAR-funded HIV commodities. In anticipation of the political crisis, SCMS supply planning enabled the delivery of more than 90 percent of expected shipments before the end of April 2015, when pre-election violence erupted. This planning has helped the program maintain adequate stock levels and ensure sufficient quantities for optimal monthly deliveries to districts.

Strategic planning and organizational capacity development

- In Burma, the Minister of Health received approval from Burma's President to create a new Supply Chain Directorate, integrating the two separate MOH supply chains—the culmination of two years of advocacy by USAID and SCMS. At the Minister of Health's request, SCMS worked with the Director General (DG) of Burma's Food and Drug Administration (FDA) to create a new MOH supply chain organogram that integrates the two supply chains that MOH previously separated—the Department of Public Health and the Department of Health Services. The Minister intends to elevate the supply chain to be its own Supply Chain Directorate, reduce the number of tiers in the system, and establish Logistics Management Units (LMUs) in line with the national supply chain strategic plan, developed last year with SCMS guidance.
- In Burundi, the MOH has approved the national laboratory strategic plan, developed with SCMS support. The plan will serve as a roadmap for implementing the country's national laboratory policy, also developed with SCMS support.
- In DRC, SCMS provided technical input to finalize DRC's first national supply chain strategic plan, particularly in the areas of quantification, information systems, and monitoring and evaluation. The process to develop this strategic plan was broad based, with SCMS, Gates Foundation, Global Fund, and UNICEF providing financial and technical support.

Warehouses-in-a-box

- In Nigeria, held the groundbreaking ceremony for the WiB in Lagos, attended by the Federal Ministry of Health Permanent Secretary, Acting US Consul General in Lagos, USAID Mission Director, USAID Office Director HIV/AIDS-TB, and other top US government (USG) and Government of Nigeria (GON) officials and other key stakeholders.
- In Tanzania, the Tanzania Revenue Authority has raised an issue with the implementing subcontractor of the WiBs, Multistruct, stating that its activities are not tax-exempt and therefore retroactive taxes and duties are owed. The medical stores department (MSD) has written to the Ministry of Finance to obtain an exemption, and Multistruct continues to pursue all available options to resolve this issue.

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- In Malawi, SCMS was issued an RFQ to procure and install 115 modular storage units. Several responses were received, and an award decision will be made in October. All units are scheduled for installation by March 2016.

Transition and country ownership

- In Guyana, SCMS uncovered organized theft at the central warehouse and shared this information with the Government of Guyana and Mission. Although items stolen were not SCMS-procured commodities, the Ministry of Public Health (MOPH) asked us to be directly involved in the investigation. At this point, several private pharmacy owners and the chief MOPH pharmacist for one of the 10 administrative regions have been charged. As a result of the MOPH investigation, several central warehouse staff were transferred to other facilities, which has significantly reduced the central-level workforce. The investigation is expected to continue for some time.
- In Ethiopia, completed transition of management responsibility for maintenance to the Pharmaceuticals Fund and Supply Agency (PFSA). SCMS has been supporting PFSA through three maintenance service companies that provided preventive maintenance and breakdown repair for 22 electric reach trucks, 13 generators, and three cold rooms. This support concluded, with PFSA taking over the activity and negotiating service-level agreements with the companies.
- In South Africa, supported development of the Gauteng direct delivery handover document following transition of direct delivery operations to the provincial department of health. This represents the first provincial pharmaceutical procurement unit to be transitioned back to a province. The province has allocated resources to take over operational activities currently performed by SCMS.
- In Vietnam, provincial AIDS centers (PACs) will be fully responsible for ARV supply chain management in their provinces. SCMS will continue to support Vietnam Authority of HIV/AIDS Control and PACs to ensure timely and accurate data for uninterrupted ARV supply

Management information systems

- In Rwanda, completed the evaluation of eLMIS KPIs to establish the impact the system has had on the overall supply chain, and found several significant improvements. The evaluation indicated that where implemented, from August 2014 to September 2015, eLMIS has reduced order processing time from five days to two hours, reduced human resources required to manage inventory, and improved timely data entry. Stockout rates fell from 8 percent to 5.5 percent, and order fulfillment rates increased from 74 percent to 94 percent. With the eLMIS, 90 percent of the facilities are receiving their orders on time.

Key issues

Update on key issues and corrective actions			
Key issues	Corrective actions	Progress	Quarter identified
Country ownership of forecasting and supply planning is lacking in many countries due to inadequate staffing and insufficient MOH commitment.	<p>Continue to advocate for creating LMU and supply chain champions among counterparts.</p> <p>Work with human resource capacity development (HRCD) technical working group (TWG) to identify additional activities that drive and increase ownership.</p>	Results of a survey across the affected are in and analysis of root causes is in progress. Staff transition and competing priorities has delayed completion of this activity.	FY13 Q4
Atazanavir API shortage has caused stockouts in Haiti and Rwanda and low stock levels in Ethiopia.	Carefully monitor and ration at a global level. Regularly communicate to FOs that use these products so that orders can be adjusted and countries can manage the downstream supply, rationing as required.	Ongoing. Procurement and Planning Unit (PPU) is regularly providing information to the Demand Planning and Inventory Management (DPIM) Unit to help manage the situation.	FY15 Q2
Namibia has had stockouts due to poor supply planning and procurement process by the government, coupled with late delivery from suppliers.	Build formal supply planning and monitoring processes into the new LMU.	Ongoing. CMS now has designated forecasting and supply planning focal person pending approval of the revised staffing structure. This individual was among seven MoHSS staff trained by SCMS as part of the national quantification exercise conducted in September 2015, where a lot of focus was given to pipeline monitoring and supply planning based on data generated from the forecast.	FY15 Q2
Most countries have experienced continued stockouts.	Analyze key countries to determine root causes.	We conducted further analyses of seven key countries including CI, Mozambique, Namibia, Nigeria, Tanzania, Zambia and Zimbabwe. Preliminary analyses of root causes indicated that planning, stock management and order execution appeared to be common issues across the seven countries.	FY15 Q3

Insufficient/untimely use of data to identify potential stock outs and/or take corrective actions	Review country LMIS systems and the use of data for monitoring pipeline, forecasting, and developing effective supply plans, to identify process improvements to reduce stock outs and take timely preventative actions	To be updated in FY16 Q1	FY15 Q4
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Key risks

- Current practices in several countries are limited for the use of data for decision-making, monitoring the pipeline, introducing new regimens and algorithms, and stocktaking. These limitations lead to continued risk of stockouts.

Goal 3: Leadership and partnership

Collaborate with key constituencies to strengthen health supply chains and encourage best-practice adoption.

Objective	Measure	Target	FY14	FY15
3.1 Collaboration	3.1.1 Coordinated Procurement Mechanism	80%	92%	95%
	3.1.2 Number of Coordinated Procurement Planning (CPP) Country-at-Risk Schedule Submissions Per Year	4 (annual)	5	4
3.2 Knowledge Exchange	3.2.1 Publishing	6 (annual)	9	5
	3.2.2 Presentations	20 (annual)	20	23

Key results and challenges

- The Inter-Agency Task Team (IATT) Secretariat has approved the draft implementation policy brief and procurement guidance documents on the new pediatric product L/R pellets, available from Cipla. The briefs can be accessed on the IATT website and will be further publicized by SCMS through social media and other networks.
- WHO released early guidance on when to start HIV treatment and pre-exposure prophylaxis (PrEP). In a key policy development, WHO has issued major revisions to its normative guidance, advising that programs should plan to offer ART to all persons diagnosed as HIV positive, and develop plans to introduce PrEP for at-risk groups. SCMS has distributed this guidance and will be discussing how it affects supply chains, commodity budgets, and workplans.
- The final draft of new operational guidance on procurement and supply planning for the upcoming revision of the WHO HIV Treatment Guidelines was completed. The revised guidelines are due to be published around World AIDS Day in December.
- SCMS met with World Bank representation to discuss the bank’s knowledge piece on supply chains, African Medicines Regulatory Harmonization (AMRH), and the new \$800 million Global Financing Facility (funded by Canada, Norway, and the US) to improve systems and sustainability for universal health coverage. There has been little recent progress on the supply chain knowledge piece due to funding constraints. However, good progress is being made in AMRH, especially within the East African Community. The Global Financing Facility, announced at the Addis Ababa conference on development financing, is still at the early stages of design.
- New contract awarded to Opian Health Solutions for long-term management of the ForLab tool, a USG-funded open-source forecasting and quantification tool for laboratory services developed in partnership with the Clinton Health Access Initiative. To date, it has been rolled out in more than 10 PEPFAR-supported countries. The management contract will provide helpdesk support, “bug” fixes, and version upgrades to users at no cost.

Key issues

Update on key Issues and corrective actions			
Key Issues	Corrective actions	Progress	Quarter identified
N/A			

Key risks

- N/A

Goal 4: Operational excellence

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

For the seventh quarter in a row, SCMS met or exceeded the performance targets for all measures, except the percentage of TA trips processed three or more weeks before travel and customer satisfaction. The TA trips measure continues to be below target, although showed a 9 percentage point improvement to 65 percent in FY15 Q4. Due to low response rates, it has not proved possible to conduct a representative survey of customer satisfaction this year. SCMS plans to conduct a close out customer satisfaction survey in FY16.

Objective	Measure	Target	FY15 Q1	FY15 Q2	FY15 Q3	FY15 Q4	FY15
4.1 Cost Effective	4.1.1a Cost Effective: Regional Distribution Center (RDC) Expiry and Blended RDC (BRC) Reporting	Expiry RDC stock: ≤ 3%	0.42%	0.0%	0.0%	0.01%	0.1%
		BRC reporting rate: 12	FY15: 12				
	4.1.1b Cost Effective: Surcharge	≤ 5%	Life of project (LOP): 3.82%				
	4.1.1c Cost Effective: Allocated Cost Factor (ACF)	≤ 12%	LOP: 9.83%				
	4.1.2 ARV Price Comparison: SCMS versus Global Pricing Reporting Mechanism	70%	FY15: TBD				
	4.1.3 Ocean Freight: Percentage of All Freight	≥ 50%	66%	80%	73%	61%	76%
4.2 Best Value	4.2.1 Client Satisfaction: Products Ordered/Received and TA	Products ordered/received: 85%	Not available				
		Technical assistance: 85%	Not available				
4.3 Continuous Improvement	4.3.1a Annual Partner Operational Review	100%	FY15: 100%				
	4.3.1b Percent of TA Trips Processed On Time	80%	58%	52%	56%	65%	59%
	4.3.2 Core Systems Uptime: Potential versus Actual	Orion: ≥ 95%	100%	99.3%	99.1%	99.6%	99.2%
		KT: ≥ 95%	100%	99.8%	100%	99.9%	99.9%

Key results and challenges

- The percentage of TA trips processed within the three-week window is still a challenge. Performance continues to fluctuate, with 100 percent of trips achieving the target in July but only 40 percent in September. In FY15 Q4, nine TA trips were processed with less than three weeks' lead time.
 - Five emergency travel justifications (ETJs) can be attributed to Burma, resulting from client delays, specifically ad hoc Mission and MOH requests.
 - Three ETJs originated from Global Fund TDM 308 activities. Guinea Bissau requested an urgent TA to support quantification as the Concept Note was being developed (2 ETJs). Kazakhstan requested TA at an MOH meeting on short notice. (1 ETJ)
 - One ETJ originated from Tanzania due to insufficient planning.

- During the quarter, SCMS saw a decrease in value delivered by the project, after two exceptionally high quarters. This decrease impacts our monthly average base (total commodity procurements) for the quarter, \$28.8m, compared with \$46.3m last quarter. As a result, the monthly average surcharge for FY15 Q4 increased to 5.53 percent. SCMS anticipates the base will fluctuate as the project transitions. The LOP surcharge remains well below target at 3.82 percent.

Key issues

Update on key issues and corrective actions			
Key issues	Corrective actions	Progress	Quarter introduced
N/A			

Key risks

- Moving forward, the increased number of unplanned and emergency orders will likely also impact the percentage of freight moved by ocean, as these urgent orders are more likely to be shipped by air.
- SCMS anticipates some expiry of VMMC products, primarily PrePex due to lower than expected consumption in the next few quarters.

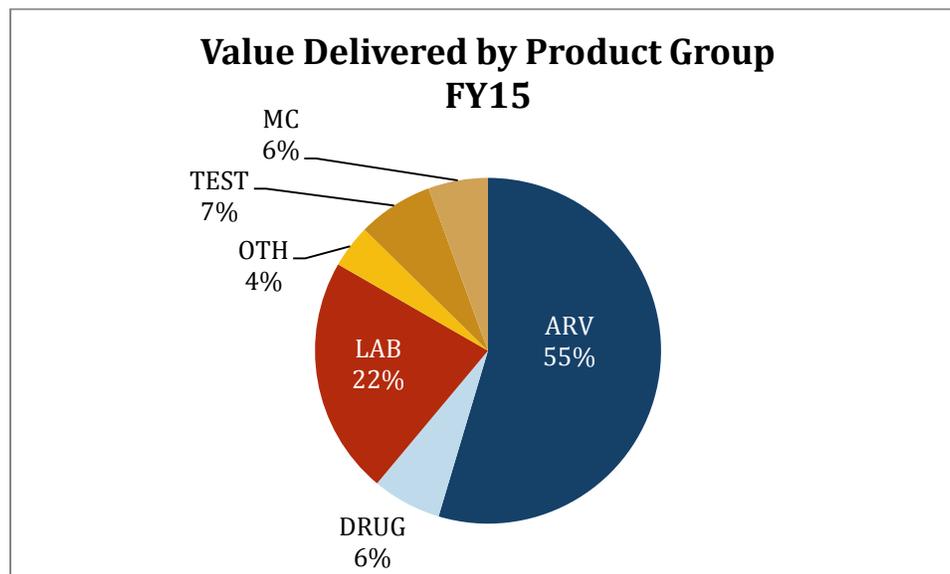
Annex 1. Key Quarterly Statistics

I. Value Delivered

In FY15 Q4, SCMS delivered \$71.5 million in commodities to our clients, including \$32.8 million in ARVs and \$20.6 million in lab products.

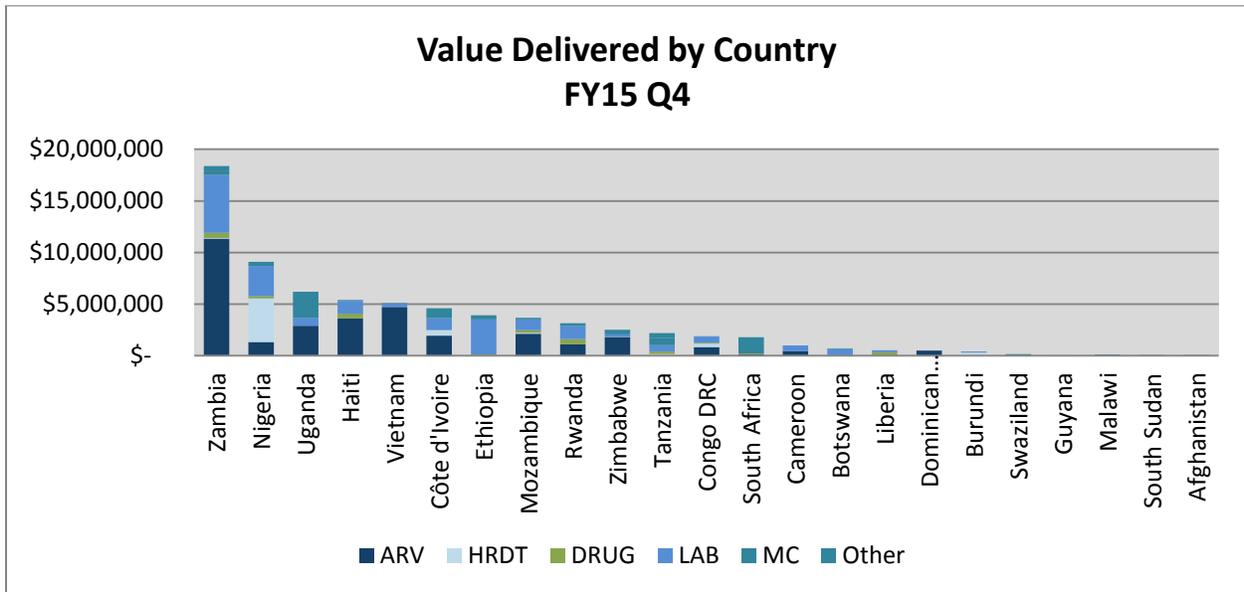
Product Type	FY15 Q4	FY15	LOP
ARV	\$ 32,802,679	\$ 236,755,591	\$1,429,119,381
DRUG	3,349,876	28,050,872	109,573,180
LAB	20,602,239	96,433,069	503,898,771
OTH	2,629,725	17,449,807	109,469,434
HRDT	6,053,371	30,607,849	223,526,252
MC	6,084,788	24,238,719	71,266,333
Grand Total	\$ 71,522,678	\$ 433,535,907	\$ 2,446,853,351.00

**This table illustrates the value delivered by product category for the current quarter, fiscal year to date, 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, and other.*

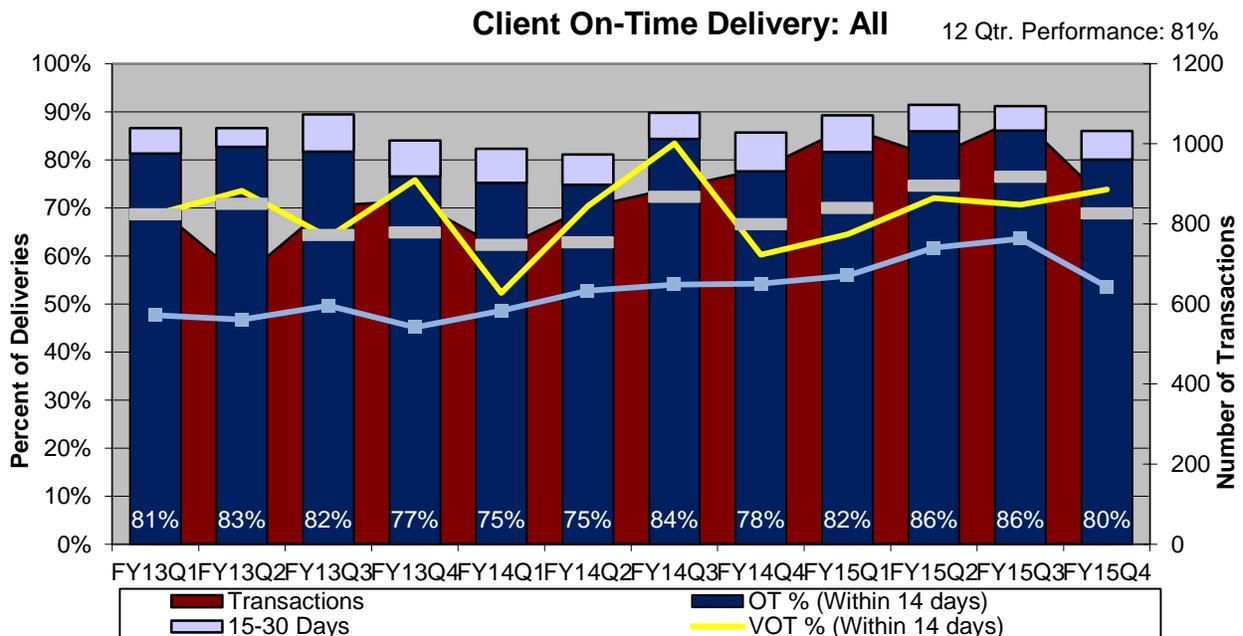
Zambia accounted for the largest portion of the value delivered, with \$18.4 million of the \$71.5 million total for FY15 Q4.



*This figure illustrates the value delivered by country for the current quarter. Each color indicates 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 figure.

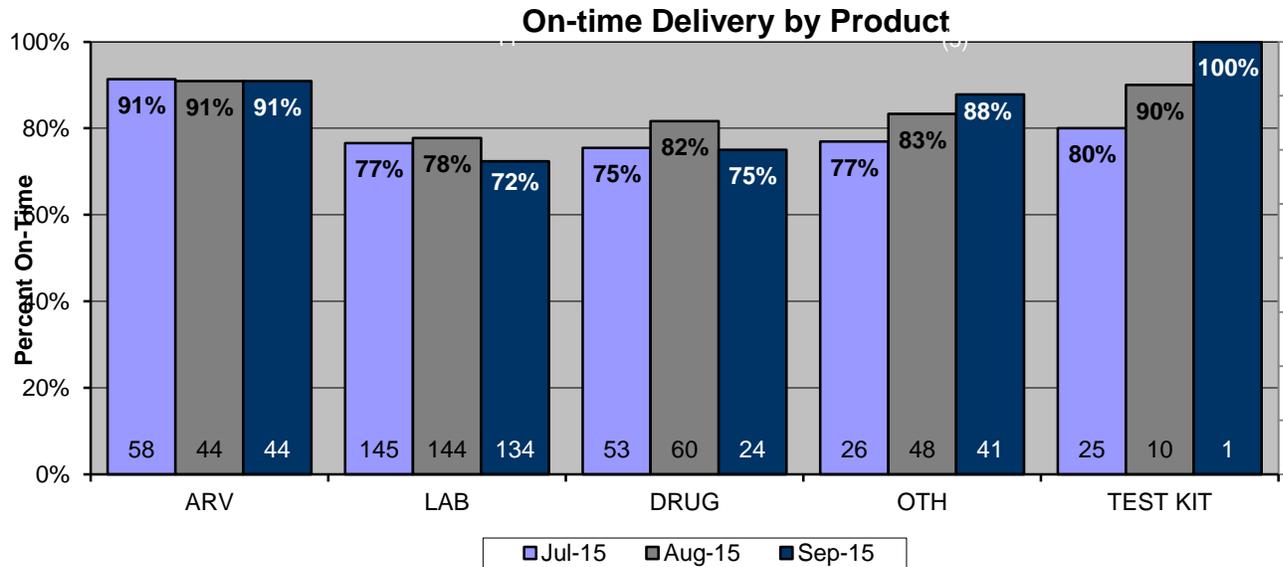
II. On-time Delivery: All Products

On-time delivery dropped to 80 percent in FY15 Q4, although this quarter marks the fourth in a row with on-time delivery at or above the 80 percent target.



*This figure illustrates client on-time delivery for all product categories by month for the past three years. As the legend shows, the dark blue indicates 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 VOTD rate for each month.

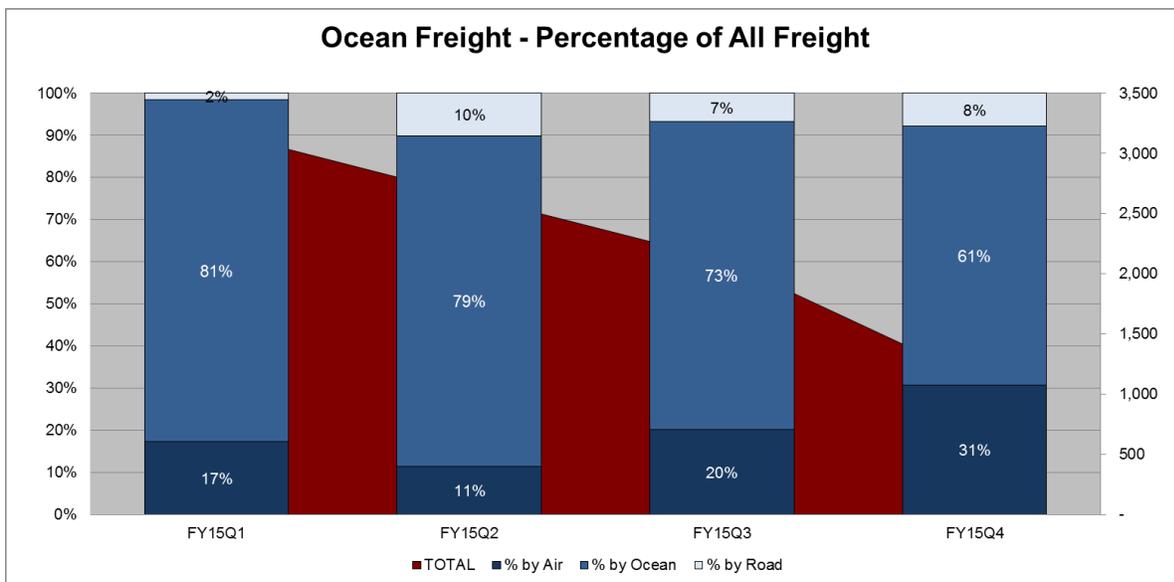
OTD by product category was high for ARV and test kits, each averaging 80 percent or higher throughout the quarter.



**This graph illustrates OTD by product category for each month of the quarter. The number at the bottom of each bar represents the number of shipments.*

III. Freight

Ocean freight continues to make up most of the SCMS shipment tonnage. In FY15 Q4, ocean freight declined to 61 percent of tonnage. This decrease is due to the high volumes of unplanned orders. Performance remains above the 50 percent target.



**This figure illustrates the volume (tonnage) of shipments by each transportation method (air, ocean, 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 2015	
Grand Total	\$149.8 million
Direct Drop Total	\$41.5 million
RDC Stock Total	\$108.3million
Product Categories	
ARV	\$117.3 million
DRUG	\$5.4 million
Test Kits	\$0.08 million
Lab	\$16.3 million
MC	\$0.8 million
Other	\$9.9 million

Annex 2. Measure-Specific Performance

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

Annex 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 this report.

Annex 4. Quarterly Financial Reports

In view of the confidential nature of the financial details, this information will be provided under cover of a separate email, sent at the same time as this report.

Annex 5. Risk Matrix

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
FY13								
1	Q3	1.2.1 SCMS Related Stockouts	Stock levels drop below required level; could lead to stockouts.	Medium	High	Mitigate	Provide quarterly updates of supply plans to monitor stock levels.	Chris Larson Robert Burn
2	Q3	2.1.1 Country Ownership	Current SCMS responsibilities must be transitioned to countries effectively.	Medium	High	Mitigate	Advocate for accountability with withdrawal strategy.	Erin Hasselberg
4	Q3	3.1.2 Number of CPP At-Risk Schedule Submissions	External (countries/CPP members providing data and information).	Medium	Medium	Mitigate	Provide ongoing consultation on CPP value.	Dominique Zwinkels
5	Q3	4.1.1b Cost Effective: Surcharge	Surcharge does not remain within target due to low sales volume or disproportionate operating costs.	Medium	High	Mitigate	Increase volume of commodity sales and/or decrease operating costs.	Delphine Johnson
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 according to extension budget or decrease operating costs.	Delphine Johnson
FY14								
1	Q2	4.1.1a RDC Expiry and BRC Reporting	Overrun against BRC revenue.	High	Medium	Mitigate	Reroute VMMC, minimize air-in, monitor.	Delphine Johnson
2	Q2	4.1.1a RDC Expiry and BRC Reporting	Expiry leads to stock loss.	Low	Medium	Refine inventory strategies	Review safety stock levels for at-risk items.	Chris Larson

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
3	Q3	1.2.2a OTD: Core Products	Transition of SCMS to Global Health Supply Chain (GHSC) can disrupt the supply chain.	High	High	Mitigate	Conduct scenario planning.	Steve Patras
4	Q3	1.4.1 Planned, Unplanned, and Emergency Orders	Adequate stock must be maintained during transition to GHSC.	Medium	High	Mitigate	Work with countries in ensuring supply plans are in place to understand demand through the transition period.	Chris Larson
5	Q3	2.1.2 Training and Competency	Staff turnover affects capacity-strengthening activities.	Medium	Medium	Mitigate	HRCD TWG will review knowledge management options to address staff turnover and knowledge and skills transfer.	Cheryl Mayo
6	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 affect 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
7	Q4	2.1.1 Country Ownership	FASP will be at low capacity after SCMS ends.	Medium	High	Transfer	Transition to the new contractor.	Greg Miles
FY15								

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
1	Q1	1.2.2a OTD: Core Products	Vendors have issues with Lopinavir/Ritonavir (L/R) and Atazanavir/Ritonavir (A/R), affecting COTD.	High	High	Discussions with vendors	Mylan claims improvement plan to increase capacity from April for A/R. AbbVie (major for L/R) has increased lead times to 12–20 weeks, so currently cautious with demand fulfillment to serve all clients.	Natasha Chris Larson John Vivalo
2	Q1	2.2.1 Supply Chain Performance (SCMS-Supported)	Organization and management challenges of CMS in Zimbabwe and Tanzania, and BW outsourced contractor, have resulted in declining performance that could significantly affect inbound and outbound challenges.	Medium	High	Mitigate	Create risk profile and recommendations for country cases.	Alan Pringle Diane Reynolds
3	Q2	2.2.1 Supply Chain Performance (SCMS-Supported)	Burundi political unrest could disrupt supply chain.	Medium	High	Mitigate	FO managing crisis operations plan, providing weekly status updates to manage risk.	Olya Duzey
4	Q2	2.2.1 Supply Chain Performance (SCMS-Supported)	National strike actions of health workers may affect deliveries in Nigeria.	Medium	Medium	Mitigate	Use adjusted historical consumption to inform resupply for health facilities	Caroline Healey

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
5	Q2	2.2.1 Supply Chain Performance (SCMS Supported)	Fire in Nigeria local distribution center warehouse could impact next quarter's stock availability.	Medium	High	Mitigate	Program to work with NACA to anticipate and reduce impact of stockouts.	Caroline Healey
6	Q3	1.2.3b On-Time PQ Turnaround: HIV Test Kits	Transition period to RMI has resulted in performance drop.	Low	Medium	Mitigate	Closer monitoring and weekly reporting to DDs.	Peter Smith Ernest Aboagye
7	Q3	1.4.1 Planned, Unplanned and Emergency Orders	Unplanned VMMC orders cannot be fulfilled per requested date.	Medium	Medium	Mitigate	Continue working with countries to improve VMMC commodity planning.	Juan
8	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	Project staff attrition could impede data collection, analysis, and corrective actions of performance issues.	Medium	High	Mitigate	Review country PMP measures against updated workplans for relevance and feasibility.	Doug Schlemmer
9	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	DRC budget for procurement continues to be inadequate, resulting in a fragile system.	High	High	Mitigate	Closely monitor demand and stock levels at CDRs and continue to advocate for increased budget.	Alan Pringle
10	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	Performance of reporting rates and stockouts in Zimbabwe is decreased due to planned scale-up of integrated supply chain pilot.	High	Medium	Mitigate	Produce a transition plan for implementing the new supply chain system, applying pilot experience.	Olya Duzey

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
11	Q4	1.2.2a On-Time Delivery: Core Products	FO performance due to transition issues	Medium	High	Training; move some process to PMO	Support training on SOP and WI by phone and other means	Collin Chigombi Steve Patras
12	Q4	1.2.2a On-Time Delivery: Core Products	Slow review of EM dossiers with new QA contractor	High	High	Meet with FHI360	Continue review with USAID	Henk denBesten, Tapiwa Muperekwi
13	Q4	1.2.2a On-Time Delivery: Core Products	Test kit Transition to RMI	Medium	High	Meet with RMI	Continue meetings with RMI/USAID	Walid Zeidan, Peter Smith
14	Q4	1.2.3a PQ Turnaround Time ARVs	Increased unplanned orders lead to increased DD shipments for ARVs which will elongate PQ turnaround time	High	Medium	Accept	NA	Chris Larson
15	Q4	1.2.3c PQ Turnaround Time VMMC	VMMC stocks being drawn down at the RDCs. This will lead to increased DD shipments, elongating PQ turnaround time	High	Medium	Accept	NA	Juan Jaramillo
16	Q4	2.2.1 Supply Chain Performance SCMS Supported	Current practices in number of countries with regards to use of data for decision making, monitoring pipeline, introducing new regimens and algorithms, and stock taking pose a risk for continued stock outs	Medium	High	Mitigate	Execute and track planned corrective actions	Greg Miles

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
17	Q4	2.2.1 Supply Chain Performance SCMS Supported	Project staff attrition could impede data collection, analysis and corrective actions of performance issues	Medium	High	Mitigate	Conduct review of Country PMP measures against updated work plans for relevance and feasibility	Doug Schlemmer
18	Q4	4.1.1a Cost Effective RDC Expiry	Expiry of VMCC products expected (PrePex) due to lower than expected consumption	High	Medium	Accept	NA	Chris Larson Juan Jaramillo
19	Q4	4.1.3 Ocean Freight: Percentage of all Freight	A continued decline in planned orders can result in decreased use of Ocean transportation.	Medium	High	Mitigate	Use supply plans whenever possible to maximize ocean shipping opportunities.	F&L, Demand Planning
20	Q4	4.3.1b Operational Performance Management	As planned TA winds down towards the transition and close out date, there is a risk of increased unplanned TA	Medium	Medium	Mitigate	Work with countries to plan TA through extension period	Diane Reynolds
Risks removed from risk matrix								
1	Q4	1.2.2a OTD: Core Products	Number of vendors (essential medicines) is inadequate.	High	High	Mitigate	Follow up with multiple vendors on request for proposal.	Chryste Best, Henk den Besten
2	Q4	1.2.2a OTD: Core Products	Demand is increasing for Tenofovir 3 fixed-dose combination.	High	High	Mitigate	Align voluntary pooled procurement and SCMS strategy to balance supply and demand.	Ard van Dongen

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
3	Q4	2.2.1 Supply Chain Performance (SCMS Supported)	Increasing the number of SCMS-supported sites could affect performance (Mozambique, Nigeria, and Zimbabwe).	High	High	Observe	Accept.	N/A
4	Q3	3.1.2 Number of CPP At-Risk Schedule Submissions	External (Steering Committee decisions).	Low	Medium	Accept	Consult often with Steering Committee members.	Dominique Zwinkels
5	Q3	4.3.1b Operational Performance Management: TA Processed On Time	ETJ becomes a routine travel request process.	High	Low	Avoid	Signatories need to do root cause analysis at time of receipt.	Deputy Director
6	Q1	1.2.2a OTD: Core Products	The new regimen transition brings more unplanned and emergency orders for ARVs.	High	High	Mitigate	Manage expectations closely with customers and FOs.	Inventor y Manager and Project Office Manager at PPU
7	Q1	1.2.4 Forecast Accuracy	Forecast accuracy declines as June 2013 WHO Treatment Guidelines are adopted.	High	High	Mitigate	Provide guidelines to FOs on data, target setting, scheduling, and frequency of forecasting.	DPIM Unit
8	Q3	1.2.2b OTD: Non-Core Products	DRC delivery continues to be a challenge due to import delays and local supplier OTD.	High	Medium	Mitigate	Complete final stages of setting up indefinite quantity contracts and service-level contracts with large local suppliers.	Peter Smith

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
9	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	Low order fulfillment and potential stockouts are associated with limitations on imported ARVs by the Tanzania Food and Drug Administration (FDA).	Medium	High	Mitigate	Currently resolved; SCMS is testing commodities to Tanzania FDA's satisfaction. Monitoring continues.	Tom Layloff
10	Q3	2.2.1 Supply Chain Performance (SCMS Supported)	Greater coordination with pooled procurement mechanism (PPM) is needed to avoid low order fulfillment in Tanzania.	High	High	Mitigate	Streamline SCMS and PPM communication so we can communicate promptly with stakeholders.	Caroline Healey
11	Q4	4.1.1a Cost Effective: Expiry and BRC Reporting	Expiry produces stock loss.	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
12	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 Project Management Office to draft updated transition guidance and request advocacy with WHO from COR/Office of the US Global AIDS Coordinator.	Alan Pringle Robert Burn

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
13	Q3	3.2.2 Presentations	Opportunities for external presentations are reduced.	Medium	Medium	Mitigate	Ensure SCMS is aware of appropriate events where we could add value.	Samantha Salcedo David Jamieson
14	Q4	1.2.2a OTD: Core Products	VMC deliveries continue to be late during the transition to new warehouses.	Medium	High	Mitigate	Increase communication with new facilities and revise facility SOPs.	Juan Jaramillo
18	Q4	2.1.3 Supply Chain Assessment: CMM	The appropriate number of sites must be determined.	High	High	Engage a sampling expert to evaluate methodology	Develop multiple sampling methods relevant to context.	Diane Reynolds Kate Bartram
19	Q2	2.1.2 Training and Competency	As larger systems roll out (eLMIS, Cdl decentralization), more 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
20	Q2	1.2.2a OTD: Core Products	New Global Fund ARV tender.	High	High	Mitigate	Monitor and review procurement strategy.	Steve Patras
21	Q2	2.2.1 Supply Chain Performance (SCMS in-country)	Haiti's transition to a new system, DHIS2, and transition of data reporting ownership to PEPFAR National Logistics Advisors (PNLAs) present performance challenges.	High	High	Mitigate	Implement incentive strategy to ensure timely reports. Advocate for more PNLAs within networks that currently have 15+ sites.	Alan Pringle

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
22	Q2	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 FOs that have low performance management maturity.	Alan Pringle Doug Schlemmer
23	Q2	3.1.1 Coordinated Procurement Mechanism	Low levels of SCMS/PPM coordination could affect performance, particularly through transition.	High	High	Mitigate	Develop formal PFSCM interproject communication policy.	Rich Owens Stephanie Xueref Gordon Comstock Greg Miles
24	Q2	1.4.1 Planned, Unplanned, and Emergency Orders	Unplanned VMMC orders cannot be fulfilled by the requested date.	Medium	Medium	Mitigate	Continue working with countries to improve VMMC commodity planning.	Juan Jaramillo
25	Q2	2.2.1 Supply Chain Performance (SCMS-Supported)	Expiring stock is not considered early enough to allow lead times for restock.	Medium	Medium	Mitigate	Issue guidance note to FO with expiry management guidance.	Robert Burn
26	Q3	4.1.3 Ocean Freight Percentage of All 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.	Freight and Logistics Demand Planning
27	Q3	1.2.2a OTD: Core Products	Low VOTD affects overall country OTD (ARVs and essential medicines).	High	High	Mitigate	Continue implementing vendor management.	Ard Van Dongen Henk den Besten

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
28	Q3	1.2.2a OTD: Core Products	Low VOTD affects overall country OTD (ARVs and essential medicines).	High	High	Mitigate	Continue implementing vendor management .	Ard Van Dongen Henk den Besten
29	Q3	2.1.2 Training and Competency	On-the-job training (OJT)/supervision competency standard is lacking, as is the ability to determine performance impact.	Medium	Medium	Mitigate	HRCD TWG will provide complementary activities to support OJT, supervision, and competency mapping.	Cheryl Mayo
30	Q3	1.2.2a OTD: Core Products	Import waiver processing time.	Medium	High	Mitigate	Freight and Logistics to provide regular updates to its lead time matrix so buyers can provide clients with accurate lead time.	Laura Thomas Gary Carle
31	Q4	1.2.2a OTD: Core Products	Supply of L/R must be monitored as demand increases and generics lose interest.	High	High	Mitigate	Initiate meetings with AbbVie and generic manufacturers and develop a strategy.	Robert Staley Bert van Wijk
32	Q4	1.2.3b On-Time PQ Turnaround : HIV Test Kits	The PQ process is experiencing delays.	Medium	High	Mitigate	Work with FO and non-FO countries to reduce the likelihood of delays after a PQ is submitted for internal approval.	Laura Thomas Irma Karsten Cyril Mabingo

Risk no.	Quarter identified	Associated measure	Risk	Probability	Impact	Response option	Mitigating actions	Owner
33	Q4	3.1.1 Coordinated Procurement Mechanism	Zimbabwe MOH funding gaps while continuing to add new patients might contribute to future stockouts.	High	High	Mitigate	Continue to advocate through USAID/ Zimbabwe.	Olya Duzey
34	Q2	4.1.1a Cost Effective: RDC Expiry and BRC Reporting	Non-sale and possible expiry of PrePek.	High	High	Mitigate	Work with USAID to locate consumers.	Juan Jaramillo
35	Q2	1.2.2a On-Time Delivery: Core Products	Zambia continues to experience warehouse capacity problems.	High	Medium	Mitigate	Monitor the problem closely to manage deliveries and pace deliveries to allow for acceptance at destination.	Gary Carle
36	Q2	1.2.2a On-Time Delivery: Core Products	Lead times for direct drop shipments from vendors are short.	Medium-Low	High	Mitigate	Discuss with vendors to standardize lead times for direct drop shipments.	Juan Jaramillo
37	Q2	1.2.3c On-Time PQ Turnaround : VMMC Kits	Most of new quotes are direct drops; risks decrease performance.	High	High	Mitigate	Monitor all orders and be in constant contact with vendors.	Juan Jaramillo

Annex 6. SCMS Performance Management Plan

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



SCMS PMP FINAL
December_2012



Quarterly Report

Appendix 2: Measure Specific Performance

FY15 Q4 July – September 2015

November 23, 2015



Goal One: Access

SCMS Vision

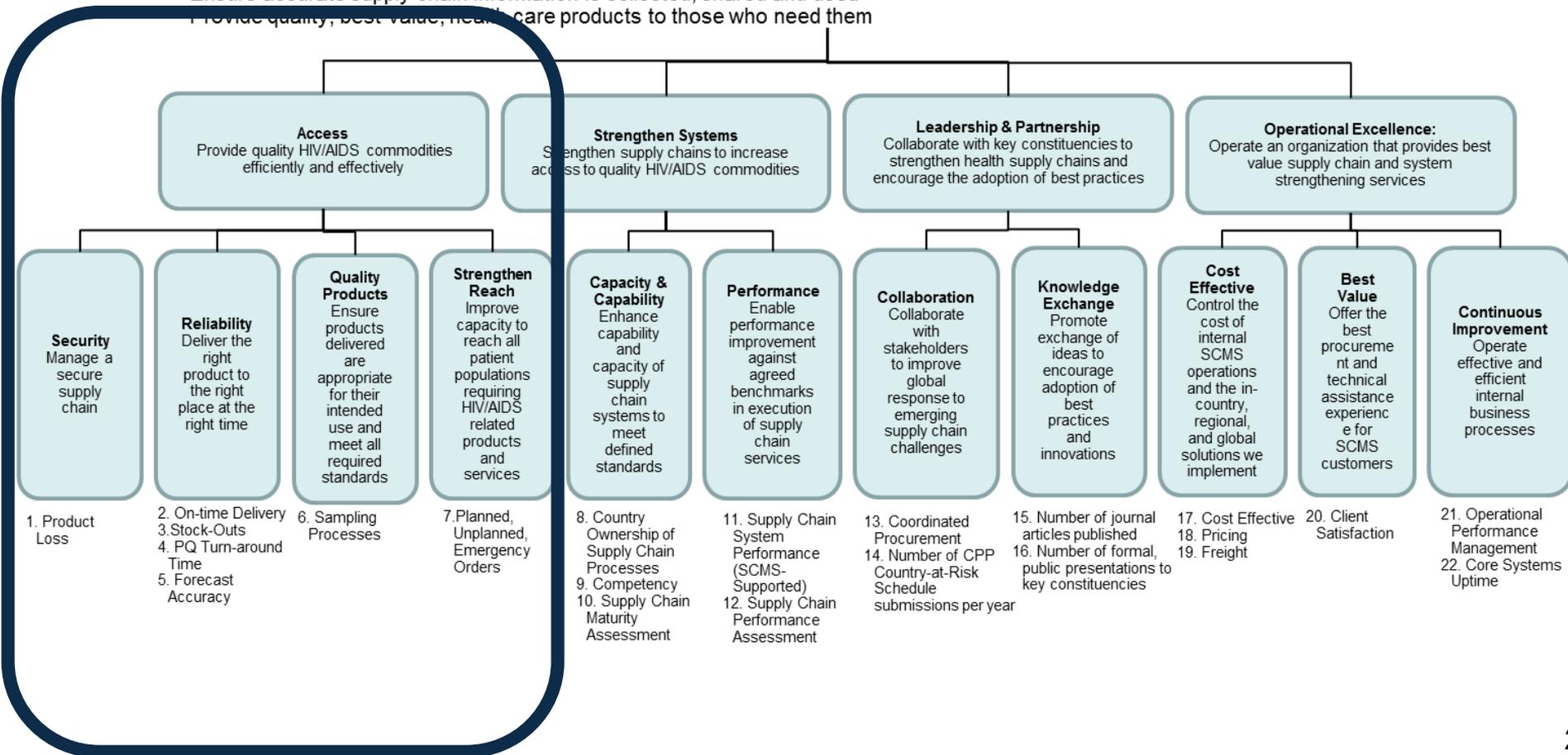
Transforming health care delivery by ensuring that quality medicines reach people living with or affected by HIV and AIDS

SCMS Mission

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

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

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



Strategic Objective 1.1: Security

Measure 1.1.1 Product Loss: Shipping & Storage

Measure Definition	Measure Owner	Target	LoP	FY15 Q4	FY15	Trend
The sum value of losses (damage, theft, diversion) from shipments controlled by SCMS as a percentage of total value delivered	Chris Larson	≤3%	0.13%	0.00%	0.04%	↓

Context

The value of product loss in the shipping and warehousing elements of the SCMS supply chain was very low in the FY15 Q4, with just over \$709 worth of commodities recorded as a loss during the period out of a value delivered of over \$71.5M.

Performance

Quarter	Product Loss	Value Delivered	Product Loss
FY14 Q1	\$72,356.79	\$90,649,700.00	0.08%
FY14 Q2	\$45,325.03	\$96,660,883.00	0.00%
FY14 Q3	\$114,081.06	\$110,395,769.00	0.10%
FY14 Q4	\$2,133.01	\$99,447,947.00	0.00%
FY15 Q1	\$823.89	\$103,064,077.00	0.00%
FY15 Q2	\$185,963.68	\$126,324,630.00	0.15%
FY15 Q3	\$397.61	\$132,637,962	0.00%
FY15 Q4	\$709.49	\$ 71,522,678	0.00%

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.2: Reliability

Measure 1.2.1 Recipient Stockout Rates (SCMS Accountable)

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
The total number of SCMS related stock-outs of ARVs or Test Kits on the core product list reported by SCMS clients.	Chris Larson	<12 per year	0	0	0	=

Context

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

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

Performance

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

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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Lopinavir/Ritonavir supply shortages continue	Monitor the stock situations in country and communicate routinely with suppliers	Robert Staley	Ongoing

Risk & Mitigation

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

Strategic Objective 1.2: Reliability

Measure 1.2.2a On-Time Delivery: Core Products

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Steve Patras	Core: 80% ARV, LAB, DRUG, HIV Test Kit, VMMC Kits	87%	79%	84%	↓

Context

COTD down by 8% due to:

ARVs: Long import authorization (6 mo) for controlled substances in Haiti.

Long Import Waiver process in Afghanistan (Avg 3 mo).

Indian Nat'l Gov't Program for HIV placed an emergency procurement of ATV/r (Emcure had to provide this on a 'war-footing' causing delay to our orders)

DRUG: 79% on time delivery mainly driven by poor performance by the international wholesalers (IDA Foundation and The Medical Export Group). Next quarter will see reduced performance due to high order volume experienced in October and complex orders from Liberia and Zambia.

HIV Test Kits: - This category is now transitioned to new contractor (RMI). SCMS will continue to be the point of contact between the client and RMI.

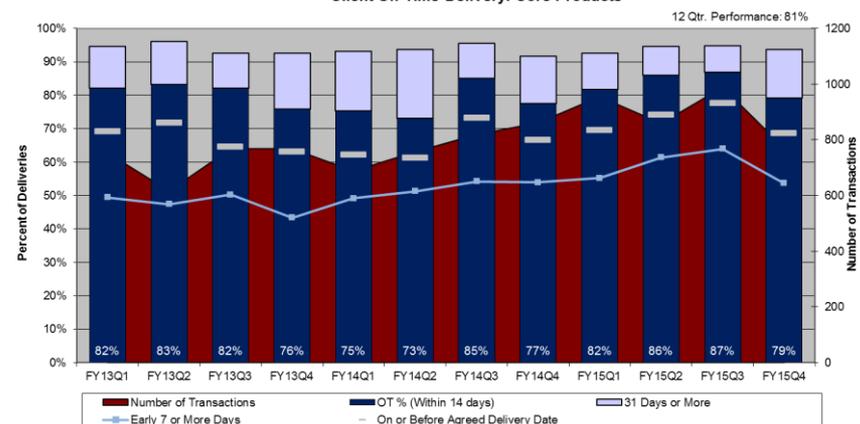
- During Q4 we processed 6 orders for HIV test kits all were on time.

VMMC: The OTD for VMMC products in the quarter was 73%. Seven of ten shipments that currently show late should have been captured with an AD code given that the client requested a later delivery due to storage space issues.

LAB: VOTD dropped from 83% Q3 to 76% in Q4. This is attributed to some of our largest suppliers - Fisher and Becton Dickenson (BD). Fisher changing their lead time after the award and our confirmation of deliverer date to client. We experienced similar issues with BD.

Performance

Client On-Time Delivery: Core Products



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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
VMMC Po's w/o AD codes	Using BI weekly reports showing shipments delivered before the hard close date and apply AD codes.	Juan Jaramillo	Dec 2015
Haiti lack of training for pharma proc.	SOP was shared, training will be in Dec	Collin Chigombi	Dec 2015
Long Import authorization	Escalated to Client Account Manager. CAM to review with the customer.	Wesley Kreft	Done
Indian gov't emergency procurement	Follow up with Emcure and maintain regular communications on current status of POs	Wesley Kreft	Done
Lab suppliers changing delivery dates after order placed	Met with Fisher in Oct. In future, they will confirm their lead times with manufacturers before they submit their bids to PFSCM. BD meeting being scheduled.	Walid Zeidan	Fisher - Done BD - Q4

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
FO performance due to transition issues	Medium	High	Training; move some process to PMO	Support training on SOP and WI by phone and other means	Collin Chigombi Steve Patras
Slow review of EM dossiers with new QA contractor	High	High	Meet with FHI360	Continue review with USAID	Henk denBesten, Tapiwa Mupereki
Test kit Transition to RMI	Medium	High	Meet with RMI	Continue meetings with RMI/USAID	Walid Zeidan, Peter Smith

Strategic Objective 1.2: Reliability

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

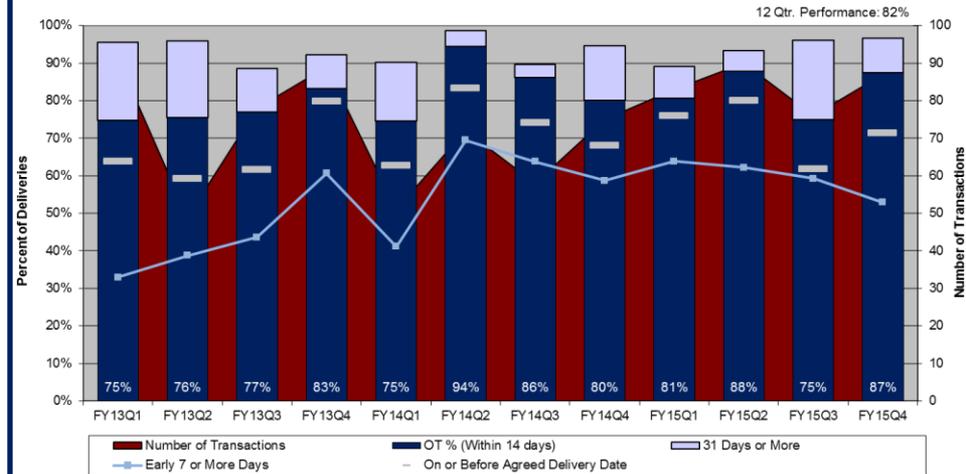
Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Percentage of orders delivered no more than 14 days after the PQ projected delivery date.	Walid Zeidan	Non-Core: 70% ORDT, MRDT, ANTM, ACT, FP, OTH	75%	87%	83%	↑

Context

- OTD in Q4 went up by 12% and is above the target for the year.
- OTD continues to meet delivery requirements for this commodity groups. No issues to report

Performance

Client On-Time Delivery: Non-Core Products



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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Issues	Corrective Action	Owner	Deadline

Strategic Objective 1.2: Reliability

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

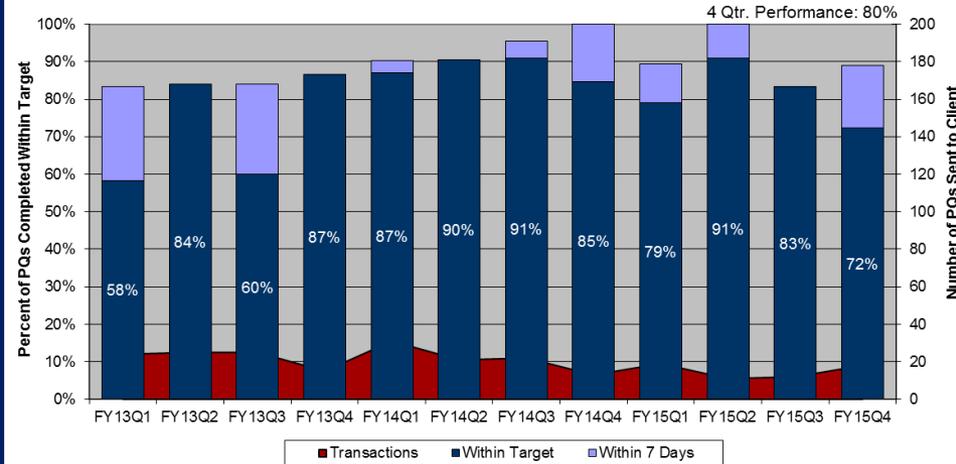
Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Chris Larson	70%	83%	72%	80%	↓

Context

- A total of 18 PQs processed in the quarter 13 of which were on target.
- DPIM processed and submitted four of the five late PQs on time. However, the process was delayed due to late submission of PQs.
- One PQ to Mauritania was delayed as our RDC team struggled to get freight quotes on time as it is new destination.

Performance

PQs Completed within Target: ARV via RDC (PMO)



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Mitigation: FOMP team lead to address this with the FO team.

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Increased unplanned orders lead to increased DD shipments for ARVs which will elongate PQ turnaround time	High	Medium	Accept	NA	Chris Larson

Strategic Objective 1.2: Reliability

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

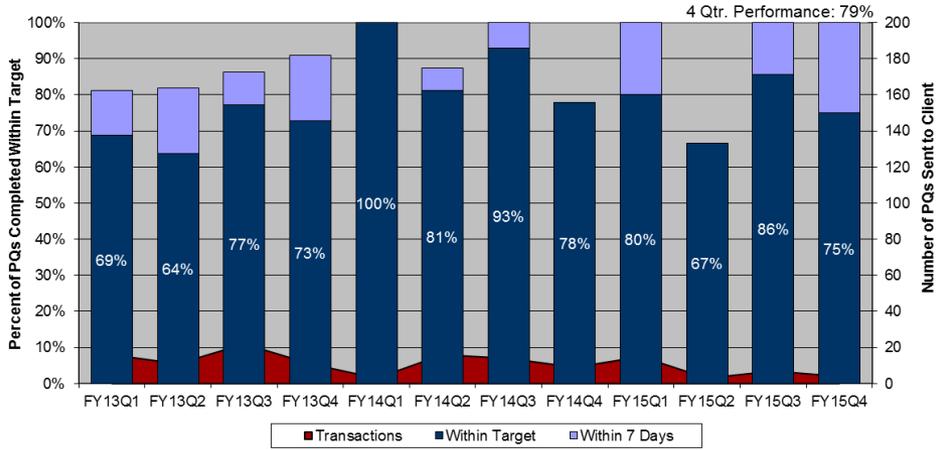
Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Walid Zeidan	85%	86%	75%	79%	↓

Context

- This is now in transition to GHSC contractor (RMI) and is being managed by them. SCMS will continue to be the point of contact between the client and RMI.
- During Q4 we only processed 4 PQ's for HIV test kits. In July we had 2 PQ's with a 100% on time PQ turn around time and 1 PQ in Sep that was not turned around on time.

Performance

PQs Completed within Target: HIV Test Kit (PMO)



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

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.2: Reliability

Measure 1.2.3c On-Time PQ Turnaround: VMMC Kits

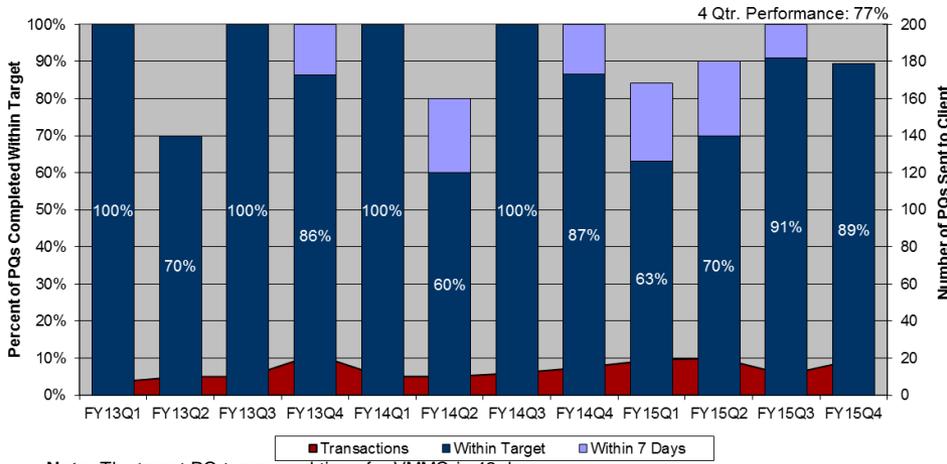
Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Average number of days between client initially contacting SCMS for a price request (PR) and SCMS sending a price quote (PQ) to the client, broken out by 5 milestones/"steps" in the process.	Juan Jaramillo	80%	91%	89%	77%	↓

Context

The performance during the quarter was slightly lowered to 89% from the previous quarter. This strong performance is due to the successful implementation of mitigation actions during the previous quarters.

Performance

PQs Completed within Target: VMMC (PMO)



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Reduced VMMC stocks at the RDCs. This will lead to increased DD shipments, elongating PQ turnaround time	High	Medium	Accept	NA	Juan Jaramillo

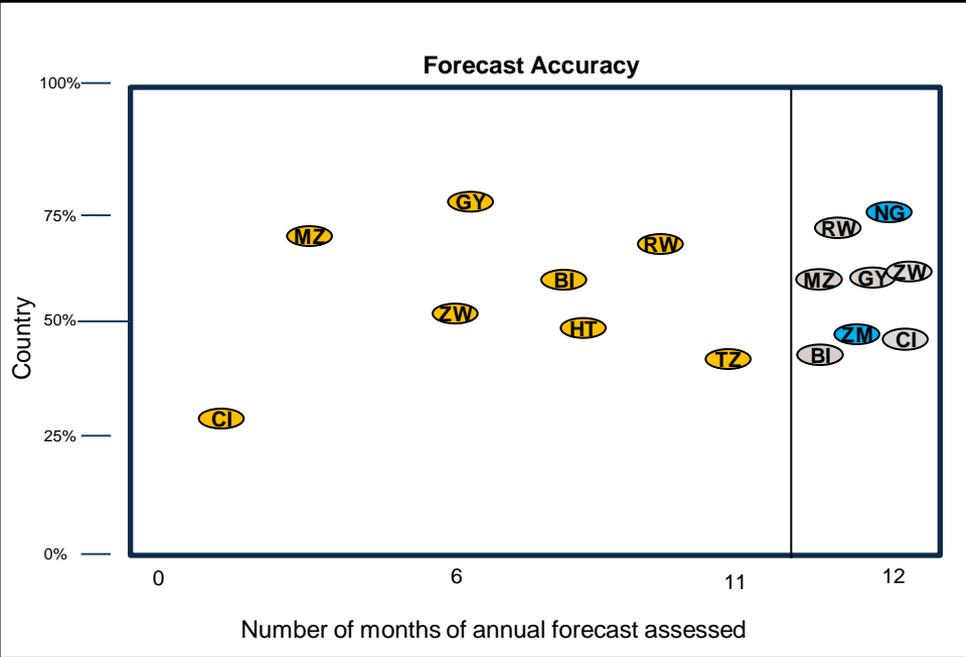
Strategic Objective 1.2: Reliability

Measure 1.2.4 Forecast Accuracy

Measure Definition	Measure Owner	Target	FY15	Trend
Variance between forecasted and reported consumption/issues data for a set of tracer ARVs	Robert Burn/ Alan Pringle	70%	60%	↑

Context

- Reminder: the aggregate performance value reflects only completed annual forecasts, i.e. 12 months data is compared
- Tracer list criteria includes 3 adult and 3 pediatric formulations
- Forecast accuracy measure methodology to be discussed with the COR team in FY16
- Individual countries scored between 44-77% for the 12 month category
- End of year annual score of 60% is 6% lower than one year ago likely the result of the adoption and implementation of new guidelines not occurring as projected in the forecast, leading to greater variance of actual to forecast consumption
- TZ improved from 24% last quarter's as a result of mid-forecast review
- NG: EFV 200mg low forecast accuracy; the forecast has been revised
- ZM: LPV/r 200/50mg: assumption of an increase in 2nd line patients following expansion of viral load capacity didn't hold because available machines are low throughput and there was a stock out of a supply item
- ZW is retrospectively included in 12 month column following successful engagement of MOH by SCMS field office to correct erroneous consumption data



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
CI: Though measure is based on only two months of data, low value suggests assumptions, especially for pediatric formulations, may need revisiting.	Propose to National Quantification Committee that they monitor closely consumption over next 3 months and revise forecast if no improvement in measure.	Robert Burn	December 1, 2015

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 1.3: Quality Products

Measure 1.3.1 Pharmaceutical Product Sampling—Actual Pulled vs Flagged

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
The number of pharma POs with samples pulled for testing as a percentage of the total number required to pull according to the Pharmaceutical Product Sampling and Testing Policy.	Britta Runbeck	88%	100%	100%	100%	=

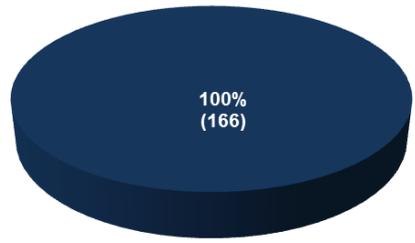
Context

Pharmaceutical sampling-actual pulled versus flagged continues to exceed its target. 100 percent of flagged samples were pulled this quarter.

With the transition of activities to FHI 360, this will be the last quarter SCMS reports on this indicator.

Performance

Product Sampling - Actual Pulled vs. Flagged



Product Type	Flagged	Collected	In Transit	Unable to Collect
ARV	53	53	-	-
DRUG	75	75	-	-

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Impact	Probability	Mitigation Action	Owner

Strategic Objective 1.4 Strengthen Reach

Measure 1.4.1 Planned, Unplanned and Emergency Orders

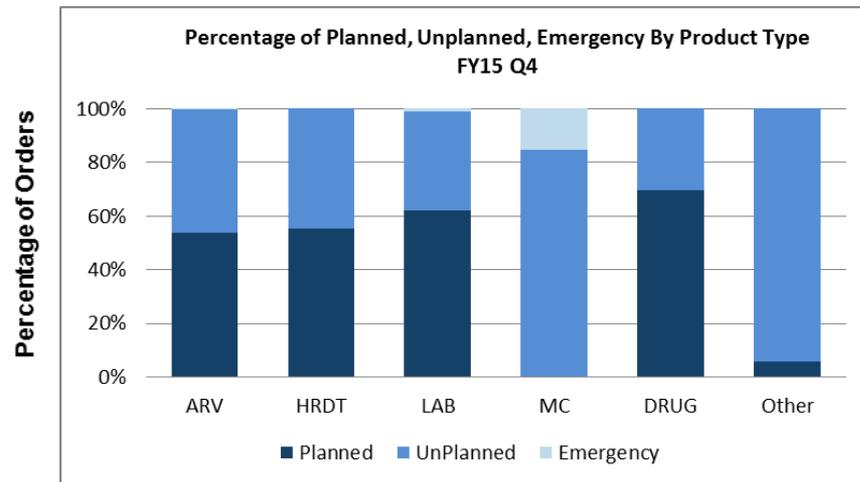
Measure Definition	Measure Owner	Target		FY15 Q3	FY15 Q4	FY15
Percentage of SCMS orders that are planned, unplanned & emergency Orders	Chris Larson	N/A	Planned	37%	53%	65%
			Unplanned	53%	46%	32%
			Emergency	10%	1%	3%

Context

The numbers of unplanned orders decreased in the period but remained high primarily due to contract transition related strategies. SCMS strategy for GHSC transition brought forward 'planned' orders for delivery in FY15 Q2. This meant that the many of the orders delivered during Q4 period, by order count, were unplanned. Many of these unplanned orders were small, lower value orders.

As reported last quarter, we expected unplanned orders to remain high through the 4th quarter and also through FY16 Q1. Orders in FY16 Q2 are expected to return to a higher level of planned orders.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Unplanned MC orders can not be fulfilled per requested date	Medium	Medium	Mitigate	Continue working with countries to improve MC commodity planning	Juan Jaramillo

Goal Two: Strengthen Systems

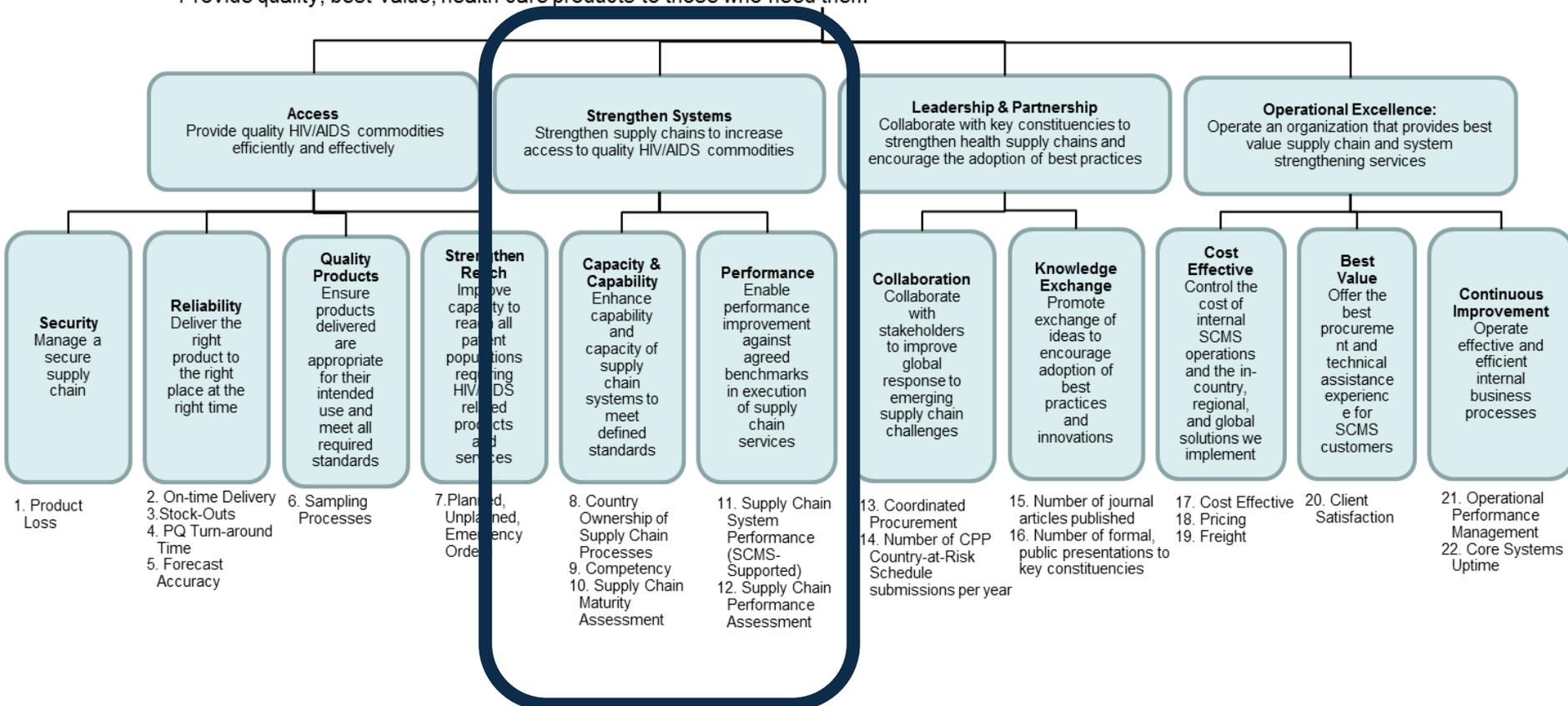
SCMS Vision

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

SCMS Mission

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

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



Strategic Objective 2.1: Capacity and Capability

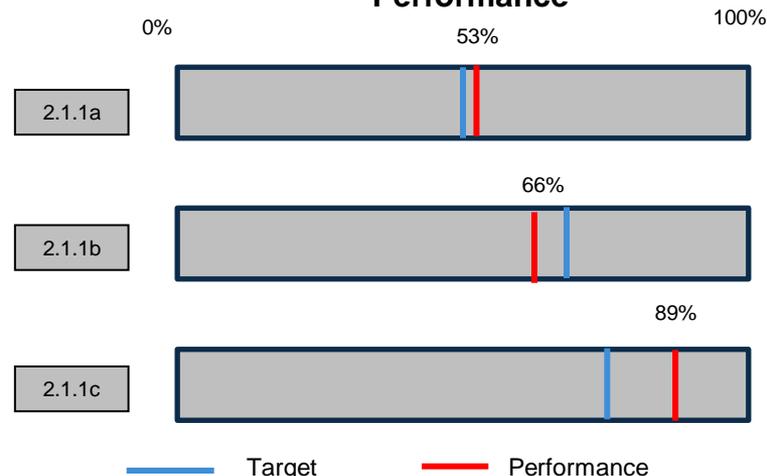
Measure 2.1.1 Country Ownership

Measure Definition	Measure Owner	Target	FY15 Q2	FY15 Q4	Trend
2.1.1a-Number of SCMS-supported countries with approved national supply chain strategic plans	Greg Miles	50%	47%	53%	↑
2.1.1b-Level of country counterpart ownership Forecasting & Supply Planning (FASP)		75%	60%	66%	↑
2.1.1c-% of supply chain functions documented in SOPs		80%	87%	89%	↑

Context

- Highest performance scores for all three measures, though FASP is still below target
- Strategic Plans: Meeting target for first time. Slow, steady progress, up from 33% two years ago. Improved score resulting from finalization and inclusion of ET plan. ZA and ZM plans in final stages of approval and are not included in this metric.
- FASP: Overall low country commitment remains below target, though up from 50% two years ago. Success in GY where LMU no longer has SCMS seconded staff; MOPH through NAPS conducted ARV forecast and the LMU conducted supply planning activities.
- SOPs: Continued strong performance

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Low ownership of FASP across several countries due to low traction/motivation	1. Analyze collected Quantification and Supply Planning Country Surveys to document lessons learned in country ownership	1. Cheryl Mayo / Robert Burn	March 31, 2016
	2. Follow up with countries to determine if lessons learned from survey analysis are included in work plans	2. Greg Miles	March 31, 2016

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Low capacity for FASP after SCMS ends	Medium	High	Transfer	Transition to new contractor	Greg Miles

Strategic Objective 2.2: Performance

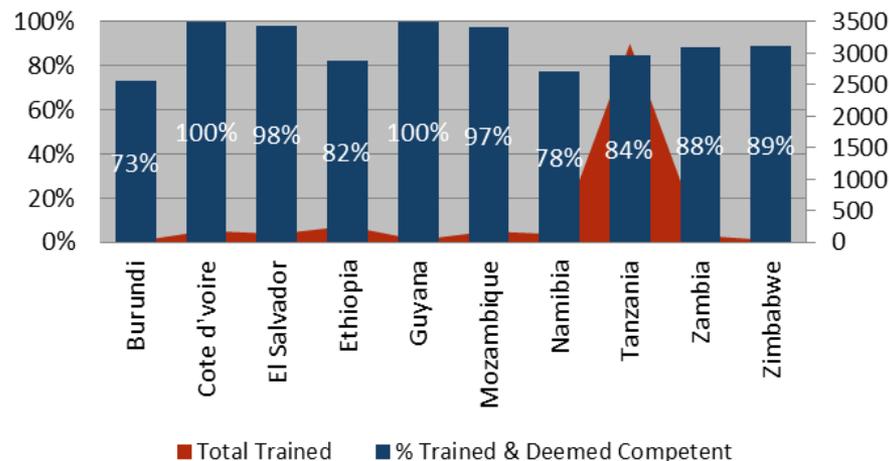
Measure 2.1.2 Training & Competency

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	Trend	FY15
2.1.2 Competency-Percent of non-SCMS staff trained and deemed competent in supply chain functions	Cheryl Mayo	80%	86%	90%	↑	87%

Context

- Competency levels continue to improve in Q4 with a slight increase from Q3. This is due largely to:
 - Capacity development and training are designed to include competency-based requirements
 - Continued monitoring and supportive supervision through increased focus on OJT
- FY15 Q4 total number of people trained increased to 3,991 from 3,553 in Q3
- TZ trained 1771 in OJT covering facility storage, record keeping, reporting, ordering
- BI post election conflict limited implementation of program and ability to conduct follow-up visits. Small relative numbers (8/11).
- CI reported 100% competency achieved based largely on pre-orientation and monitoring of trainees
- ET reported a target achievement of 82% in Q4 with 207 trainees who were deemed competent through IST. This was a result of pre-training orientation to ensure correct attainment of the KSA's.
- MZ continues to focus on OJT to support skill and knowledge strengthening
- GY reported 100% with OJT the primary method for training and development

Performance Training



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Identifying effective methods to build competency of those who do not meet competency pass rate but remain in positions fulfilling functions	Develop a supportive supervision and OJT re-training process to support participants	Cheryl Mayo	March 31, 2016

Risks & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action
Maintaining organizational capacity development due to constraints with staff retention and inconsistent performance	Medium	High	Mitigate	Work with MOH to: <ol style="list-style-type: none"> Institutionalize training and supervision programs within national capacity development planning. Key component of national capacity development plans is consideration of retention and incentives programs. Monitor SCM staff development plan adherence

Strategic Objective 2.1: Capacity and Capability

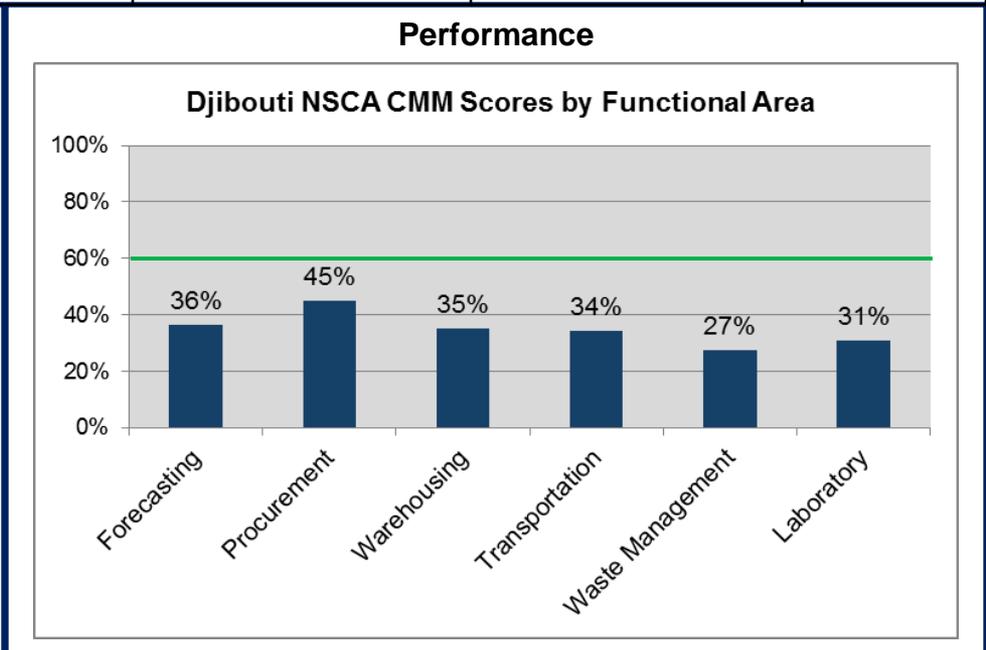
Measure 2.1.3 Supply Chain Assessment: CMM Score

Measure Definition	Measure Owner	Target	Country	Trend
2.1.3 Results of the Supply Chain Assessment CMM tool, illustrating capability maturity of in-country supply chains	Diane Reynolds	60%	Djibouti	N/A

Context

Djibouti

- A snapshot method was selected to assess the supply chain with 20 sites being selected across Djibouti-ville, the north and south regions.
- Nine data collectors used SurveyCTO software to collect data.
- The 6 functional areas assessed fell below the 60 percent maturity level which is the target for developing countries.
- *Challenge:* There are multiple donor organizations responsible for many of the vertical supply chains and MOH manages the essential medicines supply chain. Currently there is limited co-ordination and sharing of data.
- Both national and international partners are committed to working together to identify what improvement initiatives should be prioritized and how the organizations could work together to achieve these goals.



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Limited alignment and coordination of vertical supply chain programs and the national essential medicines supply chain.	CAMME and National disease program staff to participate in results workshop to identify joint roadmap for strengthening the supply chain	Diane	Q1/FY16

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Poor data availability and limited sharing of information between vertical programs	High	High	Mitigate	Results dissemination and roadmap development workshop to identify joint resolutions	Diane

Strategic Objective 2.2: Performance

Measure 2.2.1 Supply Chain Performance (SCMS Supported)

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	Trend	FY15
2.2.1a Facility Reporting Rates	Olya Duzey (acting)	80%	85%	88%	↑	84%
2.2.1b Expiry		1%	1%	0.3%	↓	0.4%
2.2.1c On-time Delivery		75%	91%	88%	↓	89%
2.2.1d In-Country Facility Stockout Rates		5%	9%	10%	↑	9%
2.2.1e Order Fill Rate		80%	86%	92%	↑	86%

Issues & Corrective Actions

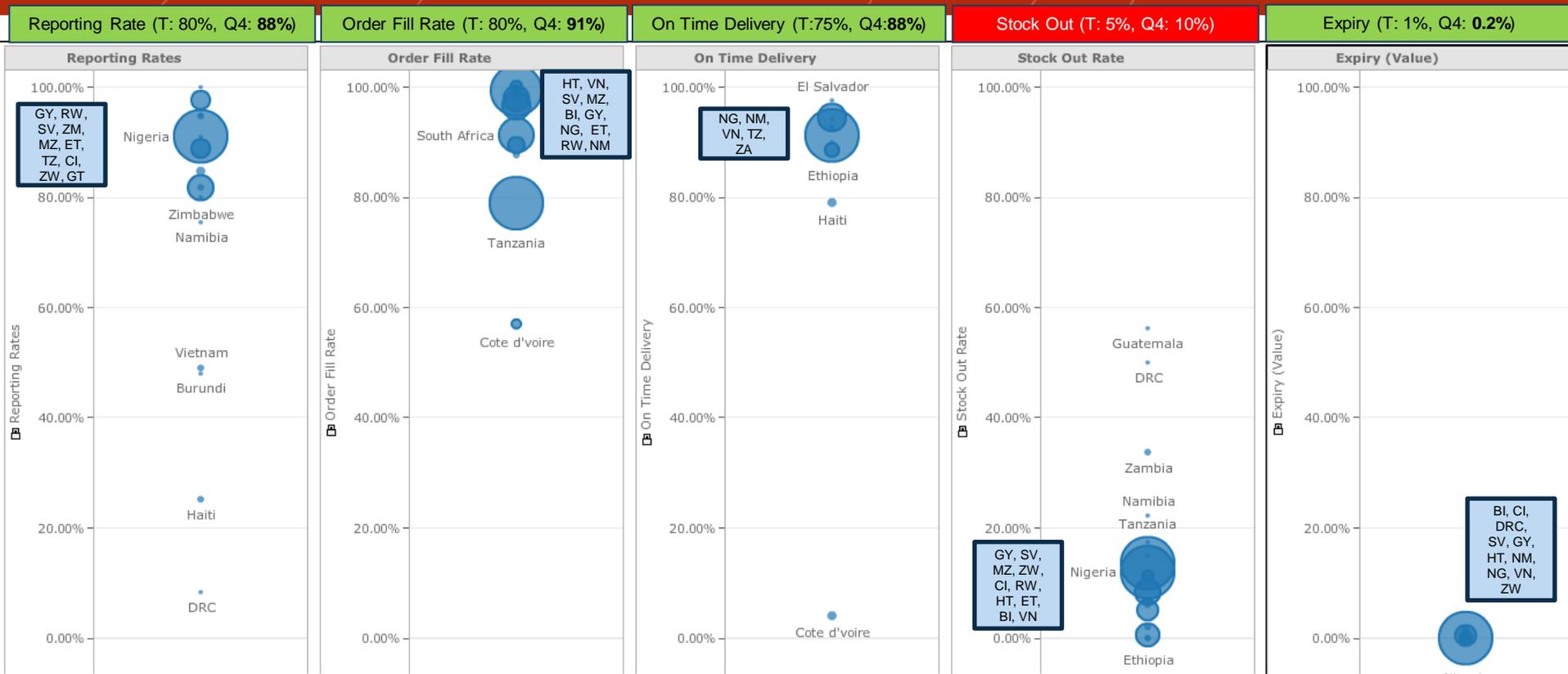
Issues	Corrective Actions	Owner	Deadline
Insufficient/untimely use of data to identify potential stock outs and/or take corrective actions	Review country LMIS systems and the use of data for monitoring pipeline, forecasting, and developing effective supply plans, to identify process improvements to reduce stock outs and take timely preventative actions	Greg Miles	March 31, 2016
Lack of transition strategy for implementing changes in testing and treatment regimens contributing to stock outs	Conduct discussions with Field Offices to document experience with transition to new regimens and algorithms, highlighting success stories and lessons learned	Greg Miles	March 31, 2016

Risks & Preventative Actions

Risk	Prob.	Impact	Response Option	Mitigation Action	Owner
Current practices in number of countries with regards to use of data for decision making, monitoring pipeline, introducing new regimens and algorithms, and stock taking pose a risk for continued stock outs	Medium	High	Mitigate	Execute and track planned corrective actions	Greg Miles
Project staff attrition could impede data collection, analysis and corrective actions of performance issues	Medium	High	Mitigate	Conduct review of Country PMP measures against updated work plans for relevance and feasibility	Doug Schlemmer

Strategic Objective 2.2: Performance

Measure 2.2.1 Supply Chain Performance (SCMS Supported)



Context

- Consistent strong performance throughout year with four of five indicators above FY15 target. Continued stock out challenges at 9-10%. 19,197 sites overall.
- RR: ON TARGET. Continued climb to 88%. BI Districts continue to report during crisis. ET success due to action plans developed for each hub increasing ownership. GY LMU follow-up due to SCMS mentorship. NM reporting dashboard driving improvement. ZW improvement due to LU intervention and improved order processing time. High availability but timeliness an issue in DRC, HT lacking site POCs, and VN shift to central focus and continued PAC challenges.
- OF: ON TARGET. Strong performance in most countries. ET success due to SLA implementation with PFSA leadership commitment. NG: Increased involvement by State LAs. TZ: Insufficient RTK stocks at MSD due to change in testing algorithm and lag in supplying SD Bioline. CI issue with discrepancy between physical and recorded stock levels, and system identification of stock keeping units differs between MACS and SAGE.
- OTD: ON TARGET. Dip to 88%. CI NPSP stock count delays and inadequate process adherence caused late deliveries. TZ improvement due to changing zonal ordering from monthly to quarterly. HT post March training workshop some improvement achieved.
- SO: RED (10%). 11 of 16 countries reporting more than 5%, highest of the year. Lack of LMIS and data visibility and use. NG poor LMIS data quality, ordering, and inventory management, partly due to state staff turnover. TZ: Insufficient RTK stocks at TZ MSD due to SD Bioline shift. ZW: External donor withheld funding for ZIP delivery, and short shelf life of RTKs. ZM, DRC: Lack of ARV monitoring. DRC: Delayed procurement of peds. GT: PAHO funding delayed, cut in half. MZ: New scale up sites contributing to stock management errors. NM: Poor SP and limited government capacity, unrealistic supplier lead times; moving to PPM for procurement.
- EXP: ON TARGET. Strong performance

Strategic Objective 2.2: Performance

Measure 2.2.2 Supply Chain Assessment: KPI Score

Measure Definition	Measure Owner	Target	Country	Trend
2.1.3 Results of the Supply Chain Assessment CMM tool, illustrating capability maturity of in-country supply chains	Diane Reynolds	60%	Djibouti	NA

Context

Djibouti

KPI data was collected at the 20 facilities visited where relevant data sources were made available to data collection teams.

Successes

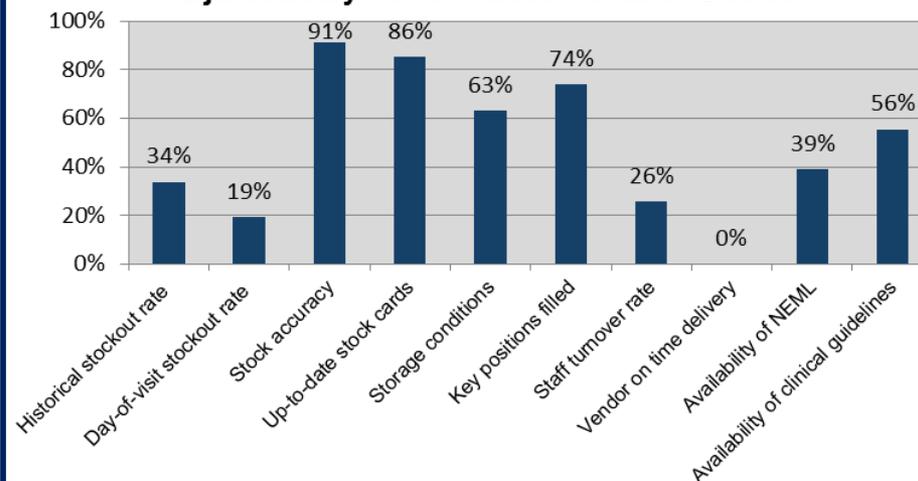
The KPI *up-to-date stock cards*, indicates that performance at the limited number of sites visited is high. Of those sites with stock cards *stock accuracy* was 91%

Challenges

- Vendor OTD is currently not a measure that CAMME (CMS) tracks and for the period of January to July of 2015 the data indicated that no orders reviewed were in time from the vendors based on the promised dates. (avg. 25 days late)
- Stock out rate was lowest at the level I facilities (SDPs). On the day of visit at each site, 19% of tracer commodities managed at that facility were experiencing stockout.

Performance

Djibouti Key Performance Indicator Scores



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Limited performance data availability and coordination across the multiple vertical programs and CAMME supply chain program	CAMME and National disease program staff to participate in results workshop to determine data and performance tracking initiatives	Diane	FY16 Q1

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Alignment of the various donor program reporting and measures requirements	High	High	Mitigate	Results dissemination and roadmap development workshop to identify joint resolutions	Diane

Goal Three: Leadership & Partnership

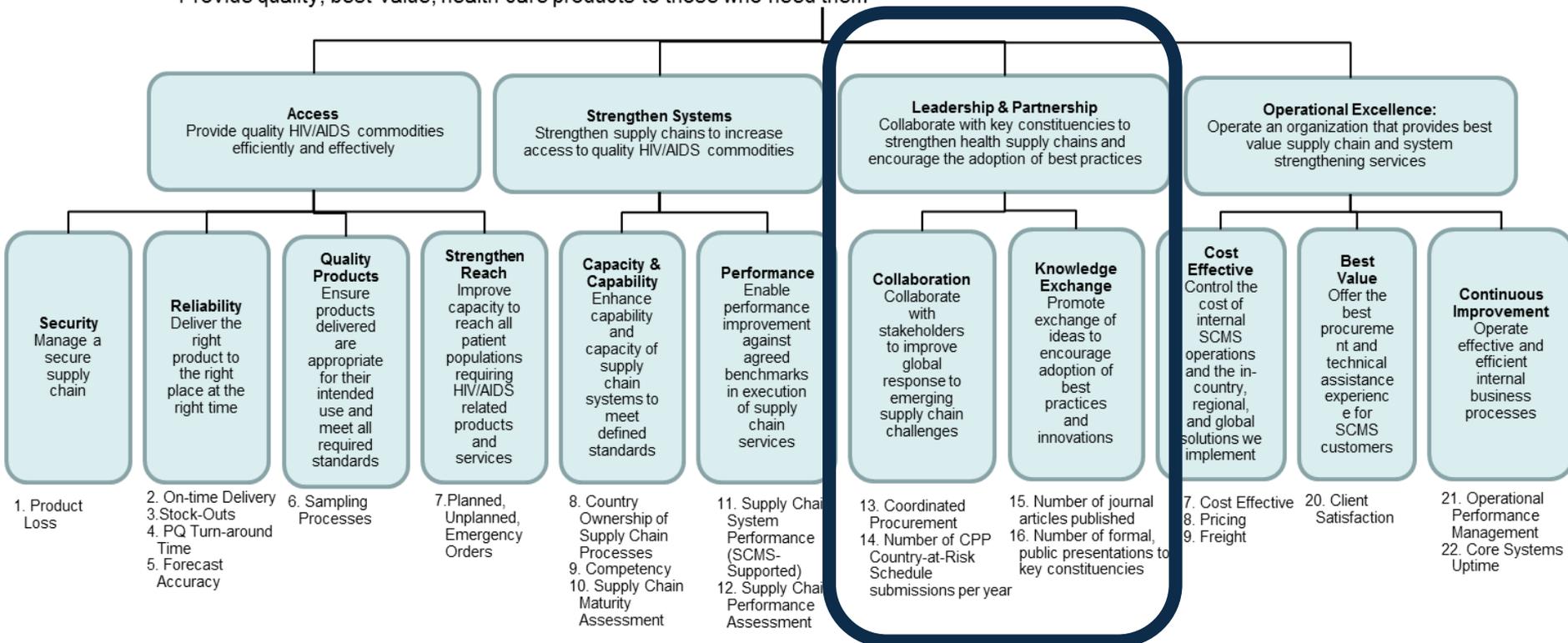
SCMS Vision

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

SCMS Mission

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

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



Strategic Objective 3.1: Collaboration – Measure 3.1.1 Coordinated Procurement Mechanism

Measure Definition	Measure Owner	Target	FY15Q2	FY15Q4	Trend
Percentage of SCMS-supported countries with coordinated procurement plans	Greg Miles	80%	100%	95%	↓

Context

- Coordinated Procurement Plans still above target
- Drop in performance due to lack of Haiti RTK CPP

ET: SCMS does not procure ARV drugs and RTKs in Ethiopia except for emergencies
VN: SCMS manages a specific lane of procurement with no stakeholder coordination.

Performance

Country	ARVs	Test Kit
Burundi	Yes	Yes
Cote d'Ivoire	Yes	Yes
DRC	Not in program scope	Not in program scope
El Salvador	Not in program scope	Not in program scope
Ethiopia	Not in program scope	Not in program scope
Guatemala	Not in program scope	Not in program scope
Guyana	Yes	Yes
Haiti	Yes	No
Mozambique	Yes	Yes
Namibia	Yes	Yes
Nigeria	Yes	Yes
Rwanda	Yes	Yes
South Africa	Not in program scope	Not in program scope
Tanzania	Yes	Yes
Vietnam	Not in program scope	Not in program scope
Zambia	Yes	Yes
Zimbabwe	Yes	Yes

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Lack of HT RTK CPP	Clarify roles with respect to quantification for RTKs. Work with USAID Mission to facilitate better coordination with CDC and their relationship with the National Reference Lab.	Alan Pringle	March 31, 2016

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Planning of procurements during contract transition may not ensure continued availability of commodities	Medium	High	Mitigate	Develop last order dates and secure commitments for funding to plan future procurements	Greg Miles

Strategic Objective 3.1 Collaboration:

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

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	Trend	FY15
Number of CPP country-at-risk schedule submissions per year	Dominique Zwinkels	4	1	0	=	4

Context

- No bi-monthly CPP Steering Committee/Technical Working Group meeting was held in FY15 Q4 as the meeting in July was canceled due to conflicting schedules and not being able to obtain the necessary data for a evidence-based discussion.
- The next meeting took place on October 11th, so in FY16 Q1. Congo (Brazzaville) and Niger were discussed, countries that have faced stockouts in recent months.

Performance

Country	Number of Submissions According to Schedule
Angola	1
Cameroon	2
DRC	1
Ethiopia	1
Guinea-Bissau	1
Guinea Conakry	1
Liberia	1
Sierra Leone	1
South Sudan	1
Swaziland	1
Tanzania	1
Zimbabwe	1

Issues & Corrective Actions

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

Risk & Mitigation

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

Strategic Objective 3.2 Knowledge Exchange

Measure 3.2.1 Publishing

Measure Definition	Measure Owner	Target	FY14	FY15	Trend
Number of journal articles published	Samantha Salcedo	6	9	5	↓

Context

- One article was published during FY15 Q4 (September 2015) - “Strengthening Public Health Supply Chains: PEPFAR-Supported Expansion of Access and Availability” (Daniel Tadesse, David Jamieson, Logan Cochrane) based on prgoram expereince in Ethiopia
- Another article was accepted for publication in October 2015 and published in November – “The Implementation of 350-2500 nm Diffuse Reflectance Spectroscopy and High Performance Thin Layer Chromatography to Rapidly Assess Manufacturing Consistency and Quality of Cotrimoxazole Tablets in Tanzania” (Eliangiringa Kaale, Michael Hope, David Jenkins, and Thomas Layloff) - Tropical Medicine and International Health

Performance

Title	Publisher
Strengthening Public Health Supply Chains: PEPFAR-Supported Expansion of Access and Availability : http://www.tandfonline.com/doi/full/10.1080/09614524.2015.1069794#.Ve5rzXu1g28	Taylor & Francis Online

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 3.2 Knowledge Exchange

Measure 3.2.2 Presentations

Measure Definition	Measure Owner	Target	FY14	FY15	Trend
Number of presentations to key constituencies	Samantha Salcedo	20	20	23	↑

Context

Three presentations made during FY15 Q4.

Performance

#	Audience or Event
1	Essential Medicines & ARV Market and Activity Update (Clinton, Henk, Butch, Wesley, David) – July 27, 2015
1	Addressing barriers to managing treatment failure and advanced ART for children and adolescents: informing health system strengthening through the New Horizons initiative (poster) – IAS Conference Vancouver, July 2015
1	Uptake of POC diagnostic technologies, considerations associated with shifting laboratory demands (90:90:90) (Jason) - IAS Conference Vancouver, July 2015

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Goal Four: Operational Excellence

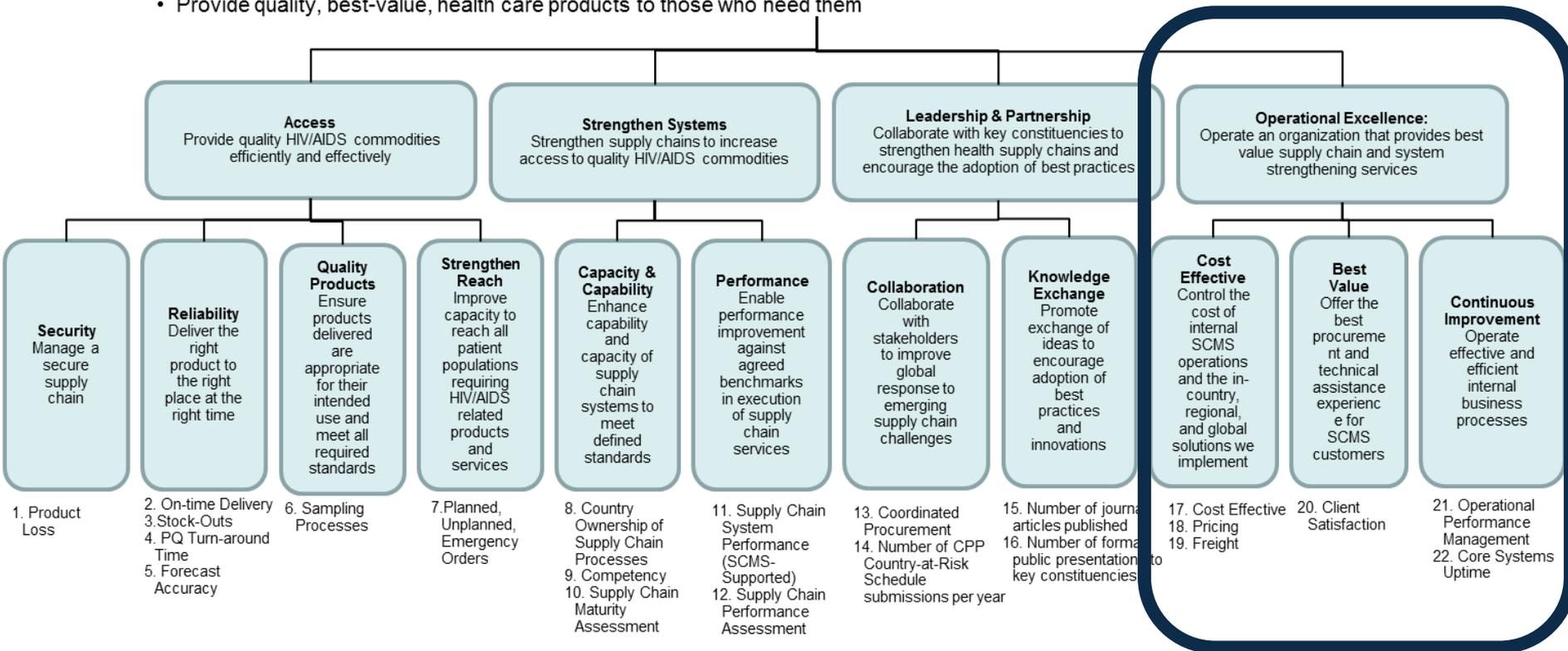
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Strategic Objective 4.1 Cost Effective

Measure 4.1.1a Cost Effective: RDC Expiry & BRC Reporting

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
4.1.1a Expiry RDC Stock 4.1.1a BRC Reporting Rate	Chris Larson	4.1.1a ≤ 3%	0.00%	0.01%	0.10%	↓
	Delphine Johnson	4.1.1b 4	FY15: 12			

Context

1) Loss due to expiry was minimal during the period during which \$5,820 worth of ARVs was written off due to expiry

2) BRC reporting rate:

The LOP at quarter close rose from 5.16% to 5.25%. Although the RDC costs continued to decrease this quarter, the SO value dropped considerably this quarter from \$71m to \$23m.

COR aware that although we can control RDC costs, we have limited control of number of orders which impacts the BRC.

Performance

	Expiry Value	Expiry Percentage
FY15Q1	\$436,566.62	0.42%
FY15Q2	\$0.00	0.00%
FY15 Q3	\$4,660.04	0.00%
FY15 Q4	\$5,820.37	0.01%

	BRC Reporting
FY15 Q1	3 months
FY15 Q2	3 months
FY15 Q3	3 months
FY15 Q4	3 months

Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Adjusted BRC deficit close to \$7m compared to \$5.9m last quarter. Although SO discounts were stopped, orders dropped.	Air in shipment and RDC costs decreased. Increase number of orders.	Delphine Johnson	TBD

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
Overrun against BRC revenue	High	Medium	Mitigate	Minimize air-in	Delphine Johnson
Expiry of VMMC products expected (PrePex) due to lower than expected consumption	High	Medium	Accept	NA	Chris Larson Juan Jaramillo

Strategic Objective 4.1 Cost Effective

Measure 4.1.1b Cost Effective: Surcharge

Measure Definition	Measure Owner	Target	LoP Performance
4.1.1b Surcharge	Delphine Johnson	4.1.1c ≤ 5%	3.82%

Context

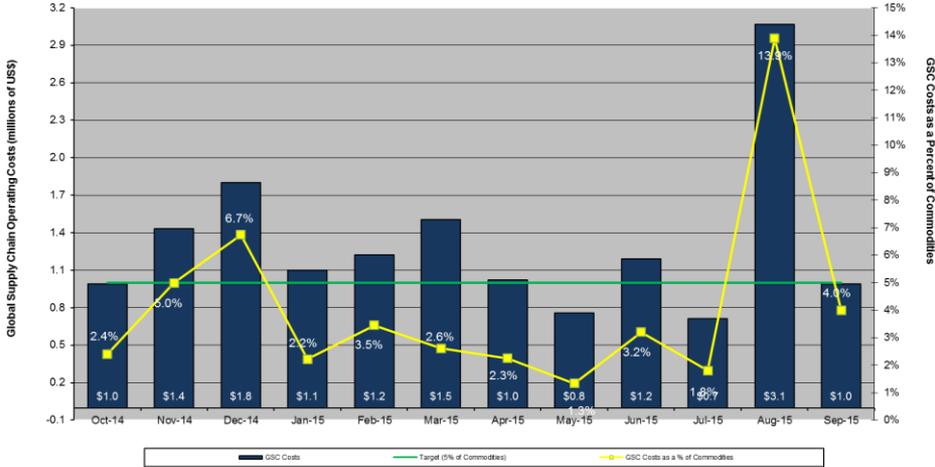
4.1.1b LOP Surcharge

- The pool (operating) costs over the past quarter totaled an average of \$1.6m per month. This is compared to the \$990k monthly average last quarter.
- The monthly average base (total commodity procurements) for the quarter is \$28.8m. This is compared to \$46.3m last quarter.
- The monthly average surcharge for FY15 Q4 increased from 2.14% to 5.53%.

Performance

Global Supply Chain Financial Performance

LoP Performance: 3.82%
12 Mo. Performance: 3.37%



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

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

Strategic Objective 4.1 Cost Effective

Measure 4.1.1c Cost Effective: ACF

Measure Definition	Measure Owner	Target	LoP Performance
4.1.1c ACF	Delphine Johnson	4.1.1d ≤ 12%	9.83%

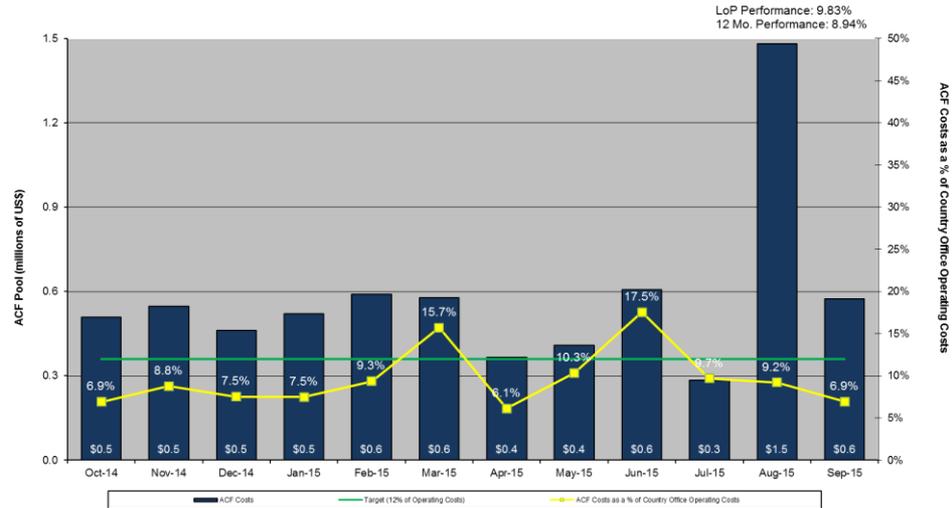
Context

4.1.1c LOP ACF:

- The pool (operating) costs for the past quarter equal a monthly average of \$780k, an increase from \$459k last quarter.
- The monthly average base (total field operating costs) for the quarter is \$9.1m compared to \$4.5m last quarter.
- The monthly average ACF for FY15 Q4 was 8.56% compared to 10.30% last quarter. This is due to the fact that we were catching-up with partner invoices.

Performance

Allocable Cost Factor (ACF) Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

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

Strategic Objective 4.1: Cost Effective

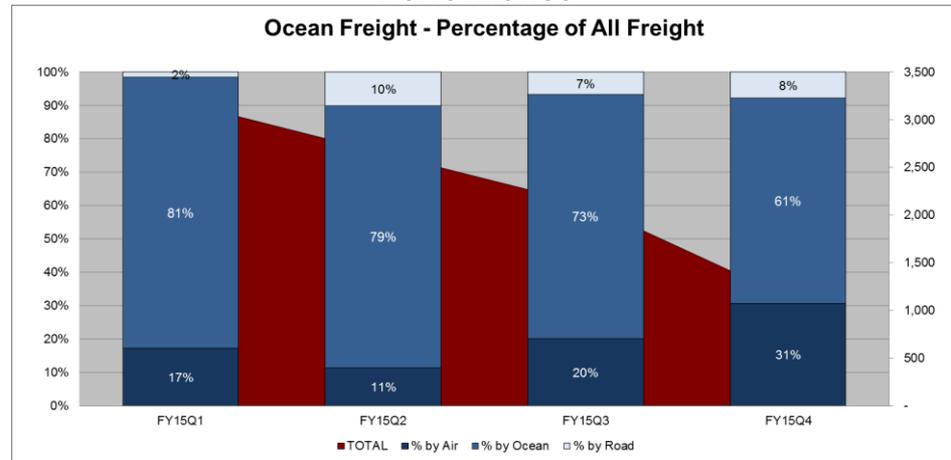
Measure 4.1.3 Ocean Freight: Percentage of All Freight

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
Tonnage of <u>international</u> deliveries shipped by ocean as a percentage of all international freight	Gary Carle	≥50%	73%	61%	76%	↓

Context

- F15Q4 overall ocean volumes delivered remained well above plan, although down from the previous quarter.
- Overall ocean tonnage declined due the decrease in planned orders and increase in unplanned orders during the period resulting from the original planned GHSC contract transition date of June 2015. With the next round of planned orders we anticipate this percentage to go back up in the short term.
- Unplanned orders tend to be smaller orders with smaller volumes per item and vendor which often makes them impractical for ocean shipment.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
A continued decline in planned orders can result in decreased use of ocean shipment.	Medium	High	Mitigate	Use supply plans whenever possible to maximize ocean shipping opportunities.	F&L, Demand Planning

Strategic Objective: 4.1 Cost Effective

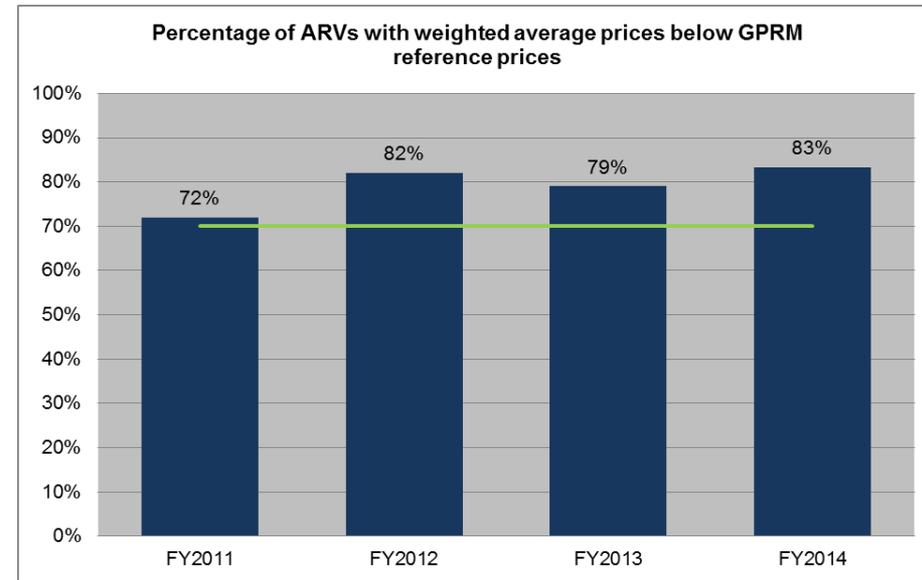
Measure: 4.1.2 ARV Price Comparison: SCMS vs. GPRM

Measure Definition	Measure Owner	Target	FY14	FY15	Trend
This measure compares SCMS ARV price to those in the GPRM	TBD	70%	83%	TBD	↑

Context

This measure requires that pricing data for a comparable time period is available from the GPRM. As of December 2nd, 2015, the most recent comparison data available is from the December 2013 GPRM Summary Report. We do not believe it would be accurate to compare SCMS FY 2015 prices to GPRM pricing from 2013. As a result, we are unable to report on this metric as defined. However, SCMS continued to see reductions in prices obtained for key ARV formulations throughout fiscal year 2015.

Performance



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
None.			

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 4.3 Continuous Improvement

Measure 4.3.1a Operational Performance Management

Measure Definition	Measure Owner	Target	FY14	FY15	Trend
4.3.1a Annual Partner Operational Review	Delphine Johnson	100%	100%	100%	=

Context

- All FY15 partner reviews were completed in the 4th quarter except for Voxiva that was completed on 10.07.15
- All reviews had minimal findings with the exception of IHS for which time-sheet issues were identified as for last year

Performance

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

Issues & Corrective Actions

Issues	Corrective Actions	Owners	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner

Strategic Objective 4.3 Continuous Improvement

Measure 4.3.1b Operational Performance Management

Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
4.3.1b % of TA trips processed on-time	Greg Miles	80%	56%	65%	59%	↑

Context

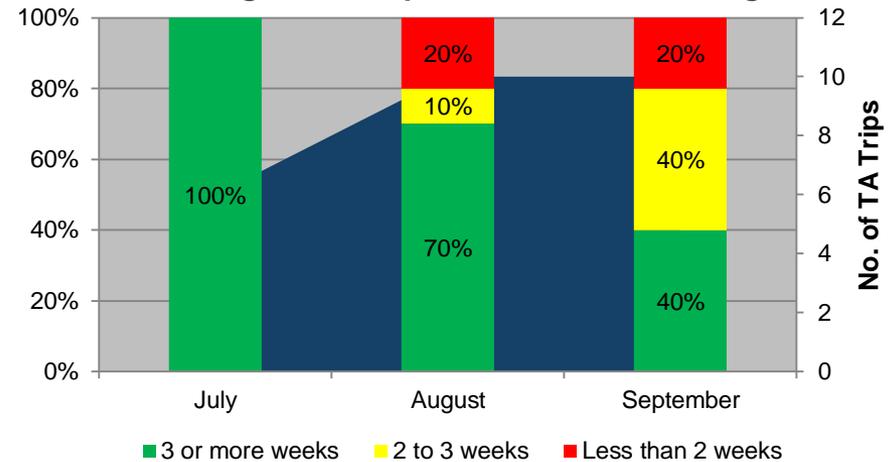
Between Q3 and Q4 there were 26 technical assistance trips. Processing on time increased from 56 percent to 65 percent.

AD/ UD and client delay codes are used for trend analysis of ETJ requests:

- In July all 6 TA trips were processed on time.
- 5 ETJs can be attributed to Burma and are due to client delays, specifically ad hoc Mission and MOH requests.
- 3 ETJs originate from Global Fund TDM #308 activities. Guinea Bissau requested an urgent TA to support quantification as the Concept Note was being developed. (2 ETJs) Kazakhstan requested the presence of the TA at a MoH meeting at short notice (1 ETJ)
- 1 ETJ originated from Tanzania due to insufficient planning

Performance

Percentage of TA Trips Processed within Target



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline
Overall on-time processing of travel requests remains well under the target of 80% of TAs processed on-time.	Meet with management to determine appropriate actions to address ETJ causes.	FPS management team	Q1FY16

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner
As planned TA winds down towards the transition and close out date, there is a risk of increased unplanned TA	Medium	Medium	Mitigate	Work with countries to plan TA through extension period	Diane Reynolds

Strategic Objective 4.3: Continuous Improvement

Measure 4.3.2 Core Systems Uptime: Potential vs Actual

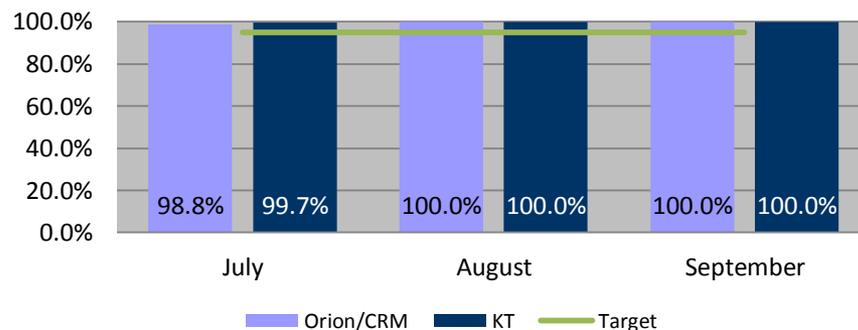
Measure Definition	Measure Owner	Target	FY15 Q3	FY15 Q4	FY15	Trend
% of time that KT & Orion are alive during stated support hours	Srihari Chelluri	Orion: ≥95%	99.1%	99.6%	99.2%	↑
		KT: ≥95%	100%	99.9%	99.9%	

Context

MIS systems continue to perform above targets set in Service Level Agreements.

Performance

Core System Uptime FY15 Q4



Issues & Corrective Actions

Issues	Corrective Actions	Owner	Deadline

Risk & Mitigation

Risk	Probability	Impact	Response Option	Mitigation Action	Owner