



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



SCMS Quarterly Report: January–March Y4Q2

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1.0 EXECUTIVE SUMMARY

1.1 SCMS Field Offices

By the end of Y4Q2, SCMS had:

- Taken important steps forward with respect to field-managed procurement in Ethiopia, Nigeria, Mozambique, Kenya and Namibia.
- Continued to make progress toward the procurement and distribution of new commodities, including ready-to-use therapeutic food (RUTF) in Ethiopia, Haiti and Tanzania.
- Made significant progress in strengthening warehouse management in Côte d'Ivoire, Ethiopia, Guyana, Haiti, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda and Vietnam.
- Provided technical assistance (TA) to improve performance of logistics management information systems and inventory control systems in Tanzania, Guyana, South Africa, Ethiopia, Côte d'Ivoire and Uganda.
- Continued to build in-country capacity by carrying out training and skill-building consultations in a variety of supply chain areas in Nigeria, Zambia, Côte d'Ivoire, Haiti and Guyana.
- Conducted quantification and forecasting activities in Côte d'Ivoire, Nigeria, Mozambique, Uganda, Vietnam and Namibia, and completed long-term forecasts (5 years) in Botswana, Tanzania and Guyana.
- Identified and supported commodity security strategies in Côte d'Ivoire, Zambia and Rwanda.

1.1.1 Y4Q2 Highlights

Warehousing and logistics management information continue to be the most in-demand areas of technical assistance across our country offices. These demands are driven by the need for better logistics data to inform purchasing, restocking and financing decisions that will enable SCMS and our clients to establish secure, reliable and cost-effective supply chains.

SCMS field offices continue to grow in response to the in-country demands. Our largest office, Ethiopia, now has 70 staff throughout the country supporting the government's decentralization and regionalization policies.

It is also noticeable in a number of countries that the nature of our assistance is changing from emergency response to a more long-term approach to capacity building, in systems and in human resources (HR) capacity development. In HR, we trained large numbers of client counterparts in Nigeria, Zambia, Tanzania, Côte d'Ivoire, Haiti and Guyana as we introduced new programs and processes to support effective supply chains.

Haiti and Zimbabwe continue to coordinate emergency responses to weather-related and political difficulties. In both countries the SCMS teams managed to maintain stock at service delivery points, avoiding any stock-outs or interruptions of treatment for patients.

We also continue our own decentralization program to build the capacity of our offices and empower our country directors to fully manage their technical assistance and procurement programs.

1.2 SCMS Program Management Office (PMO)

By the end of Y4Q2, SCMS:

- Established fully functioning offices in 16 countries.
- Shipped more than \$39.8 million of commodities in the quarter to clients (and \$282.3 million over the life of the project).
- Completed 517 deliveries to customers in the quarter.
- Saved \$5.2 million by using sea and overland freight rather than the more expensive air freight for major shipments of appropriate products. (SCMS has saved over \$11 million in airfreight costs over the life of the project to date.)
- Purchased 52% of the value of ARVs under Indefinite Quantity Contracts (IQCs), of which 92% were generic ARVs.
- Shipped 18% of ARV deliveries from an SCMS regional distribution center (RDC) (excluding Guyana Haiti, and Vietnam) with an average on-time delivery of 94%.
- Purchased \$10.34 million of laboratory commodities and \$3.18 million of rapid test kits.
- Undertook 41 TA assignments during the quarter.

1.2.1 Y4Q2 Highlights

Following the end of the “Red Zone” over Christmas and the New Year, deliveries and other global supply chain activities rapidly returned to the levels seen in the previous quarter. SCMS supply chain activities have now been steady at between \$12 and \$16 million in deliveries per month for the last six months. The mix of products varies month by month, although we continue to see an increase in the total value of laboratory commodities. On-time delivery from SCMS RDCs is now consistently over 90%. We continue to experience challenges in on-time delivery with laboratory commodities. The vendor improvement program launched in the previous quarter is beginning to show results, with some key vendors improving their performance. Their improvement has in turn enabled our performance to clients to improve to 58% on time in March. This is still below our target range, but is showing steady improvement each month. We are also actively pursuing improvement and streamlining within the SCMS process to improve timeliness of delivery to all our clients for all categories of product.

SCMS completed the research project on the requirements to purchase food-by-prescription (FBP) products during the quarter and presented it to USAID. The outcome of this effort is a comprehensive procurement and supply chain guidance document for field offices and buying staff.

It details the special requirements of purchasing these products to prepare the project for orders expected during 2009. The first confirmed order for FBP products was placed by the end of the quarter for delivery to Ethiopia in Y4Q3.

On January 9, 2009, the Partnership for Supply Chain Management (PFSCM) delivered our formal response to USAID's Request for Task Order (TO) Proposal for a Task Order 3 for the project.

Management information systems (MIS) continued to pursue the change control board process with a further review of change requests and delivery of several process improvements, new reports and other aids to project effectiveness during the quarter.

SCMS attended the PEPFAR Antiretroviral Therapy (ART) Cost Modeling Workshop in South Africa, which examined the budgetary impact of maintaining large patient populations on ART. The key purpose of the workshop was to examine the likely impact on budgets of transferring patients from stavudine-based regimens to more expensive tenofovir- and zidovudine-based regimens in the coming two years in an environment where host governments continue to expect to see further scale-up of patient numbers. SCMS presented cost trends and discussed cost-effectiveness measures within our supply chain operations.

The performance management unit conducted the six-monthly customer survey in January; conclusions will be presented to project senior management in Y4Q3.

In the second half of the quarter the project began preparing in earnest for the second field office conference, to be held in April 2009, and continued to develop training materials to support the continuing decentralization of procurement to field offices. Approximately 14% of all orders are now placed with in-country vendors.

2.0 FIELD OFFICE PROGRESS

2.1 Second Quarter FY 09 Country Highlights

SCMS field offices continued to strengthen supply chain management systems for HIV/AIDS commodities, working toward long-term sustainability. In particular, we carried out activities around strengthening warehouse management systems, building capacity of in-country counterparts to conduct accurate quantifications, and enhancing knowledge management approaches. The following are a few highlights of the many activities that took place in Y4Q2:

In Botswana, SCMS continued efforts to ramp up activities to manage supply chain performance. SCMS sponsored two senior Ministry of Health (MOH)/Central Medical Stores (CMS) staff for training in monitoring and evaluation (M&E). Our SCMS team subsequently worked with the trained staff to develop a national M&E plan for ART-related procurement and supply management, addressing the challenge resulting from the lack of quantified data on the performance of the national ARV supply chain system. SCMS also engaged in a number of other activities in Botswana:

- Worked with the national lab team and finalized the laboratory commodity specification database managed by CMS and the National Health Laboratory.
- In collaboration with CMS, used Quantimed to develop a five-year ARV forecast for 2009–2014 for the MOH, which is guiding national planning for ARVs.
- Introduced the new computerized data entry forms for the Tebelopele volunteer counseling and testing (VCT) project to the organization’s management team and received management’s acceptance of the tool.
- Provided short-term technical assistance to support testing the pharmaceutical interface of the Patient Information Management System (PIMS) software, and completed writing the technical report for the exercise.

In Côte d’Ivoire, the MACS warehouse management system became operational at the Pharmacie de la Sante Publique (PSP), and the use of the system informed a revised stock placement plan. Our warehousing and MACS short-term technical assistance (STTA) providers reinforced the capacity to address commodity security issues by training PSP staff on first-expiry first-out (FEFO) practices, which are supported in the MACS software. In addition, SCMS supported the PSP in implementing a stock movement plan, which places stock based on value and use. SCMS also:

- Led the 2009 quantification of ARV and opportunistic infection (OI) drugs for the January 2009–June 2011 period in collaboration with PNOEV (the national program for orphans and vulnerable children) and PNPEC (the national program for persons living with HIV/AIDS).
- Developed a website to collect the personal digital assistant (PDA) data. This site will allow authorized visitors to have access to the validated data from the Ministry of AIDS.

In Ethiopia, SCMS developed a performance management plan (PMP) to regularly check and evaluate program results and activities and to determine whether progress is being made toward objectives. Additional activities included:

- Provided support to the Federal HIV/AIDS Prevention and Control Office (HAPCO) to conduct a participatory national quantification exercise. The key assumptions and findings of the

national quantification exercise were then disseminated. SCMS completed the quantification report and submitted it to the Federal HAPCO.

- Contracted engineering firms submitted the first- and second-phase plans for six new warehouses to be constructed by the Pharmaceutical Fund and Supply Agency (PFSA). SCMS also leased three warehouses to alleviate PFSA's current critical storage limitations in the interim. The rented warehouses are operational and receiving HIV/AIDS commodities.
- Worked with the Ethiopian Health and Nutrition Research Institution (EHNRI) to conduct a comprehensive laboratory assessment focused on the quality of laboratory services, including availability and use of HIV rapid testing and other laboratory consumables.

In Guyana, SCMS supported the Materials Management Unit (MMU) procurement team in developing a five-year forecast for the MOH. As part of this effort, the MMU submitted a proposal to the Global Fund (GF) for the adult first-line ARVs and a five-year national-level forecast for both ARVs and rapid test kits (RTKs) for the National Aids Program Secretariat (NAPS). These forecasts will enable the MOH to develop estimated budgets based on scale-up projections and to plan appropriately in their discussions and proposals to the Global Fund, Clinton Foundation HIV/AIDS Initiative (CHAI) and Centers for Disease Control and Prevention (CDC). Other key activities in the quarter included:

- Supported use of the MACS warehouse management system (WMS) at the MMU warehouse. The MMU procurement unit entered purchase orders into the WMS, thus allowing radio-frequency (RF) scanners to be used in receiving and placing planned orders. This results in greater efficiency and accuracy in the receiving and placement processes.
- In collaboration with MOH, CDC, and the director of the National Public Health Reference Laboratory, completed a draft essential laboratory supplies list for the MoH.
- Working with the MMU, developed a proposal to strengthen inventory management at the facility level. The proposal includes an assessment of inventory management systems, development of appropriate logistics management information system (LMIS) tools and capacity- building.

In Haiti, our logistics and distribution teams faced continued challenges, as certain areas of the country experienced exceptionally heavy rains, flooding all access roads to sites serviced by SCMS. Our teams managed to execute timely deliveries, using boats to transfer commodities to the sites. In spite of these natural challenges, other key activities included:

- Organized web-based Program Management Information System (PMIS) training sessions for the staff of SOGEBANK Foundation, the Global Fund's Principal Recipient in Haiti, four staff members from PEPFAR networks and one staff member from CDC.
- Initiated an extensive series of communications with the MACS team to ensure full functionality of the software according to SCMS's integrated reporting requirements.
- Completed the quarterly update for all supply plans (ARVs, OI drugs and lab commodities). We also received US government (USG) approval to procure food by prescription products, specifically the RUTF Plumpy'nut.

In Kenya, there was significant effort to improve lab logistics capacity and to support prevention, care and treatment programs. We began assessing the local suppliers of laboratory commodities with the assistance of the procurement associate. Learning more about local suppliers will expand

our reach within the country and increase our understanding of Kenyan vendors' strengths, weaknesses and specialties. Other activities included:

- Led a workshop (with MSH, CDC and USAID) to strategize on improving the HIV/AIDS laboratory commodity supply chain. Participants included the MOH's Department of Diagnostic and Forensic Services, the National AIDS and STI Control Programme (NAS COP), the Clinton Foundation, FHI, Pathfinder International and other key HIV and AIDS program implementers.

In Mozambique, to support innovative warehouse management solutions, SCMS presented the "warehouse in a box" (WIB) concept to the MOH and donors as a solution for cost-effective and rapid expansion of quality warehouse capacity. After a comparison to conventional construction, the Minister of Health approved WIB, supported by UNPFA and USAID, who are both willing to fund urgently needed central warehouse capacity expansion. Other activities included:

- Facilitated a national forecast and quantification of ARVs required for the national adult and pediatric first- and second-line regimens, enabling the MOH to complete a 12-month supply plan for these products, integrating shipments from SCMS, CHAI and the MOH.
- Conducted an assessment of the technical and operational requirements for implementing the MACS software at the new central warehouse. This was a major step forward toward implementing a comprehensive warehouse management system that will help solve many of Central de Medicamentos e Artigos Médicos' (CMAM's) central warehouse challenges.
- Implemented a paper-based logistics management information system as part of the distribution system for resupplying CD4, hematology and biochemistry reagents and consumables to the laboratories in the PEPFAR-supported network. The LMIS enables provision of logistics and financial data to CDC and USAID to inform donors' policy decisions on the financial viability of capacity expansion while maintaining a full supply of reagents.

In Namibia, SCMS worked with regional medical store (RMS) staff to complete a work-flow study in Oshakati Multi-Regional Medical Depot (MRMD) and Rundu Medical Stores. The study documented current business processes with a focus on those processes that do not add value or are inefficient. SCMS also completed an initial assessment of the Ministry of Health and Social Services (MoHSS) home-based care (HBC) kits logistics system and presented the report to the MoHSS for publishing. Other activities included:

- Assisted the Central Medical Stores (CMS) to rehabilitate several storage rooms used for ARVs and increased the security of these drugs.
- Worked with I-Tech to support US Department of Defense activities in collaboration with the Namibian Ministry of Defense to procure and deliver laboratory equipment and supplies to the Ministry of Defense ART military clinic and laboratory in Grootfontein.

In Nigeria, SCMS worked to support innovative warehouse management solutions, and finalized a warehouse agreement for ARVs to be stored locally. We computed warehousing requirements based on the quantity of ARVs that each implementing partner (IP) will receive from the first delivery of the pooled ARV procurement exercise. Also, SCMS:

- Finalized the forecasting and supply planning of Country Operating Plan (COP) 09 ARVs.
- Updated the PEPFAR Nigeria RTKs supply plan for COP 09, leading to signature of new price quotes by the USG for June and August 2009 deliveries of RTKs of over \$1.2 million.

- Completed the Federal Ministry of Health (FMOH) ARV quantification exercise and shared the results with the HIV/AIDS division to inform procurement plans for 2009/2010.

In Rwanda, SCMS continued to implement provisions of the contract and accompanying memorandum of understanding (MOU) between Centrale d'Achat des Medicaments Essentiels, Consommables et Equipment Médicaux du Rwanda (CAMERWA) and PFSCM. In addition, SCMS supported improvements in commodity forecasting and supply planning with the Coordinated Procurement and Distribution System (CPDS), and encouraged enhanced logistics data management and commodity distribution with the pharmacy task force and districts. SCMS also:

- Continued efforts to deploy the SAGE 500 accounting system alongside the MACS warehouse management system. Simultaneous deployment of MACS and SAGE is planned for April 2009.
- Supported the National Reference Laboratory (NRL) in assessing laboratory logistics systems and identifying gaps in the supply chain to inform improved procurement and logistics processes.

In South Africa, SCMS supported the Provincial Department of Health and Social Services to determine the resources and process requirements for operationalizing the newly built Middleberg Pharmaceutical Central Warehouse. SCMS conducted an assessment of the logistics requirements for a detailed plan to be developed to transform the facility into a fully functional warehouse. The detailed plan included infrastructure improvements (e.g., racking), security, operating procedures, human resources, key performance indicators (KPIs) and training. Other key activities included:

- Provided LMIS training for condom distribution for 70 participants from the Gauteng Province.
- Revised the FY09 workplan and budget as a result of unexpected significant increases in ARV procurement requests from South African clients.

In Tanzania, SCMS completed implementation of a national inventory control and LMIS system for ARV drugs and HIV test kits at about 700 care and treatment centers (CTCs). On-the-job training and new hire trainings are ongoing as more sites open. Additional activities included:

- Facilitated a 60-month national quantification of all ARV drugs and 12 selected OI drugs required for the National HIV/AIDS Control Program. As a result, the National AIDS Control Programme (NACP) and USG team were able to determine funding requirements for the next five years.
- Procured state-of-the-art picking and packing line and material handling equipment for the Medical Stores Department (MSD) Dar es Salaam Ubungo warehouse.
- Following the approval of the ARV drug and HIV test kit system redesign, developed a budget and strategy plan for conducting a training of trainers (TOT).

In Uganda, efforts were focused on improving lab logistics capacity. SCMS facilitated a lab logistics system design workshop for the Joint Clinical Research Council (JCRC), where a new system was designed and approved by senior management. To further support their work, an SCMS lab logistics advisor was seconded to the central public health laboratory to provide ongoing lab technical assistance and capacity building in logistics management for the program. Other activities included:

- Placed orders for gravity flow racks for the National Medical Stores and Joint Medical Store.

- Worked with the PEPFAR team to harmonize and rationalize ART in Uganda, with the objective of reducing costs and moving closer to having one national ART program.

In Vietnam, SCMS improved distribution efficiency by using a bulk gather and dispense method for organizing the monthly ARV distribution, rather than the previous pick beat method used by the Central Pharmaceutical Company #1, Ho Chi Minh City. The new method greatly decreased the time it took the warehouse staff to organize the monthly distribution in the South. Additional activities included:

- Facilitated the development of a 12-month procurement plan for PEPFAR to extend the current plan through December 2010.
- As a result of a recall of didanosine (DDI) 100mg, developed standard operating procedures (SOPs) for in-country roles, responsibilities and actions.
- In support of local procurement operations, introduced a local payment mechanism to ensure timely and accurate payment for goods and services of in-country vendors. We have paid 15 invoices using this mechanism, greatly decreasing the time taken for payment and improving vendor relations.

In Zambia, SCMS completed the final draft of the national HIV/AIDS commodity security (HACS) strategy document and participated in the national health strategic planning meeting. Additional activities included:

- As part of the logistics system design and implementation, piloted the improved paper-based LMIS forms for managing laboratory commodities in support of ART. This system will provide essential data for decision-making at all levels of the country's health care system.
- Facilitated on-the-job training and evaluation activities of the laboratory commodities logistics system being piloted. Through these activities, SCMS identified training and design gaps at the facility level that will be considered during system evaluation.
- Facilitated the quarterly update of the laboratory commodity quantification as a follow-up to the national seven-year forecast of major health commodities in the country.

In Zimbabwe, the logistics support unit prepared 24-month national forecasts using Quantimed and 12-month supply plans using PipeLine with minimal support from SCMS. A total of 46 products were included, covering adult and pediatric ARVs, HIV test kits, fluconazole, cotrimoxazole and tuberculosis (TB) drugs. Additional activities included:

- Supported the Logistics Sub Unit (LSU) in successfully negotiating a swap with Population Service International that will immediately receive and start using Ministry of Health and Child Welfare (MOHCW) tests in their programs and "reimburse" the LSU with fresh test kits later in 2009. As a result, expiry of more than 600,000 test kits was avoided.

Second Quarter FY09 Focus Country Snapshot

Country Name	STTA Delivered	Procurement	Staff	Relevant Milestone(s)
Botswana	Lab Logistics (1) MIS (1)	Test - \$25,715 Lab - \$250,654	Fully operational 11 staff members	#12. QA #16. TA
Côte D'Ivoire	Warehousing (2) MIS (1)	ARV- \$945,011 Drug - \$1,573,656 Test - \$177,966 Lab - \$2,776,038 Other - \$434,623	Fully operational 13 staff members	#16. TA #17. Warehousing
Ethiopia	Procurement (1) MIS (2) Supply Chain Assessment (1)	ARV- \$3,600,151 Drug - \$1,573,656 Test - \$761,242 Lab - \$4,840,892 Other - \$358,160	Fully operational 70 staff members	#16. TA
Guyana	N/A	Test - \$192,166 Lab - \$24,645	Fully operational 8 staff members	N/A
Haiti	N/A	ARV- \$37,946 Drug - \$64,962 Test - \$227,143 Lab - \$1,108,745 Other - \$3,491	Fully operational 37 staff members	N/A
Kenya	N/A	Test - \$24,000 Lab - \$1,118,148	Field office opened 4 staff members	N/A

Mozambique	Procurement (2) MIS (2) Warehousing (1)	ARV- \$3,349,226 Drug- \$839,981 Test - \$262,400 Lab - \$367,747 Other - \$65,823	Fully operational 20 staff members	#16 TA #17 Warehousing
Namibia	Procurement (1) Other (1)	Test - \$39,342 Lab - \$135,943	Fully operational 6 staff members	#16 TA
Nigeria	Quantification (2) Warehousing (2)	ARV- \$6,153,223 Drug - \$22,271 Test - \$507,544 Lab - \$569,887 Other - \$8,384	Fully operational 41 staff members	#16 TA #17 Warehousing
Rwanda	Warehousing (3) MIS (2) Lab Logistics (1)	ARV- \$675,734 Drug - \$602,986 Test - \$178,594 Lab - \$757,794 Other - \$153,242	Fully operational 13 staff members	#16 TA #17 Warehousing
South Africa	Procurement (1) Warehousing (1)	ARV - \$640,823	Fully operational 3 staff members	#16 TA #17 Warehousing
Tanzania	Quantification (1) Supply Chain Assessment (1) Warehousing (1)	ARV- \$600,451 Test - \$187,998 Other - \$24,046	Fully operational 29 staff members	#16 TA #17 Warehousing
Uganda	Lab Logistics (2) Warehousing (1)	ARV- \$699,775 Drug - \$133,162	Fully operational 25 staff members	#16 TA #17 Warehousing

Vietnam	Capacity Building (1)	ARV- \$358,478 Lab - \$126,494	Fully operational 23 staff members	#16 TA
Zambia	N/A	ARV- \$3,807,815 Drug - \$7,617 Test - \$417,127 Lab - \$399,519	Fully operational 28 staff members	N/A
Zimbabwe	MIS (1)	ARV- \$626,440 Test - \$115,012	Fully operational 26 staff members	#16 TA

3.0 SCMS PROGRAM MANAGEMENT OFFICE PROGRESS

3.1 Procurement

The procurement unit continued vendor improvement programs with our top (based on volumes and expenditures) suppliers. This process included face-to-face meetings with senior management from each firm to ensure appropriate authority to implement the changes needed to improve service to SCMS. As a result of our efforts, we have begun to see an improvement in on-time delivery performance from many of our suppliers. For March we recorded our best overall on-time delivery since the beginning of the project—an average of 67%, with some suppliers reaching acceptable levels (Orgenics—88%; Sysmex—100%; Beckton Dickensen International—92%). RDC shipments continue to have a high on-time delivery rate (Ghana—100%; Kenya—100%; South Africa—95%). Nonetheless, we need to continue to work with our suppliers and to identify processes that impact our ability to improve on-time deliveries. We expect our on-time rates to continue to improve, but we anticipate continued fluctuations until we establish improvement programs with our second- and third-tier suppliers and implement further corrective actions to identified processes issues.

In addition, we are identifying other areas where process modifications between our vendors and SCMS can increase the efficiency of their and SCMS's operational activities to improve our overall performance. Removing the requisition order from the documentation process reduced processing time at SCMS by several hours per week.

3.2 Freight and Logistics

The Freight and Logistics (F&L) team collaborated with procurement to develop a new template for lead-time calculation. The new sheet takes into account variability in shipment and processing times on a country-by-country basis, which will allow SCMS and our clients to make much more accurate estimates of delivery lead times

Freight costs continued their downward trend as SCMS continued increasing use of ocean and road transportation. In addition, airline fuel surcharges decreased 50%, returning to levels seen in early 2008. The combination of these factors enabled SCMS to significantly decrease average freight cost per kilo. The rate is now at an all-time low of \$1.25 per KG.

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

During the past quarter the culmination of a study in India led to the decision to establish a cross-vendor freight consolidation service in India. The objective is to drive down shipping costs with the target that more than 50% of shipments exiting India will be by ocean. This level was surpassed in

the quarter, and we anticipate greater savings as this process unfolds. The service will be operational by the end of June 2009.

3.3 Quality Assurance

Several dossiers were reviewed by the quality assurance unit as part of prequalification activities for purchase of non-ARV pharmaceuticals, RUTF and fortified blended flour (FBF) products. Some inspections will be required before final approval of certain manufacturers. The prequalification procedures are modeled after the World Health Organization (WHO) prequalification program.

In January, SCMS assisted UNICEF with performing hazard analysis and critical control point (HAACP) inspections of an FBF manufacturing site in Belgium, and one therapeutic milk product manufacturer in France. These activities marked the beginning of collaboration efforts to leverage the resources of UNICEF and SCMS in evaluating the quality systems of RUTF/FBF manufacturers. Separately, SCMS visited a manufacturer of RUTF located in France that had previously been inspected and approved by UNICEF. The site, although satisfactory, was undergoing major changes in the production lines to increase capacity and enhance quality systems. The quality assurance (QA) manager at this facility agreed to keep SCMS informed of the implementation progress, and we plan to revisit the facility later this year to evaluate the changes and corrective actions taken. In the meantime, the site is approved for procurement by SCMS.

Also in February, SCMS QA conducted HAACP inspections at two FBF manufacturing plants in Kenya. No major deviations were observed; however, some minor observations were reported, and the manufacturers agreed to institute corrective actions.

Also in February, a member of the QA team presented an invited paper on counterfeit product issues at the Asia-Pacific Economic Cooperation (APEC) seminar in Mexico City.

We are currently investigating establishing a collaboration with the US Food and Drug Administration (FDA) and Family Health International (FHI) on the use of near-infrared (NIR) and Raman technology to detect counterfeit products. A visit was made to an FDA facility in St. Louis to observe their use of these portable systems.

3.4 In-Country Operations

To support field office empowerment and decentralization of procurement operations, we continued analyzing organization function and structure, pinpointing areas for improved supply chain management approaches and techniques, curriculum development and field capacity training. Additional activities included:

- Worked with the MIS team to identify and implement an approach to evaluating and potentially improving the functionality of Orion, Xroadz Customer Relations Management (CRM), and Client Center in-country.
- Continued 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 January, February and March there were 15, 11 and 15 STTA trips respectively for a total of 41 trips. During this quarter, technical assistance to Nigeria, Mozambique and Rwanda accounted for 37% of all technical services provided to SCMS countries.

In Mozambique, SCMS advisors worked to strengthen the capacity of CMAM. SCMS collaborated with CMAM procurement staff to finalize standard procurement documents, including tender documents and terms and conditions in preparation for CMAM's takeover of procurement responsibility for medical supplies.

SCMS completed multiple STTA assignments in Rwanda to strengthen CAMERWA's warehouse management system and to upgrade the physical and inventory management of commodities. SCMS assisted CAMERWA with improving the layout of the new warehouse facility, and with preparations for refurbishment of existing warehouse and office space. The MACS installation at CAMERWA's bulk commodity warehouse is working well.

SCMS developed technical frameworks for key areas of technical assistance, including warehousing, MIS, strengthening of drug regulatory authorities and laboratory logistics. These are under review by a team of experts from the field and the SCMS PMO for finalization. The quantification technical working group (TWG) and laboratory TWG developed and implemented an intranet forum to answer and discuss topics, such as quarterly supply plan updates and maintenance of laboratory equipment. In collaboration with the divisions of Procurement, F&L, and In-Country Operations Management (ICOM), a project management plan has been devised to help ensure that warehousing STTA and warehousing procurement are effectively managed in-country.

SCMS developed an aggregated STTA profile and shared it with USAID, SCMS working groups, and partners. This profile lists the technical assistance that SCMS expects to conduct this fiscal year, using information derived from country workplans. In addition, the unit created a new reporting form aimed at aiding monthly reporting on activities, challenges and lessons learned.

SCMS is increasingly looking to facilitate opportunities for inter-country collaboration. These efforts have the ability not only to maximize the reach and impact of technical assistance assignments, but also to encourage information sharing and lessons learned between peers. Examples of such efforts in this quarter were:

- A team from Mozambique conducted a site visit to the Joint Medical Store in Uganda to explore how MACS supports their business processes, and to learn from their experience with SCMS implementation of MACS.
- 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 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 hardware. We expect to overcome this issue shortly. Final migration is scheduled for the early part of Y4Q3, when we expect to see increased system responsiveness and usability.

This quarter was highly successful for MIS. We began development in Orion and CRM for the expected business process changes that USAID Task Order 3 will require, including calculating surcharge and ACF calculations, as well as streamlining the procurement direct drop shipment process.

During this last quarter, SCMS trained approximately 50 people from PEPFAR and Global Fund implementing partners to provide vital budget and indicator data through the Haiti PMIS software. Once the software is fully used, it will allow easy analysis of this information across Haiti to understand how effectively programs are meeting their objectives.

We also successfully migrated all of our core applications to our new production environment server hardware in March, severing the dependence of our test, development and production systems from the same physical hardware. All functional areas performed their tasks well and had no negative impact on daily SCMS operations.

3.7 Performance Management Unit

The Performance Management Unit (PMU) continued routine performance reporting, completing the Y4Q2 performance review, and provided monthly performance reports for December, January and February. Analysis from the quarterly report was informed by the project's continuous performance monitoring infrastructure, which incorporates feedback from multiple sources such as performance reports, incident reporting and the client satisfaction survey.

In collaboration with unit leads and the performance assessment review committee (PARC), the PMU has dedicated available resources to support improvement efforts underway by supply chain units. Prioritized areas were: 1) vendor on-time delivery, 2) timely freight and logistics and 3) initial response time. The PMU continues to support development of vendor performance reports to facilitate discussions with key SCMS suppliers and inform improvement plans created by SCMS vendors. To support F&L, the PMU analyzed shipment and custom clearance windows so that the F&L unit can continuously update transit times for inclusion in lead times presented to clients. Efforts to support timely inquiry responses included developing MIS requirements for a standard tracking tool for price quotes and orders that help to facilitate client communication and order flow.

The unit completed the collection and analysis of the client satisfaction survey released in mid-January. More than 150 client contacts received the survey based on their interactions with SCMS

over the past six months and 70 responded, a record-high response rate of 47%. The results have been analyzed by the unit and disseminated to each field office and operating unit. Discussions are currently underway for improvement actions, where appropriate.

The unit received reports of 43 incidents covering operations in 13 countries and presented the results of 38 incident investigations to the PMT. Most of these incidents have been reported by field staff using the CRM incident module, providing a simple way to capture issues and ensure that SCMS management is aware of the day-to-day challenges in-country.

The PMU is currently documenting lessons learned from experiences with the global supply chain and engagements with the field and incorporating them into a larger training for field and PMO staff and our partners in-country. This training focuses on the key capabilities for implementing performance management. It will be a significant tool for building capacity in-country and creating a network of staff skilled in performance management. Also, the unit is working to accommodate growing demand from the field offices to manage the flow of information, providing 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 Office of the US Global AIDS Coordinator (OGAC), WHO and internal committees and task forces.

3.7 Operations Management

The Operations unit submitted all contractual and quarterly reports. For the quarter, SCMS processed approximately \$38.9 million in commodity expenditures and \$9.3 million in technical assistance and program support transactions. Internal and external audits were completed, and the (DCAA) audit returned no findings. In addition, the finance team prepared budgets and responses for the SCMS Project Task Order 3 proposal.

3.9 Communications

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

Client relations. To ensure a smooth transition to the new cost structure, the unit worked closely with operations, MIS, procurement and ICOM to make necessary adjustments to the price quote form and draft internal and external communications for the launch of the procurement surcharge. The price quotation (PQ) working group launched a new amendment form and related SOPs/work instructions, which will formalize the process of making changes to the PQ after client approval, and record these changes as attachments to the PQ form to create a properly documented audit trail for orders. This is a major milestone for the project that should lead to significantly improved relations with procurement clients, reducing confusion and saving time for all parties.

Unit staff also coordinates the e-catalog working group that is developing a search feature based on health program areas.

Training. To support procurement decentralization, the unit is co-leading development of training in procurement management. Three training experts have begun work on the training curriculum for a launch in July 2009. The communications unit manager also accompanied procurement trainers to Ethiopia as part of the overall efforts to decentralize procurement to field offices, gathering information that procurement developers will use in developing training for all field offices.

Knowledge sharing. Four abstracts were accepted for presentation at the Global Health Conference, and five for the PEPFAR HIV/AIDS Implementers' Meeting. David Jamieson of SCMS was also invited to moderate a session at the Global Health Conference. SCMS's exposure at the Global Health Conference is of particular note this year, and should help raise the profile of the importance of supply chains in successful public health programs.

The unit launched a new working group on internal communications and knowledge sharing that is developing recommendations for improving communications within SCMS and for external information sharing, best practices and lessons learned.

The unit distributed SCMS's quarterly e-newsletter to more than 1,500 stakeholders worldwide.

3.11 Global Partnerships

Under SCMS's role as technical secretariat of the World Bank/(WB) Global Fund/USG/WHO/UNITAID coordinated procurement planning initiative, this quarter's major events included organizing a follow-up conference call on the UNITAID-funded ARV transition matrix and organizing the steering committee meeting conference call. Given the current flat-lined PEPFAR budget and lack of additional resources available for coordinated procurement planning (CPP) going forward, SCMS is working with steering committee members to identify key priorities for the CPP initiative.

3.12 Demand Management and Quantification

During the quarter we received twelve supply plans, nine of which have been approved. The major trend evident from ARV forecasts is the move away from d4T (stavudine)-based first-line regimens to more expensive, but less toxic, TDF (tenofovir) and AZT (zidovudine)-based first-line regimens. This change has significant budget implications for programs. The deputy director for country programs and partnerships led a four-person team (Zambia and Ethiopia and two PMO staff) at the OGAC/USAID/CDC-organized workshop on cost modeling of ART programs for PEPFAR country programs held in Johannesburg, South Africa.

In March, SCMS completed a five-year forecast of ARVs and drugs for opportunistic infections with the associated supply plan for the next year being finalized by the Tanzania in-country team in May.

The national ARV quantification identified future surpluses of TDF/FTC/EFV (Atripla), as actual use of this formulation is now forecast to be lower than previously estimated. Our quantification advisor is working with the country team and procurement to discuss options of canceling or delaying shipments of Atripla to prevent overstocking and the possibility of expiry. In addition, we are currently conducting a laboratory quantification for the National AIDS Control Program in the Ministry of Health to identify the gaps in funding for laboratory reagents and supplies, including rapid test kits, for HIV/AIDS patients in the countries.

3.13 Human Resources

SCMS human resources recruiting activities during this quarter have included the following:

- At the PMO, SCMS hired Kathleen Mackin in the capacity of budget officer and TrayShawn Miles as the accounts payable coordinator. We were also successful in hiring Dhiraj Jain as the principal MIS advisor, supporting our technical assistance unit. We continue to recruit for a senior accountant-accounts payable and a senior accountant to support our accounting unit.
- In the field, SCMS recruited for and successfully hired Judith D’Amico as our deputy country director in Haiti and Ingeborg Jille as our procurement manager in Mozambique. SCMS continues to see steady increases in staffing levels in many of our focus countries as our field programs continue to scale up in size and activities. SCMS/Nigeria had significant growth, increasing staff to 41.
- Also during the quarter, the HR unit completed development of a formal SCMS internship program. Internships will provide learning opportunities to students interested in public health and particularly HIV/AIDS, as well as providing additional human resources 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 annually by USAID. This report highlights activities related to these milestones during Y4Q2.

4.1 Secure

(In-Country Operations) In Namibia, SCMS collaborated with CMS and the regional medical stores to review the security situation on the premises and recommended actions for minimizing future security risks. The report recommends several actions, including upgrades to fencing and access control, and the addition of closed-circuit television, sensors and checkpoints for all vehicles leaving CMS.

(In-Country Operations) In Tanzania, the global security coordinator from Pharmaceutical Healthcare Distributors (PHD)/Fuel Group conducted a security assessment of SCMS-procured commodities while in SCMS custody and at MSD. The goal of the assessment was to ensure robust and appropriate security measures and efficient communication among the SCMS field office, the local clearing agent and the security company.

(Procurement and Demand Management and Quantification) We continuously monitor SCMS's future order status to ensure that we have enough lead time to procure the various ARV and OI pharmaceuticals needed by our client countries. Using supply plans developed by each of our countries, the draw-down in RDC inventories (including emergency orders received by other organizations to avoid stockouts), and regular conference calls with each of our focus countries, we look to have at least six months of orders on our books. Constantly changing requirements from countries, due to a variety of factors, makes this task a challenge; however, we have been able to balance these factors and maintain sufficient inventories to meet our countries' needs. At the same time we balance these needs with the investment maintained in our RDCs.

Performance Work Statement (PWS) Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Total value of losses (TO1)	\$13,634*	\$933			
Number of counterfeit incidents (TO1)	Zero	Zero			

4.2 Reliable

(In-Country Operations) In Mozambique, the field office found a local vendor underperforming, and there were no stocks of reagents available in-country for distribution. In response to this

situation, SCMS worked with six hospital laboratories to redistribute reagent stocks, enabling all laboratories to continue functioning until vendor stock arrived. The vendor has now agreed to work with SCMS consumption forecast data in order to maintain two months' stock of reagents at all times.

(In-Country Operations) In Guyana, data collected by SCMS at the central and peripheral level were used to proactively plan Global Fund ARV supplies; as a result, SCMS was able to avert a possible stock-out of the first-line medicine, Truvada.

(Procurement and Demand Management and Quantification) Since June, SCMS achieved an average of 92% on-time deliveries from the RDCs with the best month being March at 98%. We have achieved 100% on-time deliveries out of the RDCs two times in Kenya; three times in Ghana and once out of South Africa. In addition, SCMS continues to address the shortcomings of direct-drop on-time deliveries through the activities identified in other sections of this report.

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Percentage of on-time deliveries (TO1)	57%	61%			
Number of stock-outs reported by programs served by SCMS (TO1)	6	3			
Number of RDC stock-out events not due to unplanned orders (TO1)	Zero	Zero			
Remaining shelf-life of purchased ARVs at the time of receipt at RDC (TO1)	86%	89%			

4.3 Cost-Effective

(In-Country Operations) In Rwanda, SCMS supported the pharmacy task force and CAMERWA in developing and implementing an active distribution strategy from CAMERWA to district and health facility levels. This is expected to lead to greater cost-effectiveness of commodity distribution methods.

(Freight and Logistics) We have increased ocean shipping volumes and driven the cost of product movement down to \$1.25 per KG, a project life low.

(In-Country Operations) In Botswana, SCMS worked with a CDC/OGAC costing study team to provide Botswana-specific ARV costing information. The study will guide national planning for ART requirements and adoption of cost-effective approaches for proper use of available resources.

(In-Country Operations) In Zambia, SCMS continues to spearhead the coordination of procurement of HIV/AIDS commodities in the country. Coordinated procurement resulted in more efficient use of PEPFAR funds to avoid waste.

(In-Country Operations) In Uganda, as a result of the SCMS-facilitated implementing partner quantification for Joint Clinical Research Center (JCRC), USAID was able to work with JCRC to identify a way of saving \$5 million from the ARV drug budget by using a newly approved generic TDF regimen.

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 (TO1)	67% Overall 85% 1 st Line 20% 2 nd Line	Currently Under Review			
Value of stock loss at RDC due to expiration (TO1)	\$109, 573	\$778,000*			
Percent of purchases placed under IQCs by value (TO1)	34%	52%			

*70% of this value is accounted for by Stavudine 40–based products that were not used due to a switch to a different regimen.

4.4 Quality Products

(In-Country Operations) In Guyana, SCMS supported mini-lab testing. The MMU warehouse successfully completed the testing of 14 essential medicines. This is an important step in ensuring the quality of medicines in the entire MOH supply chain.

(Quality Assurance & In-Country Operations) In Vietnam, during routine site visits, it was noted that Aurobindo DDI 100mg tablets were friable. After it was determined that faulty bottle seals, which allowed humidity to enter the bottle, were the cause of the issue, a visual inspection was conducted of all remaining stock. SCMS’s quality assurance team collected samples for testing. Samples from bottles with the compromised seals were not tested, since the product was visibly noncomplaint and the dosage units were not intact. However, tablets from intact bottles were tested for assay, identification and dispersability, and they were all found to be compliant. We reported these findings to the manufacturer, who agreed to replace as well as assist with the destruction of the defective product. After consultations with the Vietnam Administration for AIDS Control (VAAC)

and Drug Administration of Vietnam (DAV), all DDI 100mg stock was quarantined. In the interim, patients were issued DDI 25mg tablets while an emergency order of DDI 100mg was placed.

(Quality Assurance) Pharmaceutical product sampling and testing activities continue per SCMS QA sampling policy. Two nonconforming products were found. Microbial growth was recovered in a sterile water for injection product. We are currently having this tested at a second laboratory to confirm the results. In the meantime, the sterile water for injection products are quarantined in Côte D'Ivoire. A batch of morphine sulfate tablets did not conform to the assay test. The product was also sent to a second laboratory for confirmatory testing.

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 (surveillance pulls) (TO1)	100%	100%				

4.5 Best Value

(Freight and Logistics) Moving shipments of HIV/AIDS commodities from air freight to sea and land can save as much as 90% on freight costs. Through careful forecasting and demand planning and by working with SCMS to plan shipments, many PEPFAR countries have saved significantly. Total savings for the project since inception are in excess of \$11 million.

(Procurement) We continuously look for generic pharmaceuticals to replace innovative product, in order to reduce the overall cost for the medications we procure. In March, Aurobindo and Matrix received tentative FDA approvals for Lopinavir/Ritonavir 200 mg/50 mg (tablets) and Tenofovir Disoproxil Fumarate/Emtricitabine 200 mg/300 mg (tablets). Their approvals will broaden our supplier base and ensure best prices and value to our customers.

(Procurement) SCMS donated some short-dated ARVs to ART programs operating in Kenya and Ghana. In Kenya, we donated two ARVs valued at just under \$130,000 to the OGRA Foundation, which operates and/or supports ART treatment sites in Kenya. Additionally, SCMS arranged to donate some short-dated ARVs to the Ghana Ministry of Health. We will donate around \$700,000 USD worth of ARVs and turn them directly over to the MOH for immediate distribution to ART sites across Ghana. This arrangement is most helpful to the Ghana MOH and helps SCMS to ensure that the goods will be used before expiry.

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 Drug 86 days Lab 48 days	ARV 21 days RTK 42 days Drug 188 days Lab 66 days			
Technical assistance client satisfaction rate (TO2)	N/A (Bi-Annual Measure)	100%			

4.6 Sustainable

(In-Country Operations) In Namibia, SCMS collaborated with CMS and MoHSS to support a review of the procurement management systems of CMS, focusing on evaluating root causes of poor supplier performance, with the goal of improving CMS’s sustainability as a procurement agent.

(In-Country Operations) In Guyana, MMU staff seconded to the ARV bond store managed by SCMS continued training, with the eventual goal of taking over store management. SCMS completed training for MMU/MOH staff in inventory management through the warehouse management system.

(In-Country Operations) In Botswana, SCMS worked with partners to ensure a sustainable supply of VCT commodities through training 30 VCT center managers, regional managers and counselors in an RTK tracking solution. The solution aims to improve reporting on commodity use and promote sustainable availability of RTK stock at service delivery points.

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

*Information reported semiannually as part of the sustainability report

4.6 Information

(In-Country Operations) In Namibia, SCMS procured computers and related hardware for rolling out automated logistics systems in “new start” VCT centers, with final piloting and commencement of the roll-out scheduled for May 2009. The computers will be used to automate collection of HIV test kit usage at new start sites.

(In-Country Operations) In Zimbabwe, delivery-team topping-up (DTTU) consumption data were used to validate and improve the HIV test kit forecast that was previously based only on service statistics and target data.

(In-Country Operations) In Guyana, SCMS worked with the MMU, regional health services, and regional health officers to update the official Ministry of Health list of health facilities. This includes health posts, health centers, district hospitals, regional hospitals, regional bonds and diagnostic centers within each region.

(In-Country Operations) In Tanzania, the newly designed logistics management information system (LMIS) generates information on consumption and stock status of ARV drugs and HIV test kits, which guides the ordering and resupply of service delivery points (SDPs).

4.7 Collaboration

(In-Country Operations) In Kenya, SCMS, MSH, and JSI led the core commodity team in drafting the commodity section of the Kenya National AIDS Strategic Plan III (KNASP III). This section provides information on effective advance planning strategies and pipeline monitoring mechanisms to initiate an early warning system from 2010 to 2015.

(Procurement and QA) We met with UNICEF, CHAI and MSF in Copenhagen to discuss ready-to-use therapeutic foods and fortified blended food products. The main purpose of the meeting was to understand each other’s processes for forecasting, bidding systems, product evaluation and supplier evaluation. The meeting also began a process to develop a strategy for increasing RUTF availability and affordability.

(Global Partnerships) The WB/GF/PEPFAR/WHO/UNITAID CPP initiative. As the technical secretariat for the initiative, SCMS organized a steering committee meeting conference call 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 that:

- The steering committee should conduct an internal evaluation of the CPP initiative in order to identify successes and added value of the initiative to guide progress of CPP going forward. OGAC would work with WHO to develop the scope of work (SOW).
- The next meeting should be in conjunction with the PEPFAR Implementers’ Conference in Namibia in June, in order to leverage this face-to-face opportunity.
- SCMS field offices should organize meetings with WHO representatives to present the CPP initiative and invite them to join.

(Global Partnerships) SCMS organized a conference call with UNITAID, the Global Fund, OGAC and WHO to identify countries most at risk of a funding gap as UNITAID transitions out of supply of second-line and pediatric ARVs in 2009 and 2010. Two categories of countries were identified—high-priority and follow-up countries. Partners will focus on identifying source(s) of funding and processes for continuity of treatment in those countries.

(Global Partnerships) SCMS gathered and analyzed data from PEPFAR countries to inform the FY08 ARV annual survey of PEPFAR implementing partners used by OGAC to report to Congress. For the first time, SCMS delivered almost 50% of all ARVs funded by PEPFAR.

(In-Country Operations) In Uganda, SCMS facilitated a meeting in which all ART partners who provided data for the national quantification exercise discussed the preliminary findings, reviewed their data results and provided feedback, as well as corrections to achieve consensus on the data outputs to date.

(In-Country Operations) In Mozambique, in response to the World Bank’s announcement of reprogramming \$12 million in Multi-country HIV/AIDS Program (MAP) funds to procure commodities, SCMS facilitated a dialogue with CMAM and the United Nations Population Fund (UNFPA) to include World Bank funding in the supply plan for HIV test kits. This will enable Mozambique to close the 2009 funding gap for HIV test kits.

PWS Measure(s)	Y4Q1 Value	Y4Q2 Value	Y4Q3 Value	Y4Q4 Value	End-of-Project Target
Number of technical documents downloaded (TO1)	5,419	6,895			

4.8 Capacity

(In-Country Operations) In Côte d’Ivoire, as part of the MACS installation, three MACS super users were identified and trained at the MACS main warehouse in England. On return to Côte d’Ivoire, they trained 61 Public Health Pharmacy (PSP-CI) pharmacists and staff on MACS.

(In-Country Operations) In Vietnam, SCMS provided technical assistance to dispensers, pharmacy staff and lab staff during site visits carried out at 107 locations.

(In-Country Operations) In Nigeria, SCMS held a series of trainings for various groups of individuals from the FMOH, the National Agency for the Control of AIDS (NACA) and the International Center for AIDS Care and Treatment Programs (ICAP). Individuals from these organizations were trained in logistics management of HIV/AIDS commodities.