



Providing quality medicines for people
living with and affected by HIV and AIDS



SCMS Quarterly Report: October-December Y4Q1

Partnership for Supply Chain Management, Inc.

1616 Fort Myer Drive, 12th Floor

Arlington, VA 22209 USA

+1.571.227.8600 (phone)

+1.571.227.8601 (fax)

www.scms.pfscm.org

SCMS Project Team

Affordable Medicines for Africa | AMFA Foundation | Booz Allen Hamilton | Crown Agents Consultancy, Inc | The Fuel Logistics Group
IDA Solutions | JSI Research & Training Institute, Inc | Management Sciences for Health | The Manoff Group | MAP International
North-West University | Northrop Grumman | PATH | UPS Supply Chain Solutions | Voxiva | 3i Infotech

1.0 EXECUTIVE SUMMARY

1.1 SCMS Field Offices

By the end of Y4Q1, SCMS had:

- Taken important steps forward with respect to field-managed procurement. Ethiopia, Nigeria, Mozambique, Kenya, and Namibia are good examples.
- Continued to make significant progress toward the procurement and distribution of new commodities. SCMS procured or will procure soon, blood safety products, PMTCT products, food and nutrition supplements, male circumcision kits, home-based care kits, opportunistic infection drugs, TB drugs, malaria products and injection safety products;
- Ramped up activities surrounding the use of MACS software for warehouse and logistics management of HIV/AIDS commodities in Cote d'Ivoire, Guyana, Uganda, Mozambique, and Rwanda;
- Provided technical assistance to improve the performance of logistics management information systems and inventory control systems in Tanzania, Rwanda, Haiti, Guyana, Uganda, and Mozambique;
- Continued to build in-country capacity by carrying out training and skill-building consultations in a variety of supply chain areas: Botswana (provided quantification training to Central Medical Stores staff), Tanzania (trained healthcare professionals in the management of ARV drugs and HIV test kits), Vietnam (provided technical assistance to ensure proper storage and timely distribution in warehouses), and Cote d'Ivoire (built LMIS skills through training 62 District Medical Officers);
- Conducted quantification and forecasting activities in Botswana, Ethiopia, Nigeria, Uganda, Vietnam, and Zambia; and
- Worked to finalize '08 work plans and budgets in all of the field offices and to develop COP '09 narratives for submission to the various Missions.

1.1.1 Y4Q1 Highlights

In all countries SCMS offices have worked with USAID, CDC, DOD and other counterparts to prepare detailed COP '08 workplans and have contributed to COP '09 narratives.

Quantification and forecasting is now well embedded as a standard activity in many of the countries SCMS serves, with the majority of the work undertaken in country without the need for short-term technical assistance from the PMO. This work identified, shortages, overages, supply pinch points and upcoming budget constraints in numerous situations, and now extends beyond ARVs to include the majority of HIV/AIDS commodities.

We continue to receive requests for urgent deliveries of various sizes and commodity group from many countries, primarily to cover unexpected delays by other suppliers. In this quarter, SCMS managed two emergency orders to two countries.

It is already noticeable that training and capacity building of human resources is becoming a much higher profile STTA activity, with, in some cases, hundreds of counterparts being trained in countries such as Tanzania and Ethiopia.

SCMS inputs to improved warehouse and storage capacity and management are showing important improvements in the efficiency and effectiveness of our clients. Countries affected include Guyana, Rwanda, Haiti and Uganda.

1.2 SCMS Program Management Office (PMO)

By the end of Y4Q1, SCMS had:

- Established fully functioning offices in 16 countries;
- Shipped more than \$38.9 million of commodities in the quarter to clients;
- Delivered 524 shipments to customers;
- Purchased 38% of the value of all ARVs under Indefinite Quantity Contracts;
- Shipped 81% of the value of all ARV deliveries via an RDC (excluding Guyana, Haiti, and Vietnam);
- Purchased \$1.09 million of lab commodities
- Completed 31 technical assistance assignments.

1.2.1 Y4Q1 Highlights

The improvements in on time delivery from SCMS RDCs continued with over 90% of delivery at or before the date agreed with our clients. Direct drop delivery continued at around 55% on time. To address this recurrent problem, SCMS commenced an intensified campaign of vendor management meetings to demand improvements in timely delivery by our major suppliers and addressed a series of internal improvement measures to streamline our own processes. It will take into Y4Q2 for these benefits to become apparent, as existing orders are managed through to completion. Improving on-time delivery is the number one priority for SCMS in Y4.

In November we received USAID's Request for Task Order Proposal for a Task Order 3 for the project.

This quarter included the "Red Zone" period around Christmas and the New Year when freight space is limited and rates increase, adding to the difficulties of delivering over the holiday period when customs officials and others take leave. Led by our 3PL freight forwarders, UPS and The Fuel Group, we began planning for this difficult period as early as Y3Q4. As a result no unforeseen delays, losses or damage was suffered by SCMS cargo. This involved detailed planning with clients to move some delivery date and arrange consolidations of shipments to maximize available cargo space and avoid freight surcharges.

To prepare for the expected need to purchase specialized food products for Food-by-Prescription programs we commenced a detailed research activity on this area, which will have new and different procurement and quality assurance requirements.

Led by Booz Allen Hamilton work was completed on preparing for the pilot stage of the PEPFARPartners.gov donations website.

MIS held the second Change Control Board meetings to identify and resource essential improvements to our IT systems and services.

We met with key collaboration partners in the US and Europe in particular, e.g. CDC, UNITAID, WHO AMDS, Global Fund, including various presentations at conferences. At the expense of the organizers SCMS was invited to present our progress to MIT-ZARAGOZA School of logistics Global Health Supply Chain Summit.

We applied the skills of our communications team to developing our client relationships and knowledge management and sharing activities, in addition to their standard communications work.

2.0 FIELD OFFICE PROGRESS

2.1 Fourth Quarter FY 08 Country Highlights

SCMS field offices continued to provide procurement and technical assistance to elevate in-country supply chain performance to meet the goal of secure, reliable, cost effective and sustainable supply chains. The field offices worked to build capacity both internally, and externally with in-country stakeholders. Through technical assistance and focused training, SCMS assisted client counterparts to develop their abilities to update forecasts and supply plans, improve logistics management information systems, augment inventory control systems, improve and assess warehouse management performance, and establish efficient business processes. The following are a few highlights out of the many activities that took place in Y4Q1:

In Botswana, SCMS provided Quantimed training to eight Central Medical Stores (CMS) staff and provided technical assistance to prepare a 24-month ARV forecast to guide CMS procurement plans. SCMS also developed a 24-month rapid test kit (RTK) forecast and supply plan. Other key activities in the quarter included:

- Building the capacity of the National Drug Quality Control Lab (NDQCL) to support the testing and drug registration process.
- Completing a comprehensive assessment of ART laboratory supplies logistics systems and specimen management and transportation systems at 18 laboratories and CMS.
- Finalizing an 18-month COP09 work plan, including development of a corresponding M&E framework.

In Cote d'Ivoire, we continued to strengthen the laboratory commodities procurement processes in-country. Our Laboratory Advisor finalized the yearly national laboratory quantification using the forecasting tool designed in collaboration with the Clinton Foundation. SCMS/Cote d'Ivoire also:

- Supported MACS technical assistance visits to strengthen the warehousing operations and commodities management at the PSP.
- Supported the Ministry of HIV/AIDS in the implementation of a Mobile Community Reporting System (MCRS) that will assist with the collection of non-clinical, programmatic data from the facility level. The data will be sent to a central data repository to support logistics decisions.
- Completed a Training of Trainers (TOT) in the use of the MCRS. It is expected that the Ministry will create its first ever national annual report of programmatic data.

In Ethiopia, SCMS provided support to the Ethiopian Government's HIV/AIDS Prevention and Control Office (HAPCO) to conduct a national quantification workshop attended by personnel from the Federal MOH, the Pharmaceutical Supply and Logistics Department, the Ethiopia Health and Nutrition Research Institute, other implementing partners, health programs and facilities. Additionally, SCMS/Ethiopia:

- Provided support in the design of six warehouses for the Pharmaceutical Fund and Supply Agency hubs to accommodate urgent storage needs for ARV's, RTK's, and laboratory commodities.
- Continued implementation of the Laboratory and ARV logistics management information system (LMIS) to improve the flow of logistics data from service delivery points (SDPs) to the central level. Since the introduction of the lab LMIS, the percentage of LMIS forms submitted from the sites on a timely basis has increased from 60% in Y3Q4 to 93% at the end of Y4Q1.
- Developed a performance management plan to routinely assess activities and results and to determine where progress toward objectives is being made and identify of best practices.

In Guyana, SCMS completed the Y4Q1 quantification and supply plans including: (a) quarterly review and update for ARVs accommodating revised requirements, such as a revision of the adult first line regimen, (b) on-the-job quantification training and mentoring for three National Blood Transfusion staff, and (c) support to the MMU and MOH with the quantification update of TB and Malaria commodities. Other activities included:

- Post-implementation assessment of the MACS warehousing solution and recommendation of opportunities for improving the tool to the SCMS field office and to MOH.
- Holding the 4th joint donors mission meeting, which provided a unique opportunity for the donors to discuss coordinated procurement planning and share ideas and best practices to strengthen the supply chain. In addition to the leadership from the Ministry of Health the meeting was attended by the Global Fund, PAHO, PEPFAR, CHAI, and SCMS.

In Haiti, SCMS held a participatory quantification training for 18 staff from the MoH, PEPFAR, and The Global Fund using various quantification tools and methods for ARVs, OI drugs and lab commodities. SCMS/Haiti also accomplished the following:

- The MACS team completed a post implementation assessment/user training with warehouse staff. We continue to improve the efficiency of the warehouse management system (WMS) by strengthening inventory management and other warehousing capabilities.
- Finalized the COP 08 work plan and budget, generated estimates for the COP 09 budget, and submitted the Haiti performance monitoring plan (PMP) to the mission for approval.
- At the request of the mission, prepared to expand activities to include ready-to-use therapeutic foods (RUTF) and fortified-blended flours (FBF).

In Kenya, at the request of the USAID/Kenya Health Sector Systems Strengthening (HSSS) - Logistics Team, SCMS staff accompanied the USAID team for a three-day field visit of Central and Eastern Provinces to assess the supply chain and logistics management of HIV and FP/RH commodities. SCMS/Kenya also engaged with the USG team to resolve sensitive issues surrounding 170 pieces of the laboratory equipment. The machines' delivery to sites, installation and user training is expected to be completed in Y4Q2. This will greatly improve patient management in the country.

In Mozambique, SCMS presented the findings of the central warehousing and distribution assessment to the Minister of Health who approved the implementation of the proposed warehousing emergency plan. The plan includes additional design work for the development of a Pharmaceutical Logistics Master Plan (PLMP). The PLMP will define the strategy, plan, and resources for implementing subsequent improvements in the MOH medicines and laboratory supply chain over the next 3-5 years.

SCMS/Mozambique also assumed responsibility from the Association of Public Health Laboratories (APHL) to supply reagents, consumables, and equipment for hematology and biochemistry testing to the PEPFAR supported lab network. The field office is in negotiations with local suppliers to establish long-term contracts with favorable pricing, terms, and conditions to replace current short-term purchase orders.

In Namibia, SCMS strengthened inventory management, logistics systems, and infrastructure at Central Medical Stores (CMS) with new warehouse racking and equipment. ARV warehouses at the Central Medical Stores are being used for current stock and the storage and pallet spaces have been doubled to alleviate any constraints. The field office also:

- Delivered the first consignment of blood bags for Namibia Blood Transfusion Services (NBTS). This is a new product type, for a new client who is primarily funded by CDC.
- Discussed plans for improved waste management with in-country partners who see SCMS as the lead organization for these activities.

In Nigeria, SCMS assisted the Government of Nigeria and its agencies in the multi-stakeholder Logistics Technical Working Group (LTWG), to collect data for a two-year forecast for ARVs and RTKs and to address immediate procurement needs for pediatric and adult second line ARV drugs. Additionally SCMS

- Conducted an emergency quantification for the National Agency for the Control of AIDS (NACA) and a national assessment of stock on hand in the NACA-GF supported program.
- Supported the development of the national LMIS and Inventory Control System (ICS) in New Federal ART sites, developing and implementing a training plan for all FMOH ART sites.
- Submitted a revised work plan to the USG for approval. The Monitoring and Evaluation (M&E) plan was also revised to better assess and measure progress of activity implementation.

In Rwanda, in collaboration with the Coordinated Procurement Distribution System (CPDS), CAMERWA, Treatment and Research AIDS Centre (TRAC), National Reference Laboratory (NRL), and the Pharmacy Task Force, we continued monitoring the supply, distribution and consumption of ARVs and OIs based on forecasts and supply plans. Other activities included:

- Strengthening warehouse management systems and upgrading the physical inventory management of commodities at the main CAMERWA warehouse and its satellite warehouses.
- Providing district-level support for logistics management information systems and the active distribution of commodities from CAMERWA down to district level. This support includes

regular field-led training in supply chain management over two days each month, including human resource management, motivation, financial management, and business operations.

- Following an organizational development assessment of CAMERWA's new management structure, presenting a number of change management and organizational development recommendations for implementation during COP 08.

In South Africa, SCMS continued efforts surrounding the Limpopo warehouse assessment and system design. The draft MOU with the Limpopo Province is awaiting input from the provincial legal department and a response is expected sometime in Y4Q2. SCMS South Africa was also involved in:

- An emergency supply of ARVs to the Free State Province. The Province had stocked out of ARVs, risking disruption to the treatment of patients. The order consisted of 21 products comprising a total of 241,750 items with a total commodity cost of \$1.75 million. As of December 30, 2008, 46% of the order had been delivered with the remainder pledged for delivery by the second week of January 2009. The Provincial HIV/AIDS Director expressed profound gratitude for the timely assistance to remedy the stock out situation.
- Continued support to the National Department of Health through seconded staff to assist the national condom logistics program. The staff facilitated the importation, clearance, and distribution of 20 million condoms to various sites in an effort to avoid a condom shortage before World AIDS Day.

In Tanzania, SCMS trained 1,412 healthcare professionals in the management of ARV drugs and HIV test kits. The participants represented 642 Care & Treatment sites. We also:

- Supported a visit to South Africa by Medical Stores Department (MSD) staff to examine a pre-fabricated warehouse in order to better understand how such warehouses are assembled and maintained. SCMS recommended a pre-fabricated structure for MSD's Mwanza operation to replace current infrastructure. The suggested structure will allow MSD to have a permanent zonal store with the capacity to pick and pack orders for the Integrated Logistics System.
- Submitted quotes for an RFP issued in Y4Q1 for infrastructure improvements at MSD's central warehouse at Ubungo in Dar es Salaam.
- Completed Integrated Logistics Systems (ILS) training for about 1,300 participants in two regions via the SCMS-contracted Primary Health Care Institute-Iringa.
- Conducted a two-day orientation workshop on the newly designed logistics system for managing ARV drugs and HIV test kits. The new system will greatly extend the reach of the ART programs, from about 250 sites to about 700 sites.

In Uganda, SCMS worked with the MOH to collect data for preparation for the first comprehensive national quantification for ARVs. The preparation of a national ARV quantification will be one of the first steps towards procurement harmonization. Additional activities included:

- Working with two NGOs, the Central Public Health Laboratory (CPHL) and African Medical and Research Foundation (AMREF), to incorporate the lab logistics training into the Ministry of Education's lab training curriculum which will in turn institutionalize this curriculum.

- In collaboration with the Central Public Health Lab (CPHL), CDC and the National Medical Stores, completing 12 district-level meetings to attain buy in for the adoption of a national roll-out of HIV test kit logistics with 350 district officials. The training begins in January 2009 and will extend the reach of HIV testing in Uganda.
- Providing logistics management training to 30 lab staff from 19 private sector facilities supported under the Health Initiatives for the Private Sector (HIPS).

In Vietnam, SCMS prepared the quarterly ARV quantification/Pipeline update and submitted to SCMS headquarters on-time. SCMS/Vietnam was also engaged in:

- Technical assistance activities in order to ensure that the contracted warehouses maintain proper storage and timely distribution of medicines to the clinical sites.
- Obtaining USAID approval for the updated SCMS work plan that incorporates the key strategic goals of developing capacity of the Vietnam Administration for HIV/AIDS Control (VAAC) to manage the supply chain while ensuring continued medicine supplies to the PEPFAR supported sites.

In Zambia, SCMS facilitated a pre quantification meeting to identify male circumcision (MS) commodities and possible funding needs. The report of this exercise will be submitted to the technical working group (TWG) that will form the basis of the annual quantification next quarter. SCMS Zambia also:

- Facilitated a 7-year quantification of co-trimoxazole for use in HIV/AIDS support, palliative care, and infection control.
- Conducted a three-month pilot of the national laboratory logistics system in three provinces.
- Completed the national review of commodity security strategy and finalized the HACS document that will be presented to the President of Zambia and the US ambassador to Zambia.

In Zimbabwe, The Logistics Sub-Unit (LSU) in collaboration with SCMS, updated national forecasts and supply plans. In addition:

- SCMS has been supporting the cholera-relief efforts in Zimbabwe. Two of SCMS's 7-ton trucks distributed oral rehydration solution and other cholera treatment items during the final two weeks of Q1 to Midlands, Mashonaland Central, Masvingo and Manicaland Provinces.
- SCMS and the USAID | DELIVER PROJECT initiated the update of the Delivery Team Topping Up (DTTU) SOPs to include commodities needed for the PMTCT More Efficacious Regimen (MER) based on AZT, NVP and AZT/3TC. Approximately, 80 PMTCT sites will receive the new MER commodities through the DTTU under a pilot test beginning in 2009.

Country Name	STTA Delivered	Procurement	Staff	Relevant Milestone(s)
Botswana	Quality Control (1) Strategic Planning (1) Other (1) MIS (1)	Test- \$76,177 Lab-\$281,877	Fully operational 11 staff members	#12. QA #16. TA
Cote D'Ivoire	Lab Logistics (2) Strategic Planning (1) MIS (1)	ARV- \$1,052,690 Drug-\$119,744 Test- \$394,041 Lab- \$1,858,135 Other-\$132,459	Fully operational 13 staff members	#16. TA #17 Warehousing
Ethiopia	Capacity Building (1) MIS (1)	ARV- \$314,870 Drug- \$769,430 Test- \$2,833,768 Lab- \$2,353,955 Other-\$6,308	Fully operational 81 staff members	#16. TA
Guyana	Quality Assurance (1) Warehousing (1) MIS (1)	ARV- \$4,504 Test- \$76,742 Lab- \$52,709	Fully operational 8 staff members	#16. TA #17. Warehousing
Haiti	Lab Logisitics (1) Warehousing (1)	ARV-\$1,827,589 Drug-\$264,984 Test-\$363,628 Lab- \$1,490,836 Other-\$82,321	Fully operational 30 staff members	#16 TA #17 Warehousing

Kenya	N/A	Test-\$1,279,880 Drug-\$21,865 Lab-\$1,120,028	Field office opened 2 staff members	N/A
Mozambique	Procurement (1) Supply Chain Assessment (1)	ARV- \$2,829,174 Drug- \$96,556 Test- \$952,505 Lab-\$402,088	Fully operational 23 staff members	#16. TA
Namibia	Procurement (1) Strategic Planning (1) Quality Assurance (1)	ARV- \$18,854 Test- \$56,8445 Lab- \$75,394 Other-\$16,818	Fully operational 7 staff members	#12 Quality Control #16. TA
Nigeria	Warehousing (1) Capacity Building (1)	ARV- \$2,139,115 Drug-\$36,238 Test- \$1,675,458 Lab-\$1,260,420 Other-\$442	Fully operational 27 staff members	#16. TA #17 Warehousing
Rwanda	Warehousing (1) Procurement (1) MIS (1) Strategic Planning (1) Supply Chain Assessment (1)	ARV- \$15,971 Drug-\$365,432 Test- \$108,800 Lab- \$729,525 Other- \$47,701	Fully operational 10 staff members	#16. TA #17. Warehousing
South Africa	N/A	N/A	Fully operational 5 staff members	N/A
Tanzania	N/A	ARV- \$729,861 Test-\$200,000 Lab- \$12,000	Fully operational 22 staff members	N/A

Uganda	N/A	ARV- \$282,910 Drug-\$176,006	Fully operational 25 staff members	N/A
Vietnam	N/A	ARV- \$990,001 Drug- \$157,980 Lab- \$372,490	Fully operational 23 staff members	N/A
Zambia	N/A	ARV- \$6,011,090 Drug-\$135,490 Test- \$554,925 Lab- \$704,125	Fully operational 20 staff members	N/A
Zimbabwe	Quantification (1) Warehousing (1)	ARV- \$642,440 Test- \$294,147	Fully operational 20 staff members	#16. TA #17 Warehousing

3.0 SCMS PROGRAM MANAGEMENT OFFICE PROGRESS

3.1 Procurement

The Procurement Unit has begun to realign itself and upgraded processes and standard operating procedures in preparation for TO3. The unit reviewed and modified all SOP's to reflect changes that have taken place to streamline processes and systems. We also completed an In-Country Procurement SOP to support the decentralization of procurement activity.

Personnel were aligned into strategic and operational functions for pharmaceuticals and lab supplies/other product areas to focus personnel in these areas on specific tasks, resulting in improved quality and speed of both strategic analysis and day-to-day operations.

On-time delivery out of our RDCs has significantly improved over the last several quarters to over 90%; however, our direct drop deliveries have remained constant in the mid-to-high 50% range. As a result, during Y4Q1 the procurement unit undertook a number of actions to address vendor performance (both on-time delivery and quality of service delivered). We met with our top lab and pharmaceutical suppliers to demand performance improvement plans from each. Meetings were held with Fisher Scientific, Roche, Government Scientific, VWR and others. Moving forward, monthly meetings will be held to assure these plans are being implemented as promised and service statistics will be shared with each supplier.

We completed several IQCs and BPAs to improve our ability to reduce costs and improve turn around time for inquiry responses; including, Beckton Dickenson, Inverness, Jencons. In addition, we made significant improvements to our e-catalogue and item master process to make them more user-friendly. The improved item master enables country personnel to use this tool more regularly resulting in better specifications submitted to procurement reducing inquiry response time. SCMS expects this and other process improvement steps to improve turn-around time for new inquiries.

3.2 Freight and Logistics

In Y4Q1, the freight and logistics unit successfully accommodated the holiday closures of the "Red Zone." Through collaborative efforts with procurement and ICOM staff the project experienced no loss of product or excessive storage/demurrage charges.

Transportation charges continue their downward trend through the continued increased usage of ocean and road transportation. In addition, airline fuel surcharges decreased 50%, returning to levels seen in early 2008. The combination of these factors allowed SCMS to significantly decrease average transportation expense cost per kilo. Continued decreased transportation spending into Y4Q2 is expected.

Airline freight handling capacity remains below demand levels, although there is increased optimism that airlines may add additional flights due to the decrease in aircraft fuel expenses.

Shipping volumes continue to grow. Both Fuel and UPS secured internal approvals to increase staffing to accommodate anticipated direct shipment volumes and also to facilitate the planning of the RCC in India.

Vendor-managed deliveries remain the most challenging for freight and logistics. The unit expanded collaboration with the procurement unit and vendors in order to bring ensure adherence to SCMS shipping SOPs.

3.3 Quality Assurance

Pharmaceutical product sampling and testing activities continue to be in good control.

The quality unit is assuming a product/supplier pre-qualification role for direct purchases for ready-to-use therapeutic foods (RUTF) and fortified blended products (FBP), as well as selected OI pharmaceutical manufacturers/products. This is a significant increase in responsibilities and the unit is developing protocols to keep this activity in control. In addition to dossier reviews, inspections will be required to complete the pre-qualification process. This may involve partnering with other procurement agencies or international organizations such as UNICEF and WFP to leverage resources with similar responsibilities. The Orion system has been configured to flag POs for food purchases.

Dossiers submitted by some pharmaceutical suppliers have contained stability data only for climatic zone II (subtropical with possible high humidity) and specify storage conditions to be under 25°C while the great majority of our distribution is in climatic zone IV (hot and humid). We are currently evaluating this situation along with the procurement team to determine the path forward.

The quality unit also initiated sampling protocols for direct drop shipments. The processes are working well; we are receiving large numbers of samples and thereby expanding our QA surveillance of products.

We have received responses to the RFP for quality assessment of rapid test kits and selected laboratory suppliers. The proposals have been submitted to a review panel for technical evaluation.

3.4 In-Country Operations

ICOM PMO focused on work planning, analyzing organization function and structure, pinpointing areas for improved supply chain management approaches and techniques, curriculum development and field capacity training, and continuous work toward field empowerment. Activities included:

- Assisting field offices to finalize '08 work plans and '09 COP narratives to ensure consistency and cross-country learning.

- Finalizing the proposed organizational structure that was presented to USAID for TO3. We will continue the process of evaluating functional roles based on the feedback provided by USAID.
- As a continuous improvement effort, working with the global supply chain team to provide additional guidelines that emphasized the importance of frequent, clear, and concise communication with clients about delivery times. The unit revised and presented the guideline document to our field offices to be used as a tool to facilitate management of client expectations.
- Working with the communications unit, the procurement unit, and the TA unit to develop the field-managed procurement training curriculum.

3.5 Technical Assistance

In October, November, and December there were eleven, thirteen, and seven STTA assignments respectively, totaling 31 trips. Botswana, Cote d'Ivoire, and Rwanda accounted for 43% of all technical assistance. For the third consecutive quarter, major countries such as Ethiopia, Mozambique, and Nigeria had fewer short-term international assignments, due to the ongoing technical assistance provided by in-country advisors. SCMS continued to keep the momentum on the technical assistance assignments despite the political turmoil and the national emergency over cholera epidemic which led to the collapse of its health care system in Zimbabwe.

In Botswana, we completed the quality management system (QMS) initiative using the lean six sigma methodology to identify and deliver improvements to the Central Medical Store (CMS). Also in Botswana, two consultants completed a six-month STTA with the Drug Regulatory Unit (DRU) on dossier evaluation and streamlining drug registration processes. This TA enabled the review of 390 dossiers by DRU staff. The 390 dossiers are now ready for Drug Advisory Board (DAB) approval.

Multiple STTA assignments were undertaken in Rwanda to strengthen CAMERWA's warehouse management system and to upgrade the physical and inventory management of commodities. The MACS warehouse management system installed at CAMERWA's bulk commodity warehouse is working well. Preparations are being made for the second phase of installation to extend the MACS system to the main warehouse, eventually including bar coding and hand-held technology. Also in Rwanda, an assessment team visited 30 district pharmacies to review storage capacity, equipment, staff resources, financial management and LMIS technology to support preparation of an action plan to implement active distribution from CAMERWA to the district pharmacies.

Cote d'Ivoire continued to strengthen the laboratory commodities procurement processes in-country. The SCMS Laboratory Advisor spent two weeks in country to perform the yearly national laboratory quantification using the forecasting tool designed in collaboration with the Clinton Foundation. Additionally, the Regional Laboratory Advisor completed an assessment of the existing laboratory LMIS, the first of multiple visits to complete a laboratory system design and implementation. Two MACS technical assistance advisors strengthened the warehousing operations and commodities management at the PSP. An implementation schedule has been developed to test the interfaces between MACS and SAGE 1000.

The laboratory and MIS Advisors met with USAID to finalize a proposal for the first phase of a new laboratory quantification tool.

Increasingly we are facilitating opportunities for inter-country collaboration, capitalizing on the knowledge of regional experts to encourage information sharing and lessons learned between peers. Examples of these efforts during Y4Q1 include:

- A team from Mozambique conducted a site visit to the Joint Medical Store in Uganda to explore how MACS supports their business processes.
- A two member team from Guyana attended the Supply Chain Management Course in Tanzania and visited SCMS Tanzania.
- A warehouse expert from the Ethiopia field office traveled to Namibia to support the assessment of transportation and Freight management and to exchange best practices.

3.6 Management Information Systems

During Y4Q1, MIS was able to focus more on SCMS core systems and project-wide business process automation. We have also successfully completed the development phase of the Haiti Portfolio Management Information System (PMIS) and are in the process of rolling it out to managers, trainers and users in Haiti, which we expect to complete in Y4Q2. Furthermore, MIS has institutionalized the Change Control Board (CCB) process. This has provided SCMS management and the MIS team better visibility for prioritizing core system changes, and will streamline information system-assisted operations and increase SCMS efficiency.

A major milestone in Y4Q1 was the completion of the Haiti Portfolio Management Information System (PMIS) and initial fielding of the application on December 18th, 2008. This system will assist PEPFAR and Global Fund project managers to track their efforts using defined indicators and budget categories outlined by PEPFAR and the Global Fund, thus allowing easier determination of project successes and areas to improve. The application is web based and accessible from any internet-connected computer. We expect pilot usage of the system to occur during Y4Q2 and to achieve full utilization during the summer of 2009.

The MIS unit held the second SCMS Change Control Board (CCB) meetings. The CCB process has greatly assisted the MIS unit in providing management-approved focus for our system improvement efforts. As a result MIS was able to focus on the top 13 Orion and 18 XRoadz prioritized change requests. Of these, 13 XRoadz and 9 Orion items were completed.

During this quarter, we have replicated the core system environment on our new equipment, and successfully tested approximately 90% of the core system functionality. One configuration challenge remains with user authentication that we have not yet successfully migrated to the new system. We expect to overcome the issue soon. Final migration is scheduled for the early part of Y4Q2, when we expect to see increased system responsiveness and usability.

3.7 Performance Management Unit

The Performance Management Unit (PMU) continued routine performance reporting, completing the year-three, quarter-four performance review, and provided monthly performance reports for October and November, which highlighted key issues for the project. The unit also provided senior management with a review of year-three performance relative to the first two years of the project. The annual report highlighted strong value and volume growth across all product lines and presented key performance trends for supply planning, inquiry response time, vendor on-time delivery and SCMS on-time delivery. The team invested a majority of its time and resources in coordinating the collection of performance data and assisting units with data analysis and improvement initiatives. MIS continues to support efforts to automate the data collection and reporting process, but these efforts have been slowed due to other critical priorities for the MIS unit.

In collaboration with unit leads and the Performance Assessment Review Committee (PARC), the PMU dedicated available resources to support improvement efforts underway by supply chain units. Prioritized areas were: 1) vendor on-time delivery, 2) timely freight & logistics, and 3) initial response time. The PMU supported the development of vendor performance reports to facilitate discussions with key SCMS suppliers and inform improvement plans created by SCMS vendors. In the area of timely freight and logistics, the PMU supported the analysis of shipment and custom clearance windows so that the F+L unit can effectively identify and manage delays that put SCMS on-time delivery at risk. Finally, efforts to support timely inquiry responses included the development of standard tracking tools for price quotes and orders that help to facilitate client communication and the flow of orders.

The unit received reports of 55 incidents covering operations in 13 countries and presented the results of 43 incident investigations to the PMT. The majority of these incidents were reported by field staff using the CRM incident module, which provides a simple way to capture issues and ensure that SCMS management is aware of the day-to-day challenges both in country and globally.

Over the past quarter the unit responded to requests from SCMS field offices for assistance with performance management plans. Guidance was provided to Botswana, Haiti and Nigeria, and direct assistance is ongoing in Ethiopia and Guyana. The PMU will work to document lessons learned from these initial experiences and incorporate them into a larger training for field and PMO staff. This training will further our efforts to build capacity in country and create a network of staff focusing on performance management. The unit is currently working to accommodate growing demand from the field offices to manage the flow of information and give project management and each field office the visibility they need to manage the project, mitigate risks and achieve our objectives and goals.

PMU staff also responded to several requests for performance and pricing information from various stakeholders, including OGAC, WHO and internal committees and task forces.

3.8 Operations Management

The Operations unit submitted all contractual and quarterly reports. For the quarter, SCMS processed approximately \$40 million in commodity expenditures and \$13 million in technical assistance and program support transactions. Both internal and external audits were begun, the team performed a review of the inventory system across the RDCs. In addition, the finance team prepared budgets and justifications for the SCMS Project Task Order extensions through to March 29, 2009.

3.9 Communications

The Communications Unit continues to develop its role to support the project's long-term needs of the project, moving beyond traditional communications functions to a deeper role in client relations, training, internal communications and knowledge sharing.

Client relations. The unit led a working group to agree on changes to, and processes for, the price quote form to reduce risk and improve the client experience. The working group finalized changes to the PQ, amendment form and related SOP.

The unit launched two other cross-functional working groups focused on the SCMS client center and the SCMS e-catalog. Both working groups are beginning efforts to determine clients' needs for the two web-based tools to prepare for revisions to or redesign of both.

Communications developed communications plans and supported messaging for several initiatives: an alert to clients regarding longer lead-times for Tenofovir (management of client expectations regarding lead times is a key factor in improving client satisfaction); an alert to clients regarding reduced air freight capacity during the holiday "Red Zone"; communications regarding the link between supply planning and savings in freight costs; and crisis communications regarding delays in an emergency ARV order in South Africa

The unit trained staff from Uganda, Vietnam and Kenya on communications and knowledge sharing supporting increased usage of the Intranet and forums and knowledge sharing tools.

Training. To support decentralization of procurement, the unit is co-leading development of training in procurement management. Three training experts are now involved in the initiative and developed a comprehensive list of training objectives and have begun work on a curriculum outline.

Knowledge sharing. PRI's (Public Radio International) The World released its story about the SCMS supply chain on World AIDS Day. The story was a clear and accurate description of the challenges and successes of procuring ARVs for PEPFAR programs, and will be a useful tool in educating key audiences about our work. We leveraged the story by featuring it in our World AIDS Day message to more than 1,500 clients and colleagues worldwide and posting a link on the main page of the SCMS Website.

The unit oversaw efforts to develop on-line forums as part of an overall inter-office and alumni knowledge sharing strategy. Working with MIS, the unit launched the technical assistance forums, and worked with the Fuel team in South Africa on the forum strategy and implementation.

Other knowledge sharing activities included:

- Supporting development of a communications strategy for the project's new food-by-prescription initiative, helping disseminate information via e-newsletter and the Intranet.
- Coordinating, editing and submitting nine abstracts for the 2009 Global Health Conference to highlight the importance of supply chains in strengthening health systems. Five abstracts were from field offices: Botswana, Ethiopia, Guyana, Namibia, Nigeria field offices.
- Distributing SCMS' quarterly e-newsletter to more than 1,500 stakeholders worldwide.

3.11 Global Partnerships

During the first quarter, the global partnerships unit (GPU) continued its coordinated activities under SCMS's role as technical secretariat of the WB/GF/USG/WHO/UNITAID coordinated procurement planning initiative. The key event was the organization of a steering committee meeting, via conference call. In addition, the GPU helped organize meetings to launch the CPP initiative in 3 new countries—Côte d'Ivoire, Malawi, and Zambia—which were coordinated with the relevant SCMS field office or, in the case of Malawi, with the USAID | DELIVER project.

3.12 Demand Management and Quantification

During the quarter we received 11 approved supply plans—the highest number received during any quarter of the project. SCMS has met or exceeded the project metric for number of supply plans received for 3 of the last 4 quarters. The unit conducted conference calls with 10 of the 16 SCMS field offices to not only continue to increase the number of supply plans submitted, but also improve the accuracy.

3.13 Human Resources

SCMS Human Resources recruiting activities during this quarter have been as follows:

- At the PMO, SCMS hired Afua Ofosu-Barko as the Finance Manager during the month of October. SCMS also continues to recruit for a Country Program Manager for Cote D'Ivoire as well as a Principal MIS Advisor. Staffing at the PMO remained fairly consistent, with the exception of the surge that brought in temporary staff to accommodate procurement surges, particularly the obligation of \$60 million of Ethiopia funding for lab and food-by-prescription commodities.
- In the field, SCMS recruited for and successfully hired Juanita Folmsbee as our Country Director in Vietnam, as well as Marvin Couldwell as the Procurement and Logistics Advisor in Vietnam. In addition, Dr. Sam Abbenyi was hired as our Country Director in Cote D'Ivoire. During this quarter, the SCMS field office staffing levels increased in many focus countries. Notable increases include Ethiopia who increased their staff levels from 60 to 81, Haiti who has scaled up to a staff of 30, Mozambique up to a staff of 23, Cote D'Ivoire with

a staff of 13, Nigeria with a staff of 28 and Tanzania with a staff of 22. There have been visible and seen significant increases in staffing as our field programs scale up in size and activities.

The human resources unit also began work on developing a formal SCMS internship program in conjunction with our partner organizations. The internship program will provide learning opportunities to students interested in public health and particularly HIV/AIDS as well as providing additional free or low-cost support to the project.

4.0 PROGRAMMATIC MILESTONES AND MEASURES

At the beginning of Y2, the SCMS project management team developed project milestones to manage and measure the project over the course of the year. Milestones, which have been carried forward for Y3 and now into Y4 are specified for every unit, and help guide the strategic direction of the organization. Milestones are arranged under the performance work statement goals of *secure, reliable, cost-effective, quality products, best value, sustainable, information, collaboration and capacity*. The milestones and measures are submitted and approved by USAID on an annual basis. This report highlights related activities to these milestones during Y4Q1.

4.1 Secure

(In-Country Operations) In Haiti, following the catastrophic hurricanes in late summer 2008, SCMS managed emergency orders for ARVs, OI drugs, and laboratory commodities. These orders ensured continuous supply of these major commodities with no stock out of marker commodities. (Q1)

(In-Country Operations) In Vietnam, in order to resolve an issue of overstock and potential expiry before use, SCMS worked with the non-profit Aid for AIDS to successfully export excess stocks to various countries including Togo, Belize, and Honduras. (Q1)

(Procurement and Demand Management and Quantification) SCMS was in a position to assist other clients when their primary sources have not been able to provide the pharmaceuticals in a timely manner, avoiding a stockouts. In Y4Q1 emergency order requirements for ARVs and OIs amounted to \$46,518, averting stock out situations in two non-SCMS-funded programs in Zambia and Namibia. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Total value of losses (TO1)	\$13,634*				
Number of counterfeit incidents (TO1)	Zero				

*\$10,370 accounted for by short received Efavirenz and Truvada stock.

4.2 Reliable

(Procurement and Demand Management and Quantification) On time delivery from the RDCs continues to be consistently strong, with a rate of 96% in October. In addition, SCMS continues to address the shortcomings of direct-drop on-time deliveries through the activities identified in section three of this report. (Q1)

(Freight and Logistics) SCMS developed a tool to help everyone ensure that commodities arrive on time. The tool provides critical information, on both challenges and solutions, and offers guidance for shipping during the “Red Zone” which is December 5 to January 5. (Q1)

(In-Country Operations) In Guyana, SCMS prevented a Global Fund Truvada stock out. (Q1)

(In-Country Operations) In Zambia, SCMS brought in over 90% of the national requirement for lab supplies for the diagnosis and monitoring of HIV/AIDS. This figure led to the reduction of the stock out rate from over 70% Y3Q1 to 2% in Y4Q1. (Q1)

(In-Country Operations) In Kenya, SCMS procured and delivered an emergency consignment of assorted laboratory items for use in quality control for HIV testing during the HIV campaign period. This greatly contributed to the trust in HIV test results and the success of the HIV campaign. (Q1)

(In-Country Operations) In Nigeria, SCMS averted a stockout in the GON/NACA supported Global Fund program through an arrangement brokered with the Institute of Human Virology, Nigeria. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Percentage of on-time deliveries (TO1)	57%				
Number of stock-outs reported by programs served by SCMS (TO1)	6				
Number of RDC stock-out events not due to unplanned orders (TO1)	Zero				
Remaining shelf-life of purchased ARVs at the time of receipt at RDC (TO1)	86%				

4.3 Cost-Effective

(Procurement) We completed 3 major IQCs and are expecting to complete and additional 3 shortly. With these IQC's in place a majority of our purchases will be covered by long term agreements. (Q1)

(In-Country Operations) In Nigeria, SCMS and USG Nigeria concluded plans for pooling the procurement of two ARVs for all PEPFAR programs. This pooled procurement activity, worth about \$45 million in 2009, is among the largest single procurement contracts processed by SCMS. In order to efficiently manage the pipeline for these ARVS in a cost-effective manner, SCMS worked with the USG and the IPs to develop a simple unified LMIS for reporting logistic data on a quarterly basis. The first orders valued \$11 million were place in the quarter. (Q1)

(In-Country Operations) In Botswana, SCMS trained CMS senior management staff in various ways of eliminating waste from the supply chain using the lean six sigma training curriculum and

methodology. This contributes to the cost effectiveness of ART-related commodities moving through the CMS and treatment sites. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Percentage of SCMS internationally purchased ARVs falling at or below published prices paid by other international buying organizations serving the developing world given country context (IO1)	67% Overall 85% 1 st Line* 20% 2 nd Line**				
Value of stock loss at RDC due to expiration (IO1)	\$109,573***				
Percent of purchases placed under IQCs by value (IO1)	\$15.56 Million				

*Products above generic prices were 2% above internationally published prices and account for .05% of the project's purchase value for the quarter. The products were pediatric Lamivudine/Stavudine/Nevirapine, procured for the first time by SCMS. **2nd Line drugs were less than 1% higher than other international buying organization prices ***Related to the Travadia that was not re-labeled by manufacturer.

4.4 Quality Products

(In-Country Operations) In Namibia, SCMS conducted an STTA on quality assurance for the MOHSS/Central Medical Stores and undertook a thorough review of the quality assurance process for pharmaceuticals management and procedures. (Q1)

(In-Country Operations) In South Africa, SCMS quality assurance protocols discovered that the active pharmaceutical ingredients in Nevirapine 200mg tablets, Zidovudine 50mg/5ml syrup, Lamivudine 10mg/ml oral solution and one batch of Efavirenz 600mg tablets supplied by Cipla-Medpro were not from an approved FDA source. The products, while registered by the Medicines Control Council (MCC) of South Africa and therefore legitimate in country, could not be procured with PEPFAR funding. Following discussions with the supplier, Cipla-Medpro, they agreed to donate the products and retracted the Efavirenz batch that was not compliant. The arrangement helped to ensure that patients could continue with their ART treatment without interruption. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	Year 3 Target	End-of-Project Target
Percentage of products flagged for sampling that have been sampled	100%					

(surveillance pulls)* (TO1)						
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4.5 Best Value

(In-Country Operations) In Botswana, SCMS completed a six-month STTA in which we worked with the Drug Regulatory Unit (DRU) on DRU dossier evaluation and streamlined the drug registration process. 390 dossiers were reviewed up to the Drug Advisory Board (DAB) approval level. By improving the drug registration process in Botswana, more generic HIV/AIDS drugs will be available in country, thus saving the Government of Botswana significant sums. (Q1)

(In-Country Operations) In Namibia, SCMS supported an evaluation of the root causes of suppliers' poor performance in servicing the Central Medical Stores of Namibia. The STTA includes a thorough review of the procurement management and supplier management systems in order to identify causes of poor supplier performance and improve overall value. (Q1)

(Freight and Logistics) Moving shipments of HIV/AIDS commodities from air freight to sea and land can save as much as 90 percent on freight costs. Through careful forecasting and demand planning and by working with SCMS to plan shipments, many PEPFAR countries have saved significantly. For example:

- Côte d'Ivoire has saved more than \$600,000 (81%) by switching from air to sea freight and more than \$12,000 (55%) through land shipments from SCMS's regional distribution center (RDC) in Accra, Ghana.
- Haiti has saved more than \$248,000 (84%) with sea freight.
- Rwanda has saved more than \$200,000 (63%) with sea freight and more than \$24,000 (57%) by land from our RDC in Kenya.
- Zambia has saved more than \$415,000 (91%) by sea and more than \$224,000 (54%) by land from our RDC in South Africa.

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Average time to receive an estimate or quote on ARVs and rapid test kits	ARVs 17 days RTK 22 days				
Technical assistance client	N/A*				

satisfaction rate (TO2)*	(Bi-Annual Measure)				
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4.5 Sustainable

(In-Country Operations) In Nigeria, SCMS provided systems strengthening technical to Institute for Human Virology Nigeria (UMD), a PEPFAR supported IP that uses SCMS procurement services, during which 22 of their staff were trained on logistics fundamentals. The TA also involved a systems assessment to determine the strength and weakness of the logistics system in use by IHVN. (Q1)

(In-Country Operations) In Ethiopia, SCMS is providing technical assistance to the Pharmaceutical Fund and Supply Agency (PFSA) to strengthen the supply chain management systems to support the HIV/AIDS program in Ethiopia. (Q1)

(In-Country Operations) In Zambia, SCMS conducted a systems analysis to determine functional specifications required for a central-level computerized lab system to collect and process essential lab logistics data from service delivery points. A refurbished computer was installed at LMU to support the central level calculation of lab orders and a lab information system (LIS) designed by MSH/ZPCT was approved and is planned to be used to capture logistics data. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Percent of RDC throughput funded by SCMS (TO1)*	Indicators Under Review				

*Information reported semiannually as part of the sustainability report

4.6 Information

(Communications) At the invitation and cost of MIT-Zaragoza and Zaragoza Logistics Center, SCMS shared successes and lessons learned with a global audience of academics at the Global Health Supply Chain Summit (<http://www.zlc.edu.es/default.aspx?info=0001D4>) in Zaragoza, Spain. Organizations represented at the two-day event included the Clinton and Gates Foundations, DFID, Ministries of Health of Nigeria and Zambia, USAID, WHO and other key suppliers of global health commodities. Participants shared best practices and explored ways to apply lessons learned in HIV/AIDS, malaria and TB to improve delivery of global health services in general. (Q1)

(Communications) SCMS submitted nine abstracts for consideration to the 2009 Global Health Conference. Five of the abstracts were from field offices. (Q1)

(Communications) SCMS distributed Supply Lines, its quarterly newsletter, to more than 1,500 subscribers worldwide and produced a 24-month wall calendars for field offices to give to clients and stakeholders. As a communications tool, the calendar reinforces key messages about forecasting and demand planning. (Q1)

(In-Country Operations) In Uganda, as a result of increased efforts to collect site level data by SCMS there have been improved reporting rates from ART sites. The availability of this reported information for decision-making and forecasting is critical to ART program success. (Q1)

(In-Country Operations) In Tanzania, the Supply Chain Monitoring Advisors (SCMAs) met in Dar es Salaam to share the information that they are gathering in the field; this was the first opportunity for the SCMAs to meet in one location and share this information. The SCMAs compiled their findings into a single document to be presented to the Chief Medical Officer (CMO) at the MOH. The report addressed all aspects of MSD functions, as well as commodity management tools, order processing, and other areas of commodity logistics management. (Q1)

(In-Country Operations) In Mozambique, a team from the field office conducted a site visit to Joint Medical Stores in Uganda to explore how MACS warehouse information system software supports their business processes and to learn from their experiences with MACS; this included sharing best practices and lessons learned. (Q1)

4.7 Collaboration

(Procurement and Demand Management and Quantification) With the possibility of SCMS becoming more involved with RUTF and FBP, we are collaborating with the FANTA organization to determine how SCMS might be able to use our forecasting tools (Quantimed and Pipeline) to develop forecasts and supply plans. (Q1)

(Global Partnerships) The WB/GF/PEPFAR/WHO/UNITAID CPP initiative. As the technical secretariat for the initiative, SCMS organized a steering committee meeting via conference call on November 17th with representatives of the three initial donors (Global Fund, PEPFAR and the World Bank) and the two new members (UNITAID and WHO). The meeting agreed:

- The steering committee adopted the final version of the terms of reference of the CPP initiative.
- OGAC will finalize a scope of work for a 3rd party evaluation of the initiative
- A list of action points was defined to continue to support the 6 pilot countries and extend the initiative to Cote d'Ivoire, Zambia and Malawi (Q1)

(Global Partnerships) SCMS continued working to consolidate data into an updated matrix on transition for UNITAID funded 2nd-line ARVs, pediatric ARVs and Tenofovir. This included collection of information from OGAC, SCMS field offices, the Global Fund secretariat, UNITAID and CHAI to develop preliminary conclusions for each country on expected ARV gaps and next steps toward a transition. (Q1)

(Global Partnerships) SCMS attended and contributed to the final meeting of the PPP for Pediatric AIDS prior to the new administration. The initiative was started at the behest of Laura Bush, and a final report was agreed upon for her. It was also proposed that the initiative should continue under the new administration. SCMS will continue to contribute on matters of drug quality, new products, diagnostics and forecasting as required. (Q1)

(Global Partnerships) Primarily through Booz Allen Hamilton, SCMS continued the development of proposed OGAC website to facilitate voluntary giving by US citizens to augment the work of PEPFAR. The website is now fully developed and we await confirmation of the approval of a pilot phase to include probably three focus countries. In addition to managing the website (via BAH) SCMS will manage the procurement of commodities funded by the voluntary contributions. (Q1)

(Global Partnerships) We continued discussions with UNITAID centrally on areas of cooperation. In December we presented the Quantimed and PipeLine tools to the UNITAID performance and monitoring managing and their IT team. UNITAID expressed interest in receiving training in the use of these tools to assist in managing the performance of their grants. (Q1)

(Global Partnerships) SCMS attended and contributed to the annual meeting called by WHO/UNAIDS to discuss trends in ARV demand and to forecast the requirements for formulated product and particularly for active pharmaceutical ingredients over the coming two years. SCMS presented details of the trends we are seeing in our purchases and forecasts, including changes to less-toxic drugs such as Tenofovir. We also described the work of the CPP Initiative. (Q1)

(Global Partnerships) SCMS participated in a meeting sponsored by WHO AIDS Medicines and Diagnostics Service and WHO Essential Health Technologies which was a follow up to the Maputo Consensus Meeting on Clinical Laboratory Testing Harmonization and Standardization. We presented our experiences of lab commodity purchase history, lab quantification experience and SCMS laboratory technical assistance and standardization efforts in three countries, Zambia, Ethiopia and Rwanda. (Q1)

(Global Partnerships) We provided SCMS comments and suggestions to a draft report of the UNICEF West and Central Africa Regional Office/WHO/ESTHER GIP Procurement and Supply Management Regional Project. (Q1)

(Global Partnerships) SCMS presented our experience, “Beyond HIV/AIDS: Strengthening supply chains strengthens health systems,” at the 39th Union World Conference on Lung Health. (Q1)

(In-Country Operations) In Guyana, the 4th Joint Donors Mission meeting was held, attended by key representatives from the Global Fund, PAHO, PEPFAR, CHAI, SCMS and the leadership from the Ministry of Health, Guyana. Updates on the JDM action plan were presented and discussions on coordinated procurement planning took place. (Q1)

(In-Country Operations) In Rwanda, The MOU between SCMS and USAID | DELIVER PROJECT detailing collaboration on LMIS and key elements of the supply chain, was signed in October. This MOU will ensure there is no duplication of effort between the two projects. (Q1)

(In-Country Operations) In Tanzania, as part of regular briefing sessions among partners organized by NACP, SCMS attended the NACP and HIV/AIDS partners meeting. SCMS was requested to assist in strengthening the HIV/AIDS supply chains of the military, police, immigration, and prison health facilities, all of whom would be an extension to new types of sites. (Q1)

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Number of technical documents downloaded (TO1)	5,419				

4.9 Capacity

(In-Country Operations) In Nigeria, various warehouse options, including outsourcing, are being studied to identify strategies for proper handling of the increasingly large quantity of commodities that are being procured and stored by SCMS in Nigeria. (Q1)

(In-Country Operations) In Haiti, SCMS facilitated training in laboratory commodities logistics for nine participants from five sites within the CRS/AIDS Relief network. (Q1)

(In-Country Operations) In South Africa, SCMS worked to transfer capacity building skills to provincial counterparts (3 local and 7 international) via training on state-of-the-art warehouse operations management, quality, distribution and tracking systems at the PHD facility (Q1)

(In-Country Operations) In Rwanda, to further strengthen CAMERWA's management information systems, SCMS is supporting CAMERWA with upgrading its financial management systems. Following a demonstration and evaluation process during this quarter, CAMERWA has selected the SAGE financial management system which will be implemented in Q2. (Q1)

(In-Country Operations) In Uganda, SCMS undertook supervision visits to 103 health facilities managing ART, PMTCT, RTK, and/or fluconazole to build capacity of site staff to manage these

products. Training was also provided to 50 participants at 20 Northern Uganda Malaria, AIDS, and Tuberculosis (NUMAT) ART sites. An ARV logistics management course was provided to EGPAF, which supports 25 ART and 400 PMTCT sites. (Q1)

(In-Country Operations) In Vietnam, SCMS conducted workshops for 235 pharmacy dispensers at PEPFAR-supported clinical sites. The two-day workshops focused on reporting and storage, updates on ARV medicines, pharmaco-vigilance, and problem-solving. These twice-annual workshops reinforce capacity-building of site-level staff due to high turnover throughout the year (Q1)