



Task Order 2, Avian Influenza

FY 2009 Annual Report



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USAID | DELIVER PROJECT, Task Order 2

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Abstract

This report documents the activities of Task Order 2, Avian Influenza during the 2008–2009 fiscal year. Key sections include project management changes, global distribution mechanisms, and technical assistance appraisal.

Cover photo: This photo, taken by A. Clements, shows local staff cleaning transport trucks and crates in West Java, Indonesia, in March 2009 as part of avian influenza decontamination activities.

USAID | DELIVER PROJECT

John Snow, Inc.
1616 Fort Myer Drive, 11th Floor
Arlington, VA 22209 USA
Phone: 703-528-7474
Fax: 703-528-7480
Email: askdeliver@jsi.com
Internet: deliver.jsi.com

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Acronyms

3-D	Depopulation, Decontamination, and Disposal
AI	avian influenza
AI-COMM	Global Avian Influenza Behavior Change and Communications
AICSOG	Avian Influenza Commodity Support Optimization Group
AIIS	Avian Influenza International Stockpile
API	Avian and Pandemic Influenza Preparedness and Response
CAUSA	Crown Agents USA, Inc.
CCB	Change Control Board
CTO	Cognizant Technical Officer
DLS	Department of Livestock
EPT	emerging pandemic threat
FAO	Food and Agriculture Organization
FHI	Family Health International
GOB	Government of Bangladesh
GOI	Government of Indonesia
HPAI	highly pathogenic avian influenza
In-Vak	Vaccination Intensification Program
IQC	Indefinite Quantity Contract
JSI	John Snow, Inc.
LMIS	logistics management information system
MAP	Medical Assistance Programs
MIS	management information system
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
NIOSH	National Institute for Occupational Safety and Health
OAA	Office of Acquisition and Assistance
OIG	Office of Inspector General
OR	operations research
OSHA	Occupational Safety and Health Administration

PMP	Performance Monitoring Plan
PPE	personal protective equipment
QA	quality assurance
R1	first release
R2	second release
R3	third release
RDC	regional distribution center
SBS	Surveillance Biosecurity Kit (avian influenza)
SCMS	Supply Chain Management System
SOP	standard operating procedure
SOT	Supply Operations Team
SOW	scope of work
STOP-AI	Stamping Out Pandemic and Avian Influenza
TA	technical assistance
TAPP	technical assistance project proforma
TO	task order
TO2	Task Order 2
TWG	technical working group
UNHRD	United Nations Humanitarian Response Depot
UPS SCS	United Postal Service Supply Chain Solutions, Inc.
USAID	U.S. Agency for International Development
USG	U.S. Government

Background

The USAID | DELIVER PROJECT, Task Order 2, (Avian Influenza) contract was awarded on March 22, 2007, to support management of the U.S. Agency for International Development (USAID) Avian Influenza International Stockpile (AIIS) and to distribute avian influenza (AI) commodities to recipient countries worldwide. Ensuring availability of personal protective equipment (PPE), decontamination equipment, and laboratory specimen and testing supplies supports effective implementation of surveillance and outbreak response activities in countries at risk for and experiencing H5N1 outbreaks. Task Order 2 (TO2) was designed to meet specific challenges of stockpile management and international distribution of stockpile commodities. Since the award of TO2, the epidemiological profile of the highly pathogenic avian influenza H5N1 virus has contracted from its once-broad range of affected countries to a concentrated incidence of new cases in fewer countries. The original project strategy, when spread of the virus was more diffuse, was to pre-position equipment at national level in countries worldwide, with regional stockpiles to provide rapid response in highly endemic regions. In response to this new epidemiological profile, the project placed greater emphasis over the past year on technical assistance and revising shipping strategy.

The Task Order (TO) objectives are as follows:

1. Establish and operate a secure and reliable global distribution mechanism for current and future USAID AIIS assets
2. Establish a comprehensive management information system (MIS) to provide up-to-date information on assets managed by the global distribution mechanism
3. Procure, assemble, and distribute additional assets, as required
4. Provide technical assistance (TA) to recipient countries, as required.

Under TO2, the investments will lead to the following results:

1. Stocks will be pre-positioned in national and regional warehouses worldwide to ensure that national and international authorities can quickly respond to and contain disease outbreaks.
2. USAID will be able to:
 - a. Rapidly distribute additional stockpile commodities to countries when an outbreak occurs
 - b. Have access to information on stockpile commodities available in U.S. and regional warehouses, on commodities shipped to and received in individual countries, and on quantities distributed and needed, by country
 - c. Have procured additional assets cost-effectively to meet evolving highly pathogenic AI outbreak containment needs
3. In-country coordination of receipt, storage, and distribution of AIIS commodities will have improved.

In addition to activities to address H5N1, due to the H1N1 influenza pandemic outbreak that began in April/May 2009, the USAID Avian and Pandemic Influenza Preparedness and Response (API) Unit initiated expansion of the TO2 scope of work to include H1N1 and all other emerging and existing pandemic threats. With the scope of work (SOW) change on September 19, 2009, the project was asked to respond to two new areas of work: commodity procurement and supply chain management technical assistance to USAID's H1N1 response efforts and to its emerging pandemic threats (EPT) programs. We look forward to working with USAID on these areas of intervention in coming years.

Project Management

The TO central management team, under direction of the Task Order director, continues to work in close collaboration with each of the Indefinite Quantity Contract (IQC) central units to ensure seamless provision of quality client services. The management team meets weekly with representatives from the supply operations team (SOT), which includes procurement, freight, inventory management, and quality assurance (QA). In addition, the country programs team manages in-country implementation under guidance of TO2 staff in countries where more intensive activities are envisioned. Taking advantage of economies of scale, the TO receives financial, communications, and contract management support from the central finance, administration, and communications teams.

Under the leadership of John Snow, Inc. (JSI), each project subcontractor contributes to successful completion of the objectives outlined above. Medical Assistant Programs (MAP) International, a faith-based organization with more than 50 years of experience in warehousing and distribution of donated medical supplies, provides the project with advanced warehousing services. It also manages day-to-day operations of the USAID AIIS warehouse in Savannah, Georgia. United Parcel Service Supply Chain Solutions, Inc. (UPS SCS), handles all shipping, shipment tracking, and in-country delivery of AIIS commodities, and manages the regional distribution center (RDC) warehouse in Bangkok, Thailand. Family Health International (FHI) supports the project by ensuring that all operations, including warehousing and assembly of commodity kits, meet international quality standards. Crown Agents USA, Inc. (CAUSA), and PATH provide technical support by participating in procurement and TA activities in select countries. CAUSA can also provide country-level warehousing services where appropriate or necessary. The Manoff Group, Inc. provides strong support for TO2 communications activities and reporting requirements.

The TO management team maintains regular communication with the USAID cognizant technical officer (CTO) via weekly teleconferences and ad hoc meetings as needed. This enables the team to respond to the changing environment of USAID strategy for AI containment and response, and to provide services to support new and evolving programs. USAID requests for information are met in a timely manner, drawing on input from ORION/MIS, the project's financial management systems, and project records.

In addition to the required monthly financial report submitted to the USAID CTO, the project disseminates the TO2 Monthly Update, a monthly technical and programmatic update of accomplishments, activities, and issues. This report is made available to USAID and internal project staff across the USAID | DELIVER PROJECT TOs by the 15th of each month. USAID approved the project performance monitoring plan (PMP) in August 2008. Found in Appendix A, the PMP outlines deliverables, indicators, and results of USAID | DELIVER PROJECT's service areas, such as the USAID AIIS global distribution mechanism, MIS monitoring, and procurement activities.

In October, November and December 2008, the TO assisted the USAID API unit in preparing its response to the OIG audit of the API unit's commodity management activities. JSI furnished all project shipment and procurement data on request and provided an orientation for OIG auditors in use of the MIS to retrieve shipment data. We arranged for OIG field visits to the project's regional distribution center in Bangkok, and its Indonesia country program office. JSI and warehousing

partner MAP International also hosted OIG in its audit of inventory and warehouse functions at the project warehouse in Savannah.

We are pleased to note that OIG's overall assessment of project functions was overwhelmingly positive. Based on the audit report recommendations, the project provided a packet of logistics management guidance to USAID to facilitate establishment of a Memorandum of Understanding (MOU) with FAO/Indonesia on management of USAID-donated PPE kits. In addition, OIG recommended that USAID close the RDC in Bangkok. In order to liquidate the stock, the project awaits direction from the API unit on possible recipients for the inventory.

Global Distribution System

Avian Influenza (AI) Commodity Support Optimization Group

In order to synthesize two years of experience in managing the AIIS and global distribution system, TO2 established an advisory group dedicated to analyzing current system performance and development of creative solutions to meet identified challenges. The goal of the AI Commodity Support Optimization Group (AICSOG) is to further streamline the global distribution system, striving for increased efficiency in procurement, warehousing, inventory management, and distribution for the AIIS and related commodities. Led by the TO2 director, the AICSOG includes technical experts in procurement, warehousing, inventory control, international freight forwarding, and quality assurance from TO2 partners MAP, UPS SCS, CAUSA, FHI, PATH, USAID and JSI.

Issues addressed at the inaugural AICSOG meeting in May 2008 included a discussion of the results of the project's quality assurance review of stockpile inventory, development of a strategy for replacing gloves and wipes deemed deficient by the QA review, and review of proposals to maximize cost effectiveness of packaging for PPE kits. The group reviewed the TO2 performance scorecard and results of the recent freight reasonableness study. The group met again at the beginning of September 2009 to review activities in light of the proposed scope of TO work change.

In the constantly evolving environment of response to pandemic threats, these regular meetings provide USAID and the project an opportunity to marry programmatic goals more closely to appropriate supply chain solutions.

Warehouse Management

USAID Stockpile - Savannah

JSI and warehousing partner MAP International continued to manage the USAID AIIS, ensuring continued quality of inventory in the stockpile. In addition to AIIS commodities, the Savannah warehouse served as a consolidation point for commodities to support the H1N1 laboratory and surveillance activity. The project worked with USAID to suggest inventory management strategies for new types of product in the warehouse and monitored shelf life and general condition of products through regular cycle counts. In July, an audit firm familiar with best industry practices conducted an independent inventory audit and procedure review. The findings indicated few discrepancies in inventory counts and suggested several process improvements to ensure that routine communication of inventory cycle counts is clear and standardized. Close coordination between the MAP warehouse and the D.C.-based inventory management team is the key to a seamless flow of information and allowed the team to quickly identify issues and implement timely solutions to maintain inventory integrity.

As part of ongoing quality assurance monitoring, the project conducted a review of stockpile items housed in the MAP International warehouse in Savannah. The review focused specifically on PPE kits, which make up the bulk of items stored in the stockpile. FHI, the project's warehousing expert and subcontractor, sent a quality assurance advisor to Savannah to review warehouse procedures and discuss communication and information exchange with the headquarters office in Arlington, Va.

The team also inspected contents of personal protective equipment kits stored in the warehouse. The on-site inspection was followed by offsite product quality testing for nitrile and vinyl gloves and N-95 respirators. These items were tested for adherence to different NIOSH and OSHA performance standards for each category of equipment. The quality assurance review and product testing found the gloves to be unusable but the N-95 respirators to be in acceptable condition.

Results of this analysis were presented to the AICSOG for review and decisions on next steps. At the AICSOG's recommendation, USAID directed TO2 to repack the remaining PPE in inventory, removing the gloves from each kit. The new 50-count PPE configuration is efficiently packed in double-walled cartons suitable for international shipment and to maximize chargeable shipping weight. Each carton contains boxes of nitrile and vinyl gloves to allow for better management of their shelf life. In addition, desiccant packs were inserted to reduce risk of moisture, mold, and mildew, which may exist in recipient country storage facilities. This new configuration and packing approach will maximize the items' shelf life, ensuring their utility well into the future.

Regional Distribution Center – Bangkok

Based on recommendations of the USAID inspector general's audit in the fall of 2008, the project worked in close collaboration with USAID and sub-partner UPS to develop a plan to close the regional distribution center in Bangkok. The project awaits USAID direction to identify recipients for a large portion of the remaining PPE and laboratory kits stored in Bangkok. If USAID cannot identify recipients for all commodities stored at the RDC, the project will return remaining items to the MAP warehouse in the United States for quality assurance testing and incorporation into repacking of the stockpile PPE. When the RDC is closed, all project shipments of stockpile commodities will originate from the MAP Savannah warehouse, providing USAID with maximum control of items in the stockpile.

Commodity Procurement

Under TO2, the project procured \$1,131,410 worth of commodities to replace or update items in the stockpile and other items required for various programmatic needs. This included \$85,837.50 for nitrile gloves and \$44,297.66 for vinyl gloves to support repacking and improvement of the PPE kits. In doing so, the procurement team implemented standard operating procedures (SOPs) and work instructions to ensure that all applicable USG procurement regulations were followed. In collaboration with the TO management team, the procurement team provided USAID with up-to-date time frames for procurement processes, including manufacturer lead times and Office of Acquisition and Assistance (OAA) processing time. For all procurement actions, the procurement team collaborated with the requesting organization to refine technical specifications and determine the most appropriate procurement approach for identified items. Technical experts within the project, such as laboratory advisors, were consulted case by case in these specification discussions. Throughout the procurement process, the team maintained excellent communication with the recipient to ensure a transparent process and manage expectations.

Disassembly of the original decontamination kits in Year 2 of the project required disposal of unusable or expired goods. This action was completed in July/August 2009. In a joint donation activity, the project identified three non-profit organizations, Heart-to-Heart, Project Hope and MAP International to receive the unexpired usable items. Several other items were retained in warehouse inventory at USAID direction and could be included in future Depopulation,

Decontamination, and Disposal (3-D) and Surveillance Biosecurity (SBS) kits should the agency decide to produce more kits. These items could also be useful for distribution individually.

The field test of the 3-D and SBS kits in Bangladesh in September 2008 was a great success. The collaboration among USAID partners—the Stamping Out Pandemic and Avian Influenza Project (STOP-AI), Global Avian Influenza Behavior Change and Communications Support Activity (AI-COMM) and the USAID | DELIVER PROJECT—was a great example of how to capitalize on complementary strengths of these projects. Based on field test results for prototype versions of the kits, their contents were finalized. An order was placed for 500 of each kit, and the OAA packet was submitted for approval. However, that order was canceled in early 2009 as the overall landscape of the highly pathogenic avian influenza (HPAI) virus shifted and USAID’s strategy for commodity support to field operations changed.

TO2 continued to support the in-country poultry vaccination program in Indonesia by procuring select products and managing a complex network of vendor relationships. The value of procurement actions for this program in Indonesia this year was \$532,097.

In addition to stockpile replenishment and procurement of nitrile and vinyl gloves to facilitate repacking PPE kits, the project supported rollout of USAID proactive market decontamination activity in Bangladesh and Indonesia. TO2 procured and distributed Virkon disinfectant, high-powered sprayers, pressure washers, liquid detergent for the pressure washers, and other supporting equipment such as rubber boots. The value of these shipments was \$979,875. The project also assisted other USAID avian influenza project partners such as STOP-AI, by procuring backpack sprayers and other equipment necessary to support field and training programs.

Freight Forwarding

As the H5N1 avian influenza virus has contracted, the strategy for global distribution has necessarily shifted from pre-positioning supplies at the national level in many countries worldwide to a more focused strategy of resupply to select high-burden countries. Throughout the past year, TO2 completed 91 shipments valued at \$6,110,182 to 38 countries. This included an emergency shipment of 100,000 PPE kits to Mexico at USAID direction. This sizable shipment was built and delivered by charter flight within 48 hours after receipt of the order. A second shipment to the United Nations Humanitarian Response Depot (UNHRD) in Panama of 50,000 PPE kits was processed expeditiously in the same period.

A valuable tool for TO2 management of global distribution is the semi-annual freight reasonableness study, which conducts a third-party analysis of shipping lanes and rates for TO product distribution to monitor competitiveness of UPS freight rates. To date, UPS rates have been competitive, and this year’s analysis was ongoing rather than being conducted at the end of the reporting period to ensure an “apples-to-apples” congruence with freight rates, which constantly shift over time. We are pleased to report that the quarterly freight reasonableness studies consistently illustrate that service through our relationship with UPS resulted in high-quality service at competitive rates.

Technical Assistance

AI Logistics Technical Working Group

To support the project's ability to provide comprehensive and coherent technical assistance (TA), the project established an avian influenza logistics technical working group (TWG). Based on the project's work in AI logistics, as well as many years of experience in logistics management for public health commodities, the TWG sought to define and document agreed-upon approaches to technical assistance in AI emergency logistics system assessments, product selection, forecasting methodologies, procurement, warehousing and distribution, inventory control, and logistics management information systems (LMIS). The TWG prepared an overarching avian influenza supply chain readiness guide, which has been submitted in draft form to the API unit. Once we receive feedback, we hope to share the document with international normative bodies such as the Food and Agriculture Organization (FAO) to refine the guide further and ensure its relevance and usefulness in the field. On completion of the guide, we anticipate production of issue briefs to address particular logistics topics and challenges. Other accompanying tools to be developed by TWG include a forecasting tool, AI-specific model LMIS forms, and warehousing checklists. Documents and tools produced by the TWG will be made available on the USAID | DELIVER PROJECT website.

Country-Specific Technical Assistance

Since the project award in 2007, TO2 has established in-country programs to support host-country government efforts to prevent and respond to H5N1 outbreaks in Bangladesh, Indonesia, Nepal, and Nigeria. Each has a country-specific, one-year workplan drafted with local USAID missions. These workplans reflect the unique situation and requirements for that country's H5N1 avian influenza epidemiological profile and the government's response strategy. Workplan activities include providing TA in warehouse management, LMIS, monitoring and procurement, and establishing flexible supply chains for managing commodities for outbreak response and routine activities such as surveillance, wet market decontamination, and poultry vaccination. In addition to workplan activities, TO2 provided short-term TA to several Southeast Asian countries facing significant H5N1 challenges to initiate a discussion with mission and government counterparts to identify possible areas of TO2 intervention. Initial discussions were conducted in Vietnam and Thailand, and we look forward to establishing a plan for technical assistance in these countries and others in the region as appropriate.

Bangladesh

The project continued to support the Government of Bangladesh (GOB) Department of Livestock Services (DLS) in its proactive H5N1 prevention and response programs, ensuring that DLS logistics management systems can manage AI commodities. Building on work conducted in the project's first two years, the local team implemented rollout of the newly designed LMIS, including training for central, district, and upazila-level storekeepers. TO2 also assisted the GOB in

implementing supply chain elements of the USAID-funded technical assistance project proforma (TAPP).

Indonesia

TO2 has actively supported the Government of Indonesia (GOI) and its avian influenza partners since March 2007. In the past year, the project continued to provide procurement and logistics management support to the H5N1 Avian Influenza Poultry Vaccination Operations Research (OR) activity. This included studying the cold chain network and writing a lessons-learned document based on the project's experience with the OR programs. TO2 also worked with the GOI to strengthen Ministry of Agriculture (MOA) capacity to manage cold chain and logistics in the Vaccination Intensification Program (In-Vak) through training and mentoring of MOA provincial and district animal health officers. The project continued to support development of distribution for the 10,000 PPE kits to be managed by the National Committee for Avian Influenza Control and Pandemic Influenza Preparedness (KOMNAS-FBPI).

Nepal

In accordance with the one-year workplan approved by USAID in December 2008, the project supported AI prevention and response activities at the central level and in Jhapa and Ilam, two high-risk districts in the Eastern Development Region. The project worked with the established national AI logistics committee (for which TO2 serves as the secretariat) on improving storage conditions and management practices at the central storage facility, assisted with a nationwide distribution plan for AI-related commodities, and provided targeted support to the two high-risk districts.

Nigeria

In October 2008, the TO2 team conducted an initial assessment and logistics system design for the MOA, focusing on PPE, disinfectant, and other supplies necessary to manage the AI response in Nigeria. This led to development of a one-year workplan approved by USAID in December 2008. Based on results of that system design activity, the team worked with the MOA to develop SOPs for the system and to train state desk officers in new procedures for management of avian influenza commodities. Implementation of the new system, especially the LMIS, was supported through project staff seconded to the MOA to facilitate MOA leadership use of the data. Plans are in place to relocate the AI stockpile from Kaduna to a more central location in Abuja to ensure regular access to AI supplies when the system is running.

Management Information System (MIS)

In October 2008, the MIS team was scaled back and began operating under a maintenance budget. The maintenance team is comprised of essential staff needed to run day-to-day operations of the system, respond to requests for proposals, prepare status reports, troubleshoot, and develop minor enhancements directed by the Change Control Board (CCB). The board process provides input from USAID and other stakeholders and assesses the business impact of individual issues, ensuring that the most critical problems are addressed first. TO2 maintains an active presence on the CCB.

In addition to numerous other minor corrections and fixes, the following high-impact items were completed during this reporting period:

- Development of new functionality for the main My Commodities web page, adding features to accommodate new content that includes a separate page with additional product information
- Enhancement of data availability
- Correction of discrepancies between ORION and MIS inventory reports
- Implementation of an additional data refresh at noon daily, supplementing existing refreshes at 7 a.m. and 7 p.m. EDT and improving website availability of transactional data in the ORION Enterprise Resource Planning (ERP) system as morning changes become viewable the same day
- Improvement of management report accuracy of data in all circumstances with easier use of Excel and PDF report downloads and conversion to faster presentation software
- Enhancement of date consistency across the entire system by modifying ORION to perfect consistency for all date fields, such as requested delivery date, actual delivery date, etc. This resulted in significant improvement in communication and identification of when an action occurred and was a multiphase project running several months.
- Improvement of management and financial report accuracy by creating new such reports to ensure data accuracy in all circumstances. This is necessary as users become more familiar with what data is available and they develop new needs.

In addition to specific project work, significant activities were completed or are continuing in an effort to provide the best possible service. These include:

- In May 2009, the MIS and SOT completed actionable recommendations in the Independent Verification & Validation (IV&V) report issued last year. A CD ROM, containing all deliverables, was delivered to the USAID MIS advisor, completing the IV&V effort.
- Collaboration with the Supply Chain Management System (SCMS) MIS team was initiated and continues. The project's MIS management and SCMS teams meet regularly to discuss activities and identify opportunities that can be supported jointly. Successes include sharing the templates and workplan for the documentation project, which the SCMS team used again for its

documentation effort. Both projects have attended each other's CCB sessions to determine whether certain processes can be shared. This collaboration, beneficial to both sides, will continue in the future.

- Refresher training was provided for staff members who manage customer requests from the AskDeliver mailbox. This session provided an overview of ticket tracking software and procedures for ensuring that problems logged are corrected or escalated in a timely manner.
- Servers used to support the USAID | DELIVER PROJECT website and ORION base software were upgraded to newer versions of hardware and software, providing improved reliability and ease of maintenance. The USAID MIS advisor approved the JSI disaster recovery plan after its upgrade and review.

Appendices

Appendix A. Performance Monitoring Plan

Deliverables	Indicators	Source	Frequency	Result
Objective 1: Establish and operate a secure and reliable global distribution mechanism to store, transport, and rapidly deliver current and future USAID AIIS assets				
Take control and reprocess existing AI stockpiled inventory	Stockpile of current commodities successfully moved from warehouse in Atlanta, Georgia, to MAP warehouse in Savannah, Georgia	Atlanta audit report, MAP certificate of receipt of goods	Once	Completed during previous reporting period
	QA review of the stockpile from Atlanta	FHI report	Once	Completed during previous reporting period
	Pallets from Atlanta warehouse repacked to meet international shipping requirements	Annual Report	Once	Completed during previous reporting period
	Decontamination kits reviewed and reassembled	Annual Report	Once	Completed during previous reporting period
Manage existing and future USAID AIIS and procurement of new kit components	Annual independent inventory audit of MAP warehouse cross-checked and reconciled with the project database	ORION	Annual	Completed June 2009
	Timely shipment of vendor orders (supplier fill rate)	ORION	Bimonthly	98% of vendor orders were shipped on time.
	New kits assembled as requested	ORION	As requested	Ongoing/Current
	SOPs developed for disposal of damaged and/or expired products	Project documents	Ongoing	Completed during previous reporting period.
	100% documentation of product disposal according to the SOP and USG guidelines	Certificate of Disposal	As required	Ongoing/Current
	Inventory and shipment quantity and value available to USAID	ORION/MIS	As needed	All data available through http://deliver.jsi.com

Deliverables	Indicators	Source	Frequency	Result
Provide international freight forwarding as necessary to routinely distribute existing and future USAID AIIS	Emergency orders delivered to port no later than two days after desired receipt date (i.e., under nine days from date of receipt of approved order)	ORION	Quarterly	100% of emergency orders delivered to port on time
	Standard air orders delivered to port no more than 7 days later than desired receipt date			100% of standard air orders delivered to port on time
	Sea freight orders delivered to port within four weeks of desired receipt date			N/A
Establish regional distribution centers and provide warehousing and/or temporary storage facilities as requested	Cost-benefit analysis of RDCs	Ad hoc studies	To be determined	Completed during previous reporting period
	Standard air orders delivered to port no more than 7 days later than the desired receipt date	ORION	Quarterly	100% of standard air orders delivered to port on time
Provide timely and effective response to scopes of work for TA	Effective response to TA SOWs provided.	Project documents	Annual	100%
Implement a QA program for supplies and processes	QA program to verify supplies meet contractual and product specifications implemented	Workplans, SOPs, FHI reports	By contract	From October 2008
	QA program for warehouse and inventory management processes implemented	Workplans, SOPs, FHI reports	By contract	From February 2009
Objective 2. Establish a comprehensive MIS to provide current information about all aspects of the AI global distribution mechanism from procurement to delivery				
Availability of the first release (R1) of ORION MIS	All procurements and shipments managed using ORION RI	Management reports	Once	From June 2007
Availability of the second release (R2) of ORION MIS	Kitting module available	Management reports	Once	From January 2008
Availability of the third release (R3) of ORION MIS	Web-based inventory and shipment reporting available	MIS	Once	From April 2008

Deliverables	Indicators	Source	Frequency	Result
Objective 3. Procure, assemble, and distribute additional assets as needed				
Procure additional USAID AI commodities	Bimonthly SOT scorecard review	ORION	Bimonthly	From October 2008
	Cost-effective implementation of procurement requests	Ad hoc analyses	TBD	Ongoing: (1) Negotiation memo for procurement requiring OAA approval; (2) competitive quotes; (3) sole source justification
Manage and distribute additional assets as needed	Warehouse managing and AIIIS distribution indicators described above	As appropriate	As needed	Same as Objective 1

Appendix B. Shipment Quantities and Values

TO2 Shipment Quantities and Values, October 2008 to September 2009

Country	AI Animal Rapid Diagnostic Test		AI Decontamination Kits		Disinfectant		AI Lab Kits		Outbreak Response Misc.		PPE Kits		AI Universal Viral Transport Media	
	Qty	Value	Qty	Value	Qty	Value	Qty	Value	Qty	Value	Qty	Value	Qty	Value
Azerbaijan	0	\$0	8	\$4,672	0	\$0	0	\$0	N/A	\$0	600	\$8,741	0	\$0
Bangladesh	28	\$4,437	0	\$0	4,850	\$619,553	0	\$0	N/A	\$46,951	28,500	\$255,740	0	\$0
Benin	0	\$0	0	\$0	0	\$0	16	\$12,488	N/A	\$127	0	\$0	0	\$0
Botswana	0	\$0	0	\$0	400	\$20,897	5	\$3,950	N/A	\$0	2,100	\$24,586	0	\$0
Burkina Faso	0	\$0	0	\$0	100	\$6,063	0	\$0	N/A	\$0	3,750	\$48,429	0	\$0
Cameroon	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$1,140	0	\$0	0	\$0
Chile	0	\$0	10	\$4,218	0	\$0	0	\$0	N/A	\$0	925	\$9,755	0	\$0
Colombia	0	\$0	10	\$3,855	0	\$0	4	\$2,602	N/A	\$0	925	\$8,915	0	\$0
Congo	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$0	400	\$6,171	0	\$0
Ecuador	0	\$0	0	\$0	0	\$0	9	\$5,832	N/A	\$0	5,925	\$56,667	0	\$0
Egypt	0	\$0	3	\$1,529	2,962	\$236,853	0	\$0	N/A	\$24,617	60,550	\$561,451	0	\$0
El Salvador	2	\$352	2	\$822	0	\$0	1	\$693	N/A	\$0	75	\$771	1	\$66
Georgia	0	\$0	2	\$1,134	0	\$0	0	\$0	N/A	\$0	500	\$7,090	0	\$0

Guatemala	0	\$0	0	\$0	0	\$0	4	\$2,588	N/A	\$0	1,500	\$14,383	0	\$0
Indonesia	0	\$0	982	\$353,657	3,080	\$652,947	0	\$0	N/A	\$678,972	0	\$0	47	\$2,654
Kenya	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$0	50	\$732	0	\$0
Laos	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$2,571	5,000	\$45,022	0	\$0
Madagascar	0	\$0	20	\$10,664	0	\$0	0	\$0	N/A	\$0	750	\$9,998	0	\$0
Malawi	0	\$0	0	\$0	20	\$1,155	0	\$0	N/A	\$0	1,000	\$12,296	0	\$0
Malaysia	0	\$0	12	\$4,824	8	\$1,930	1	\$678	N/A	\$6,246	500	\$5,025	0	\$0
Mexico	0	\$0	0	\$0	8	\$857	0	\$0	N/A	\$0	100,000	\$972,904	0	\$0
Moldova	0	\$0	0	\$0	1	\$56	1	\$811	N/A	\$89	100	\$1,201	0	\$0
Mongolia	0	\$0	0	\$0	30	\$1,457	10	\$6,979	N/A	\$0	5,000	\$51,708	0	\$0
Nepal	0	\$0	100	\$40,040	40	\$9,479	9	\$6,080	N/A	\$0	2,000	\$20,020	0	\$0
Nigeria	0	\$0	0	\$0	80	\$5,032	0	\$0	N/A	\$1,912	7,750	\$76,002	0	\$0
Pakistan	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$1,459	2,000	\$21,193	0	\$0
Panama	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$0	35,000	\$337,077	0	\$0
Paraguay	0	\$0	0	\$0	0	\$0	5	\$3,890	N/A	\$0	5,100	\$58,524	0	\$0
Peru	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$0	5,000	\$49,456	0	\$0
Senegal	0	\$0	0	\$0	0	\$0	0	\$0	N/A	\$676	1,100	\$13,787	0	\$0
South Africa	0	\$0	0	\$0	44	\$2,146	0	\$0	N/A	\$232	5,300	\$57,091	0	\$0
Sri Lanka	0	\$0	0	\$0	52	\$3,463	0	\$0	N/A	\$0	0	\$0	0	\$0
Swaziland	0	\$0	0	\$0	8	\$398	3	\$2,259	N/A	\$0	1,500	\$16,735	0	\$0
Thailand	0	\$0	9	\$3,150	0	\$0	0	\$0	N/A	\$1,320	446	\$3,903	0	\$0
Uganda	0	\$0	1	\$606	0	\$0	0	\$0	N/A	\$0	100	\$1,516	0	\$0
United States	25	\$4,116	15	\$5,755	0	\$0	5	\$3,055	N/A	\$438,453	1,275	\$11,878	21	\$1,240
Vietnam	0	\$0	0	\$0	400	\$32,303	0	\$0	N/A	\$0	4,000	\$38,929	0	\$0
Zambia	0	\$0	0	\$0	0	\$0	1	\$922	N/A	\$75	150	\$2,428	0	\$0

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USAID | DELIVER PROJECT

John Snow, Inc.

1616 Fort Myer Drive, 11th Floor

Arlington, VA 22209 USA

Phone: 703-528-7474

Fax: 703-528-7480

Email: askdeliver@jsi.com

Internet: deliver.jsi.com