## USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM PROCUREMENT AND SUPPLY MANAGEMENT









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## ACRONYMS

MAPE	mean absolute percentage error
OTIF	on-time in-full delivery
PEPFAR	President's Emergency Plan for AIDS Relief
PSM	USAID Global Health Supply Chain Program –
	Procurement and Supply Management project
RDT	rapid diagnostic test
RTK	rapid test kits
RDC	regional distribution center
SCMS	Supply Chain Management System
SDP	service delivery point
SP	sulfadoxine-pyrimethamine
то	

ACT	artemisinin-based combination therapy
AL	artemether lumefantrine
APE	absolute percentage error
<b>ARTMIS</b> Au	tomated Requisition Tracking Management Information System
<b>ARV</b>	antiretroviral
AS/AQ	artesunate/amodiaquine malaria treatment
CD4	CD4 count is a lab test that measures the number of CD4T lymphocytes (CD4 cells) in blood samples of people with HIV
EID	early infant diagnosis
ITN	insecticide-treated net
IUD	intrauterine device
LMIS	logistics management information system
LLIN	long-lasting insecticidal net

## **EXECUTIVE SUMMARY**

The USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project is pleased to present its performance report for the third quarter of 2016 (July to September).

## **Overall Project Performance**

The Country Programs team (Objective 2) set the pace for this quarter's achievements, opening 12 field offices on July I and six more in August and September. With respect to Global Supply Chain activities (Objective 1), the team created global demand forecasts for HIV/AIDS and family planning commodities, achieving 98 percent accuracy or more for several products. Sourcing and procurement activities ramped up considerably as the team managed an increase in requisition orders from 271 to 580. The team also issued purchase orders totaling \$26.1 million for the HIV/ AIDS Task Order (TOI), \$23.8 million for the Malaria Task Order (TO2), and \$9.9 million for the Population and Reproductive Health Task Order (TO3). The team completed an inventory transfer of family planning products from the USAID | DELIVER PROJECT, and saw 32 deliveries arrive at their destinations, both in countries and at project regional distribution centers (RDCs) in the Netherlands, Singapore, and South Africa. The Management Information

Systems (MIS) team launched release 1.0 of the Automated Requisition Tracking Management Information System (ARTMIS), bringing the product catalog live to the public and initial order, supplier, and contract management capabilities online. Under Objective 3, the Global Collaboration team launched several engagement initiatives, including comprehensive market dynamics analysis across all task orders; developing the program and logistics for the Supplier Summit to be held Feb. 21-23, 2017; and establishing the project's external presence via the project name and branding guidelines.

## **Summary of Key Performance Indicators**

This report includes the first results for the project's key performance indicators. For shipments procured and delivered by GHSC-PSM, the team achieved a 67 percent on-time and in-full delivery rate; out of three shipments, two (to customers in Angola and Nigeria) arrived on time and in full, while the third shipment (to Togo) arrived in full but six days beyond the on-time delivery window. Complete cycle times (from the date a customer order was finalized to the date the shipment was delivered) averaged 77.5 days for direct-drop shipments of one-off contracts, significantly shorter than the target time of 90 days. Among GHSC-PSM's project-supported countries, Haiti,

Mozambique, Nigeria, and Zambia reported overall stockout rates of 7 percent or less in service delivery points (SDPs). Other key results for the global supply chain include a temporary waiver percentage of only 11 percent for all task orders, and a framework contract procurement percentage of 83 for the Population and Reproductive Health Task Order (TO3). Quality control testing across all task orders showed none of the batches tested to be out of specification.

Among countries receiving technical assistance in system strengthening, it is particularly noteworthy that Haiti experienced zero stockouts in any of its tracer products. Haiti attributes this success to a system whereby sites can request supplementary stock to avoid stockouts, as well as its regular communication with SDPs through a tollfree number. On the metric of SDP reporting rates to the logistics management information system (LMIS), Madagascar, Mozambique, Nigeria, and Pakistan all achieved reporting rates of 75 percent or higher. The importance of the project's intervention was particularly clear in Pakistan, where health facilities located in project-supported regions achieved a reporting rate of 84 percent, compared with only 60 percent in the non-project-supported region of Khyber Pakhtunkhwa Province.We expect to see this trend of higher-performing

project-supported regions continue in subsequent quarters.

The field offices also carried out capacitybuilding activities, training nearly 200 people (mostly in logistics, MIS, and warehousing and inventory management) in five countries in just one quarter of operations. Incidents of product loss in the countries were minimal at only 0.02 percent.

## **Performance Challenges**

The performance data also identified areas for improvement. A shipment of injectable contraceptives to Togo experienced a long cycle time of 148 days and delayed delivery, as the shipment was held until after the Population and Reproductive Health Task Order (TO3) inventory transfer was completed in September. After the shipment was picked up from the Netherlands RDC, it arrived within seven days, indicating that future distributions from TO3 inventory (via RDC) should achieve a shorter cycle time. Family planning inventory management is also a priority, as the stock only had 1.5 inventory turns in the past six months and had only 73 percent of its shelflife remaining as of the end of September. Both of these indicators were strongly influenced by the previous project, which managed the inventory until September and from which the

project received stocks of progestin-only pills and injectable contraceptives with less than 70 percent of their shelf life remaining. The project expects to see improved performance on these indicators as RDC restocking and outbound shipments increase in the coming quarters. The Plan team also is working to establish a more dynamic approach to safety stock, driven by lead times and accurate forecasting.

Countries also need to improve the percentage of central and subnational storage facilities that are stocked according to plan (within minimum and maximum levels). The best-performing countries, Haiti and Malawi, had only 44 percent of tracer products stocked according to plan. Madagascar reported overstocks resulting from the inaccessibility of sites during the rainy season, while Pakistan cited a lack of funds for transportation from the central level to the health facilities. These and other performance challenges have been examined during the course of country work planning for the 2017 fiscal year and will inform future intervention efforts.

In one example, Mozambique experienced an understock of HIV rapid test kits (RTKs), caused by the acceleration of the country's testing program. GHSC-PSM and the Ministry of Health will be conducting an assessment of the RTK supply chain in November and

December to identify the bottlenecks and avert future understocks. Similarly, the overall stockout rate at SDPs in the nine reporting countries (26 percent) fell short of the 10 percent target. In several countries, high stockout rates could be explained by low reporting rates or changes to the reporting system. In Madagascar, the 80 percent stockout rate for long-lasting insecticidal nets (LLINs) will be addressed by placing a greater focus on strengthening logistics for routine LLIN distribution following mass distribution campaigns. Finally, Mozambique reported outages in three of five project-supported viral load instruments. The project has engaged a local Abbott representative to improve support, and is exploring ways to improve communication from the labs to ensure timely reporting and response to breakdowns.

## **Performance Opportunities**

All countries and teams are looking ahead to the actions necessary to sustain and improve performance. Previously organized by task order, the Source team has reorganized into sub-functions aligned with the requisition order to purchase order procurement cycle. The new structure, comprised of Client Relations, Sourcing/Contracts, Fulfillment, and Supplier Management teams, will promote operational excellence and learning across task orders, while maintaining technical expertise within each health element. The Deliver/Return team plans to finalize inventory transfers for Task Orders I and 2. ARTMIS release 1.1 and 2.0 will enhance contract and supplier management processes and provide more robust reporting functionality. The Country Programs team expects to open three more field offices in October, and will continue to finalize and implement workplans for the first fiscal year 2017.

## **Report Overview**

The following report contains an in-depth look at the project's performance indicators for the period, compared to targets for each indicator. Please note that all targets are tentative as of Oct. 31, 2016 and have not been finalized with the USAID monitoring and evaluation (M&E) cross-box group. The targets included in this report are based on historical performance by the Supply Chain Management System (SCMS) and the USAID|DELIVER PROJECT, and targets listed in the GHSC-PSM proposal. Final targets will be set with USAID by February 2017.

Section A (Year 2016 Key Performance Overview) contains a high-level review of a selected group of essential indicators, synthesized across all task orders. It also includes key comments to explain indicator performance and a list of action items that the relevant global supply chain and country teams have developed in response to the performance data. Section B (Year 2016 Key Performance Overview by Task Order and IDIQ) contains an overview of all indicators, broken out by task orders. Section C (Detailed Performance by Indicator) contains a detailed view of performance in each indicator, with disaggregated data, visualizations, narrative analysis, and other comments to aid in interpretation of the data.

## Key to Report Symbols

- Performance is at or better than target
- Performance is within target tolerance band
- Performance is below target tolerance band

\*Please note that all targets in this report are tentative and have not yet been approved by USAID.

## **SECTION A.** YEAR 2016 KEY PERFORMANCE OVERVIEW

Section A: Year 2016 Key Performance O	verview				
Period (Annual)	From (mm–dd–yy)	2016/01/01	To (mm–dd–yy)		2016/12/30
Reporting Period (Quarter)	From (mm–dd–yy)	2016/07/01	To (mm–dd–yy)		2016/09/30
Summary performance to date	QI	Q2	Targets	Q3	Q4
Global Supply Chain					
A1. Percentage of shipments delivered on time in full, within the customer-specified delivery window – $\%$			90%	▼ 67.0%	
A3. Cycle Time (Average) – # (days per shipment)			90	▶ 101.0	
A4. Inventory turns (Average number of times inventory cycles through (GHSC-PSM controlled) global facilities) – ratio			6	▼ 1.5	
A5. Total Landed Cost (total cost of all supply chain operations and expenses associated with delivery of one cubic meter of product) – \$					
A6. Percent Forecast error (Absolute Percent Error); and variant Mean Absolute Percent Error (MAPE) – %			<15%	▼ 20.3%	
A13. Percentage of batches of product showing non- conformity in a specified time period (out of specification percentage). – %			<1%	▲ 0.0%	
In-Country					
BI. Stockout rate at SDPs – %.			10%	▼ 25.9%	
B2. Percentage of stock status observations in storage sites, where commodities are stocked according to plan, by level in supply system $-\%$ .			50%	▼ 20.8%	
B3. Service Delivery Point (SDP) reporting rate to the Logistics Management Information System (LMIS) – %.			75%	▲ 75.1%	
B8. Percentage of initially GHSC-PSM-supported supply chain functions carried out by national authorities that are done without external technical assistance. – % (semi-annual).					

Cross-Cutting			
C2. Number of people trained		196	
C3. Overall customer satisfaction rating for GHSC-PSM services (disaggregated by customer category).			
Fund and contract management			
Value for Money			

Important: Key performance metrics on this page are intended to provide an overall snapshot of the project's performance – they may conceal nuances between task order performance and must be interpreted in the light of individual task order performance or granular data.

Area	Key comments for performance justification
Global Supply Chain	A1. The project achieved on-time, in-full delivery for 2 out of 3 shipments. The third was delivered in full, but delayed six business days past the on-time window, due to the TO3 inventory transfer.
	A3. Cycle time for 2 of the 3 shipments averaged to 77.5 days, which fell within the tentative target of 90 days. Cycle time was longer for the third shipment, which was held until the TO3 inventory transfer was completed.
	A4. Inventory turns are reported for TO3 over the last 6 months, including periods managed by the previous project. Slow turns are due mainly to a low volume of transactions during the transition period and a build-up of buffer stocks.
	A6. Forecast error was high for ARVs (based on forecasts conducted in FY2016, Quarter 2 by SCMS). Forecast errors were most prominent in Uganda and Zambia, and for the ARV lamivudine and efavirenz (TLE). The rate of error for project-generated TO3 product forecasts was under the tentative target of 15 percent, with high accuracy on several products making up for an overforecast of contraceptive implants.
	A7. One item, Depo-Provera, was imported to Togo under a temporary registration waiver. All other items were already registered or did not require waivers.
	A8. Percentage of shelf life remaining was 73 percent for TO3 products at GHSC-PSM RDCs, due mainly to the transfer of injectable contraceptives and progestin-only pills with less than 70 percent of shelf life remaining.
	A10.TO2 had a framework contract percentage of zero, while TO3's framework contract percentage was 83 (above the tentative target of 75 percent).
	AII.All products ordered during the period were entered into the catalog, resulting in a 100 percent catalog order percentage.
	A13. Zero percent of batches that underwent QA testing during the quarter showed any non-conformity.

In-Country	B1. The overall stockout rate at SDPs was higher than desired at 26 percent, with stronger performance in TO1 (8 percent) and weaker in TO3 (31 percent). Close adherence to distribution plans, a system for SDPs to request supplementary stocks, and close communication with SDPs contributed to Haiti's stockout rate of zero percent. Mozambique's stockout rate was also low at 3.5 percent, along with Nigeria's at 7 percent. High stockout rates in Madagascar and Pakistan were due to the inaccessibility of sites during the rainy season and a lack of funds for transportation, respectively.
	common. The same factors that contributed to health facility stockouts in Pakistan and Madagascar led to overstocking at the central and subnational warehouses. Ghana's low performance is due to insufficient stock status monitoring at regional warehouses.
	B3. LMIS reporting rate was high in Madagascar, Mozambique, Nigeria, and Pakistan. Rwanda reported a lower rate (47 percent) due to a recent shift from paper to electronic reporting, and Malawi's rate was lowest at 32 percent. In Pakistan, reporting was higher in project-supported regions (84 percent), than in the one non-supported province (61 percent).
Cross-Cutting	C2. Country teams trained 196 participants in five countries, in MIS, ARV and lab logistics systems, and warehouse and inventory management.
	C7. Product loss incidents occurred in Nigeria and Haiti, but accounted for only 0.02 percent of the value of the central warehouse inventory (Haiti) and LLINs distributed (Nigeria).
	C10. Only Mozambique reported on molecular instruments that remained functional; 40 percent of instruments (three out of five viral load instruments) experienced breakdowns during the quarter.
Agreed action from last quarter	Status

Proposed action for next quarter				Status
Global Supply Chain				
A4. The project is discussing with USAID on how best to miti	-Provera.			
A6. Monitor funding for contraceptive implants to improve fo	recast accuracy.			
A6. Ensure correct delineation of funding in TO1 country sup				
A8. Manage risk related to low shelf life TO3 commodities.				

**Country Programs** 

All country indicators. Finalize and implement FY2017 country work plans, incorporating activities to improve performance indicators.

B1. Nigeria: Ensure cross-referencing logistics data with patient per regimen data to improve the determination of resupply quantities. For TO2, Nigeria will flag facilities with largest increases in consumption with the Field Program Management team for follow-up, as these facilities are likely to be at most risk for stockouts.

B2. Ghana: Work with stakeholders to improve stock status monitoring in regional warehouses.

B2. Mozambique: Conduct RTK supply chain assessment with the Ministry of Health to identify bottlenecks and recommend improvements to avert understocking and stockouts.

B2. Madagascar: Strengthen logistics for routine LLIN distribution following mass distribution campaigns. Plan for inaccessibility of health facilities during the rainy season.

C10. Mozambique: Improve communications between laboratories and the central level to ensure outages of molecular instruments are reported and repaired in a timely manner.

## SECTION B. YEAR 2016 KEY PERFORMANCE OVERVIEW BY TASK ORDER AND IDIQ

Se	Section B: Year 2016 Key Performance Overview by Task Order and IDIQ															
		PERFORMANCE TO DATE														
				Tasl	k Order I				Tas	sk Order 2		Task Order 3				
Indica	ator	TOI Annual Target	QI	Q2	Q3	Q4	TO2 Annual Target	QI	Q2	Q3	Q4	TO3 Annual Target	QI	Q2	Q3	Q4
Glob	al Supply Chain															
AI	Percentage of shipments delivered on time in full, within the customer-specified delivery window – %	90%			<b>▲</b> 100%		90%			▲ 100.0%		90%			▲ 0.0%	
A2	Percentage of shipments delivered on time, within the customer-specified delivery window (with external benchmarks) – %															
A3	Cycle Time (Average) – # (days per shipment)	90			▲ 78.0		90			▲ 77.0		90			► I 48.0	
A4	Inventory turns (Average number of times inventory cycles through (GHSC-PSM controlled) global facilities) – ratio	6					6					6			▼ 1.5	
A5	Total Landed Cost (total cost of all supply chain operations and expenses associated with delivery of one cubic meter of product) – \$															
A6	Percent Forecast error (Absolute Percent Error); and variant Mean Absolute Percent Error (MAPE) – %	<15%			▼ 58.2%		<15%					<15%			▲ 14.4%	
A7	Percentage of line items imported using a temporary waiver (Temporary Waiver Percentage) – %	<20%			▲ 0.0%		<20%			▲ 0.0%		<20%			▼ 100.0%	
A8	Average percentage of shelf life remaining for warehoused commodities, weighted by the value of each commodity's stock (Product at risk percentage). – %	85%					85%					85%			▼ 72.90%	

PERFORMANCE TO DATE																
				Tasl	c Order I		Task Order 2				Task Order 3					
Indicator		TOI Annual Target	QI	Q2	Q3	Q4	TO2 Annual Target	QI	Q2	Q3	Q4	TO3 Annual Target	QI	Q2	Q3	Q4
A9	Number of qualified suppliers from which GHSC-PSM procured product in a specified time period. (Note: A qualified supplier is a supplier meeting the technical qualifications per USAID quality assurance requirements). – #															
A10	Percentage of product procured using a framework contract, within a specified period (Framework contract percentage) %.	75%					75%			▼ 0.0%		75%			▲ 82.9%	
AII	Percentage of products ordered from the catalog (Catalog Order Percentage) – %	99%			▲ I00%		<b>99</b> %			▲ 100.0%		<b>99</b> %			<b>▲</b> 100.0%	
A12	Percentage price variance between contract unit price and starting year/baseline historical unit price for noncatalog products – %															
A13	Percentage of batches of product showing nonconformity in a specified time period (out of specification percentage). – %	<1%			▲ 0.0%		<1%			▲ 0.0%		<1%			▲ 0.0%	
AI4	Average supplier rating score (semi-annual)															
In co	untry performance and sustainability		_													
BI	Stockout rate at SDPs – %.	10%			▲ 8.0%		10%			▼ 23.0%		10%			▼ 31.0%	
B2	Percentage of stock status observations in storage sites, where commodities are stocked according to plan, by level in supply system – %.	50%			▲ 21.0%		50%			▼ 18.0%		50%			▼ 22.0%	
B3	Service Delivery Point (SDP) reporting rate to the Logistics Management Information System (LMIS) – %.	75%			▲ 83.6%		75%			▶ 66.5%		75%			▲ 76.5%	
B4	Average rating of in-country data confidence at the central, subnational, and SDP levels (data availability, accuracy and timeliness).															

	PERFORMANCE TO DATE															
				Tasl	c Order I		Task Orde <u>r 2</u>					Task Order 3				
Indicator		TO I Annual Target	QI	Q2	Q3	Q4	TO2 Annual Target	QI	Q2	Q3	Q4	TO3 Annual Target	QI	Q2	Q3	Q4
B5	Percentage of countries conducting annual forecast reviews – % (annual).															
B6	Percentage of countries conducting quarterly supply plan updates –% (annual).	90%			<b>▲</b> 100.0%		90%			▶ 80.0%		90%			▲ I00.0%	
B7	Percentage of total spent or budgeted on procurement of commodities for public sector services by the government, USG, the Global Fund, or other sources disaggregated by program – % (annual).															
B8	Percentage of initially GHSC-PSM-supported supply chain functions carried out by national authorities that are done without external technical assistance. – % (semi-annual).															
B9	Supply chain workforce loss ratio (annual).															
B10	Percentage of countries that have a functional logistics coordination mechanism in place – $\%$ .															
BII	Percentage of leadership positions in supply chain management that are filled by women (in countries where GHSC-PSM is providing technical assistance related to workforce development) – % (semi-annual).															
Cross	cutting															
CI	Number of new innovations (including operations research studies) that were developed, implemented, or introduced and are related to the health commodity market or supply chain best practices – #.															
C2	Number of people trained – #.				133					14					0	

			PERFORMANCE TO DATE													
				Tasl	c Order I		Task Order 2					Task Order 3				
Indicator		TO I Annual Target	QI	Q2	Q3	Q4	TO2 Annual Target	QI	Q2	Q3	Q4	TO3 Annual Target	QI	Q2	Q3	Q4
C3	Overall customer satisfaction rating for GHSC-PSM services (disaggregated by customer category)															
C4	Percentage 'complete' submissions reported to BI&A in the reporting period – %.															
C5	Percentage of sampled 'accurate' submissions reported to BI&A in the reporting period – %.															
C6	Percentage of 'timely' submissions reported to BI&A in the reporting period – %.															
C7	Percentage of product lost due to theft, damage, or expiry, while under GHSC-PSM control (Product Loss Percentage) – %.	<1%			▲ 0.03%		<1%			▲ 0.01%		<1%			▲ 0.01%	
C8	Number of global advocacy engagements in support of improved availability of essential health commodities. (Qualitative indicator to be described in quarterly project reports) – # (semi-annual).															
С9	Percentage complete and on time submissions to global knowledge management platform %															
C10	Percentage of GHSC-PSM-procured molecular instruments that remained functional during the reporting period.	100%			▼ 40.0%											
Malar	ia commodity procurement															
DI	Number of artemisinin-based combination therapy (ACT) treatments purchased with USG funds								23	8,232,140						
D2	Number of malaria rapid diagnostic tests (RDTs) purchased with USG funds								6,	,358,974						

	PERFORMANCE TO DATE															
		Task Order I				Task Order 2					Task Order 3					
Indicator		TOI Annual Target	QI	Q2	Q3	Q4	TO2 Annual Target	QI	Q2	Q3	Q4	TO3 Annual Target	QI	Q2	Q3	Q4
D3	Number of insecticide treated nets (ITNs) purchased with USG funds								4,	850,000						
D4	Number of sulfadoxine-pyrimethamine (SP) tablets purchased with USG funds							3,233,050								
D5	Number of ACT treatments purchased by other partners that were distributed with USG funds							50								
D6	Number of ACT treatments purchased in any fiscal year with USG funds that were distributed in this reported fiscal year.								6,	087,841						
D7	Number of RDTs purchased in any fiscal year with USG funds that were distributed in this reported fiscal year.								3,	659,010						
D8	Number of ITNs purchased by other partners that were distributed with USG funds							0								
D9	Number of ITNs purchased in any fiscal year with USG funds that were distributed in this reported fiscal year						414,950									
D10	Number of SP tablets purchased in any fiscal year with USG funds that were distributed in this reported fiscal year.								7	797,000						

## A1. Percentage of shipments delivered on time in full, within the customer-specified delivery window

Measure Definition

**Numerator:** Number of shipments delivered on time in full within the specified period. **Denominator:** Total number of shipments that arrived within the specified period including variants On Time, Not In Full; Not On Time, In Full; Not On Time, Not In Full.



Task Order	Annual Target	Achie 2016 Q3	evement Year to Date
ΤΟΙ	90%	<b>▲</b> 100%	▲ I00%
TO2	90%	▲ I00%	▲ I00%
TO3	90%	▼ 0%	▼ 0%
All TOs*	90%	▼ 67%	▼ 67%

#### Analysis

The project delivered three shipments to customers during the quarter. For TO1, an order of viral load reagents was delivered to Nigeria. For TO2, an order of rapid diagnostic tests (RDTs) was delivered to Angola. Both of these shipments arrived on time and in full, according to the agreed-upon delivery date. For TO3, an order of depo provera was delivered to Togo. This shipment had an agreed-upon delivery date of Aug. 31, but it was not shipped until the TO3 inventory transfer was completed in September. The shipment arrived on Sept. 15.As a result, the shipment was delivered in full, but not on time.

- For this period (Quarter 3 or Q3), all shipments delivered within 30 business days before and five business days after the delivery date agreed upon with the customer are considered "on time." Shipments that originated from purchase orders processed by the incumbent have been excluded from the chart above.
- GHSC-PSM delivered seven additional shipments procured by the USAID | DELIVER PROJECT, not included above. These included five shipments for reproductive health and family planning (20 percent on time, in full, 20 percent on time, not in full, 60 percent not on time, in full), and two shipments for malaria commodities (100 percent on time, in full).
- Re-stocking of GHSC-PSM global storage facilities in the Netherlands, Singapore, and South Africa has progressed, with 22 shipments across all three task orders delivered during the period.
- > An additional nine shipments with agreed-upon delivery dates during the quarter were procured or fulfilled by GHSC-PSM and are currently in transit, have been picked up, or are awaiting shipping instructions.



## A3. Cycle Time (average)

Numerator: Sum of lead times for all shipments within a specified period of time. Denominator: The count of all shipments within a specified period of time.



**Measure Definition** 

Task Order	Annual Target	Achie 2016 Q3	vement Year to Date
TOI	90	<b>▲</b> 78.0	▲ 78.0
TO2	90	<b>▲</b> 77.0	▲ 77.0
TO3	90	► 148	► I48
All TOs	90	▶ 101	► I0I

## Analysis

➤ GHSC-PSM completed normal fulfillment cycles for one shipment in each task order. Cycle time for TOI (viral load reagents to Nigeria), and TO2 (RDTs for Angola) was 78 and 77 days respectively, well short of the targets of 90 days at the TO level and at 165 days for direct drop fulfilment (non-framework contract) products. In contrast, the cycle time for the only TO3 shipment of depo Provera to Togo was 148 days, longer than the cycle time targets at the TO level (90 days) and at 30 days for warehouse-fulfilled framework contract products. This was due mainly because the shipment was delayed until the TO3 inventory transfer was completed.

## A4. Inventory turns (average number of times inventory cycles through GHSC project-controlled global facilities)

**Measure Definition** 

**Numerator:** Total ex-works cost of goods distributed from GHSC project-controlled global inventory stocks (in USD) in a single 365-day year.

Denominator: Average daily inventory balance (in USD) over a specified time period.



#### Achievement Task Annual Target FY2016 Q2-3 Year to Date Order TOI 6 No Data TO<sub>2</sub> 6 TO<sub>3</sub> 6 ▼ 1.5 1.5 ▼ I.5 ▼ I.5 All TOs 6

## Analysis

- In the six-month period from April to September, family planning and reproductive health stock averaged 1.5 inventory turns (Average daily inventory balance: \$24,643,086). Faster-moving stock includes copper-bearing IUDs and female condoms, at 4.7 and 4.2 turns respectively. The slowest moving stock included depo-provera, microlut, and male no logo condoms, all averaging 1.3 turns.
- Due to the transfer of the warehouse from the previous project, the months of July-September have seen minimal transactions, which contributed to the low number of turns. Buffer stocks have also been built in, to allow supply chain continuity during the transition. In regards to the variation among products, higher order volume resulted in more inventory turns for some products, while products with fewer orders also has fewer turns.
- The large stock of depo-provera represents a risk to the TO3 inventory. The Plan team is in discussion with USAID on how to mitigate this risk.

- GHSC-PSM did not control any TO1 or TO2 inventory during the reporting period. The project took control of TO3 stock beginning in September. Therefore, performance of the project is not wholly depicted by the values in the chart above.
- Average inventory turns for TO3 stock was calculated for the six-month period from April 1 through Sept. 30, 2016, using inventory snapshots provided by the USAID | DELIVER PROJECT for April-August. Historical inventory data from BI&A was not used because of irregularities in the data for the period, including missing and negative values. GHSC-PSM's data was captured for September only and will be combined with the incumbent's inventory data to illustrate a baseline for this indicator.

## A5. Total landed cost (total cost of all supply chain operations and expenses associated with delivery of one cubic meter of product)



## A6. Percent forecast error (absolute percent error)

		T A	larget Annual		2	2016 Q3	3	Yea	ır to D	ate
Measure Definition	Task Order	MAPE (%)	APE (%)	Forecast Bias APE (%)	MAPE (%)	APE (%)	Forecast Bias (%)	MAPE (%)	APE (%)	Forecast Bias (%)
Numerator: Absolute value of the differences between the actual	TOI	15	15	+/- 15	▼ 58.2	▼ 58.2	▼ 58.2	▼ 58.2	▼ 58.2	▼58.2
quantities desired to be delivered during the period minus the	TO2				N	o Data				
forecasted values.	TO3	15	15	+/- 15	▲   4.4	<b>14.4</b>	▲ I3.7	<b>14.4</b>	<b>A</b>   4.4	<b>13.7</b>
Denominator: Sum of the actual quantities desired to be delivered. With variants Mean Absolute Percentage Error (MAPE) and Ecrecast bias	All TOs	15	15	+/- 15	▼20.3	▼ 20.3	▶ 19.7	▼ 20.3	₹20.3	▶ 19.7

Deno With variants Mean Absolute Percentage



#### Analysis

- Actual orders for ARVs (TO1) were significantly greater than forecast, with approximately 10 million units of adult ARVs ordered against 4.6 million forecast, and 1.4 million units of pediatric ARVs ordered against 166,726 forecast (53.5 percent and 88.5 percent APE, respectively). The largest deviations occurred in Uganda and Zambia, mostly with TLE. Key to the continued accuracy of ARV forecasts is the correct delineation of funding in the country supply plans, which has been a focus of the Systems Strengthening and Plan team reviews begun in September. Actual overall orders for TO3 commodities were within 13-15 percent error margin. The total TO3 commodity quantities desired to be delivered was 73,782,208.
- > Among reproductive health commodities, the greatest discrepancy was a 41.5 percent over-forecast of implantable contraceptives. The greatest accuracy was achieved for combined oral contraceptives, copper-bearing IUDs, and progestin-only pills, all of which had an absolute forecast error of less than 2 percent. Implant consumption has continued to rise globally, and GHSC-PSM's forecast continued this trend as projected by USAID DELIVER. However, this year has seen a significant shift in UNFPA procurement of this product, resulting in large reductions in volume for USAID projects. We are monitoring funding for this high-value product in order to avoid such errors in the future.

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- > Task Order 1 figures include adult and pediatric ARVs only. Data is based on supply plans created in FY2016 Q2 by SCMS and is not indicative of GHSC-PSM performance. The first TO1 GHSC-PSM supply plans were generated during FY2016 Q4.
- Global demand forecasts are not currently generated for Task Order 2 commodities.
- > Products included in Task Order 3 forecasts include injectable contraceptives, implantable contraceptives, combined oral contraceptives, copper-bearing IUDs, progestin-only pills, and male and female condoms.
- > Actual quantities desired to be delivered are gathered using the original requested delivery date from a customer's initial order. The forecast quantities are gathered from the global demand forecast created most recently before the start of the reporting period.
- MAPE and APE are the same as there is currently only data for one reporting period.

## A7. Percentage of line items imported using a temporary waiver (temporary waiver percentage)

Num Deno	erato omina	or: Line iter ator: Total I	ms imported u ine items deliv	using a temporary wa rered within a specifi	aiver within a spec ed period.	ified period.
				Indicator Perf	ormance	
	120					
	100					
	80				100%	
tage	40					
rcen	00					
Pe	40					
	20					
	0					11%
	Ū	Tas	k Order I	Task Order 2	Task Order 3	All Task Orders
					- larget	

**Measure Definition** 

Task Order	Annual Target	Achie 2016 Q3	vement Year to Date		
TOI	20%	No	Data		
TO2	20%	<b>▲</b> 0%	▲ 0%		
TO3	20%	▼ 100%	▼ 100%		
All TOs	20%	▼ 11%	▼ 11%		

### Analysis

- Of the seven line items delivered to project-supported countries in the quarter for TOI, 0 percecnt required a temporary waiver.
   One line item each were delivered for TO2 and TO3 respectively; only the TO3 line item required a temporary waiver (100 percent).
- A temporary registration waiver was used to import depo-provera into Togo. All other GHSC-PSM-procured or fulfilled shipments did not require temporary waivers.

## A8. Average percentage of shelf life remaining for warehoused commodities, weighted by the value of each commodity's stock (Product at risk percentage)

#### **Measure Definition**

**Numerator:** Percentage of shelf life remaining, weighted by value of commodities, summed across all products and all days in specified time period.

**Denominator:** Total value of commodities, summed across all products and all days in specified time period.



Task Order	Target Achievement FY2016 FY2016 Q3 Year to Dat					
TOI		No Data				
TO2		NO Data				
TO3	85%	▼ 73%	▼ 73%			
All TOs	85%	▼ 73%	▼ 73%			

### Analysis

Average percentage of shelf life remaining as of Sept. 30, 2016, was calculated for project-owned items in the Singapore and Netherlands warehouses. Overall percentage of shelf life remaining was 72.9 percent. (Total value of commodities: \$46,320,766). Performance below the target of 85 percent is driven largely by quantities of progestin-only pills (levonorgestrel 30 mcg 35 tablets/cycle) and injectable contraceptives (medroxyprogesterone acetate 150 mg vial) at the Singapore warehouse with less than 70 percent of shelf life remaining.

#### Other comments

The indicator was calculated manually using product expiration date from Kuehne + Nagel inventory reports for each warehouse, total expected shelf life from TO3 product contracts, and estimated unit prices from the GHSC-PSM catalog (the same unit prices used for a recently completed project team inventory report).

#### A9. Percentage of Qualified Suppliers Achievement Task Annual Measure Definition Target Order 2016 Q3 Year to Date >90% TOI Numerator: Number of qualified suppliers from which GHSC-PSM procured product in a TO2 >95% specified time period. TO3 >85% **Denominator:** Total number of qualified suppliers All TOs >90% Indicator Performance Analysis 100 -0-90 -80 70 Percentage 60 Not reporting at this time 50 40 30 20 -10 0 Task Order I Task Order 2 Task Order 3 All Task Orders Target Other comments

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# A10. Percentage of product procured using a framework contract, within a specified period (framework contract percentage)

### **Measure Definition**

**Numerator:** Value of product purchased through framework contracts within a specified time period. **Denominator:** Total value of commodities purchased within a specified time period.



Task Order	Annual Target FY2016	Achie FY2016 Q3	vement Year to Date
ΤΟΙ	75%	No	Data
TO2	75%	▼ 0.0%	▼ 0.0%
TO3	75%	<b>▲ 82.9%</b>	▲ 82.9%
All TOs	75%	No	Data

### Analysis

- All TO2 orders were procured under one-off contracts.
- For TO3, 82.9 percent of products procured were issued under a framework contract. (Total value of commodities: \$46,320,766).

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#### Other comments

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## AII. Percentage of products ordered from catalog (catalog order percentage)

**Measure Definition** 

**Numerator:** Value of products purchased from the catalog within the specified period.

**Denominator:** Total value of products purchased within the specified period.

			Indicator	Performance	
	90 80	100%	100%	100%	100%
entage	70 60				
Perce	40				
	20 10			-	
	0	Task Order I	Task Order 2	Task Order 3 Target	All Task Orders

Task Order	Annual Target 2016	Achie FY2016 Q3	vement Year to Date
ΤΟΙ	▲ I00%	▲ I00%	▲ I00%
TO2	▲ I00%	▲ I00%	▲ I00%
TO3	▲ I00%	▲ I00%	▲ I00%
All TOs*	▲ I00%	▲ I00%	▲ I00%

### Analysis

All products purchased during this period have been entered into the GHSC-PSM product catalog. (Total value of commodities purchased for TO1: \$26,076,928.16,TO2: \$23,408,670.35, TO3: \$9,905,512.73)No items were considered unusual or non-standard.

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#### Other comments

Within the ARTMIS system, GHSC-PSM's business process requires all products to be entered into the catalog for an order to be completed. As GHSC-PSM continues to build its online catalog, orders have been placed through a manual process. These orders and products are being entered into the catalog to ensure complete tracking and analysis of all GHSC-PSM orders. When customers place future orders through ARTMIS, they will be able to request products that they do not see in the catalog. These items will be added to the catalog to complete the customer's order, but will be flagged as "non-catalog" orders to ensure that this indicator can be calculated. As such, we expect the percentage of non-catalog orders to rise as new products are requested and then decline as the catalog grows to include all commonly ordered items.

## A12: Percentage of Qualified Suppliers

	M	easure Definition		Task Order	Annual Target	Achie 2016 Q3	evement Year to Date
Numera	tor: Number of qualified suppl	TOI	>90%				
a specifie	d time period.	1 1			>95%		
Denomi	nator: lotal number of qualifie	d suppliers.			>90%		
	Indic	ator Performance		All IO3	- 10/8		
100				Analysis			
90							
80							
/0	0						
00 tage	Not you	outing at this	time				
50 SU	Not rep	orting at this	ume				
40			8				
20							
20							
10							
0	QI Q2	Q3	Q4				
	Task Order I Task O	Order 2 🔲 Task Order 3 🚽	All Task Orders*				
Other c	omments						
							ŝ

# A13. Percentage of batches of product showing non-conformity within a specified time period (out of specification percentage)

#### Measure Definition

**Numerator:** Total number of batches of product showing non-conformity within a specific time period. **Denominator:** Total number of batches tested within a specified time period.



Task Order	Target FY2016	Achie FY2016 Q3	vement Year to Date
TOI	1%	<b>0.00%</b>	<b>0.00%</b>
TO2	1%	<b>▲</b> 0.00%	<b>▲</b> 0.00%
TO3	۱%	<b>▲</b> 0.00%	<b>▲</b> 0.00%
All TOs	١%	<b>0.00%</b>	<b>0.00%</b>

### Analysis

Quality Assurance (QA) testing was conducted under all three task orders. Under TOI, ARVs, rapid test kits, ready-to-use therapeutic food, and essential medicines were tested. Under TO2, rapid diagnostics tests were tested. Under TO3, copper-bearing IUDs, male condoms, and personal lubricants were tested. No batches of any product showed nonconformity. Total number of batches tested for TOI: 420, TO2: 3, TO3: 78.

#### Other comments

All QA testing for Task Order 2 is conducted by GHSC-PSM.All testing for Task Orders 1 and 3 is conducted via the USAID Global Health Supply Chain Program-Quality Assurance (GHSC-QA) contract.All data reported for TO1 and TO3 has been shared from GHSC-QA.A QA investigation is currently in progress for a shipment of AS/AQ for Angola. The results of the investigation will be included in next quarter's report.

## A14. Supplier Rating Score

		Measure Definition		Ann	ual Ta	arget	]	
Nun spec	iera fied	tor: Number of qualified suppliers from which GHSC-PSM procured product in a time period.	Task	oduct	ight warder	orator	A chic	woment
Den			order	Pro	Fre	QA	2016 O3	Year to Date
	00	Indicator Performance	ТОІ					
	90		TO2	100	90	95		
	80		All TOs					
	70							
0.0	60		Analysis					
enta	50	Not reporting at this time						
Perc	40	riot reporting at this time						
	30							
	20							
	10							
	0	Supplier Freicht Forwarder						
		Type of Vendor Task Order 1 Task Order 2 Task Order 2 All Task Orders* Target						
Oth	er c	omments						
								4
								A1D_A1
								ns/

## **BI. Stockout rate at SDPs**

### **Measure Definition**

**Numerator:** Number of SDPs that were stocked out of a specific tracer product according to the ending balance of the most recent logistics report (or on the day of site visit).

**Denominator:** Total number of SDPs that reported/were visited in GHSC-GHSC-PSM supported countries which offer the tracer product.



Task Order	Target FY2016	Achie FY2016 Q3	vement Year to Date
ΤΟΙ	10%	<b>▲</b> 8%	▲ 8%
TO2	10%	<b>v</b> 23%	<b>v</b> 23%
TO3	10%	<b>▼</b> 31%	<b>▼</b> 31%
All TOs	10%	▼ 26%	▼ 26%

#### Analysis

- The overall stock out rate for all products and all task orders in GHSC-PSM supported regions was 26 percent. Stock outs for Task Order 1 commodities were below the threshold limits of 10-20 percent, while Task Order 2 and 3 commodities had stock out rates significantly above threshold limits.
- ≻ Nine countries reported on stock out rates this guarter, with overall rates ranging from zero percent in Haiti and 3.5 percent in Mozambique, to 64.8 percent in Ghana. Ghana uses an early warning system to report transactional data while its LMIS is being developed. While 700 out of the 4,000 sites are part of this reporting system, only about 15 percent of these 700 sites reported. Therefore, the high stock out rate may not be representative of the country's stock status. Haiti attributed its success to multiple factors including close adherence to distribution plans, a project assistance system that allowed sites to request supplementary stock to avoid stock outs, and regular communication with SDPs through a toll-free number. Mozambique credited its functional LMIS that provides monthly health facility data on ARVs which is linked to the warehouse management system. The warehouse management system provides daily provincial warehouse data for other commodities, allowing for detailed monitoring and supply and distribution planning. Nigeria (7 percent stock outs) noted that the incumbent and project teams together prepared for the transition to ensure SDPs were adequately stocked, including placing an order for TO1 from the RDC that was delivered during the quarter. They also credited an effective, segmented report collection model that the team put in place and supported. To sustain this performance, the project will ensure cross-referencing logistics data with patient per regimen data to improve the determination of resupply quantities. For TO2, Nigeria will flag facilities with the largest increases in consumption for follow up by the Field Program Management team as these facilities are likely to be at most risk for stock outs.

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- Pakistan was the only country which reported on non-project-supported regions; stock out rates were slightly higher in non-project-supported regions (47 percent) compared to project-supported regions (39 percent). These high stock out rates in Pakistan may be partially explained by the non-availability of transportation funds since June 2016. Based on the one non-project-supported region that reported (Khyber Pakhtunkhwa Province in Pakistan), this non-supported region had more significant stock outs by a magnitude of more than 50 percent above the average rate for project-supported regions.
- Total number of project-supported health facilities reporting: Zambia (TOI-286,TO2-1,369 & TO3-1,369); Rwanda (TOI-565,TO2-565 & TO3-565); Pakistan (TO3-12,878); Nigeria (TOI-4,100,TO2-2,933 & TO3-1,037); Mozambique (TOI-2,598,TO2-1,451 & TO3-1,451); Malawi (TO2-653& TO3-653); Madagascar (TO2-2,907,TO3-2,907); Haiti (TOI-388, & TO3-225).
- Total number of non--supported health facilities reporting: Pakistan (TO3-1,262).

## BI. Percentage of SDPs with stockouts of tracer products

			H	IV			BI: Granular Level Analysis: Performance against target; Trend in performance; Discussion of disaggregation trends
	s	lts	s	2 2	s		and performance
	CD4 consumable	CD4 reager	EID consumable	EID reagent	Viral load consumable	Viral load reagents	Among stockout rates by country and by tracer product (see table to left and above), the highest stockout rates were for male condoms (97 percent in Madagascar under TO3; however, only 6 percent of sites reported), LLINS (80 percent in Madagascar), and progestin only pills (79 percent in GHSC-PSM-supported regions in Pakistan), while ARVs and viral load reagents had the lowest stockout rates (varying within 0-10 percent for ARVs and 0-12 percent for viral load reagents and consumables). In Zambia, stockout rates were high for RTKs due to the country's
Ghana PSM-supported							transfer from one test kit to another; the previously used test kits will show stockouts in the next reporting period.
Ghana non-PSM-supported							For male condoms in Zambia, the apparent difference in stock status between IOI and IO3 is due to the vastly difference provide the status between the status betwee
Haiti PSM-supported		▲0%					facilities are the same
Haiti non-PSM-supported							Activities are the same.
Malawi PSM-supported							(0-10 percent as noted above) in addition to the stockouts for AKY's were all ortemether lume(antrine (AL) presentations of
Malawi non-PSM-supported							ACTs for malaria ("inability to treat"), which was 3 percent. The products most frequently stocked out across
Mozambique PSM-supported	<b>▶</b>   %	<b>▲I</b> 3%	▼50%	▼50%	<b>A</b> 0%	▲ 0%	countries were emergency oral contraceptives (70 percent stocked out), and progestin only pills (64 percent
Mozambique non-PSM-supported							stocked out).
Nigeria PSM-supported		>21%		12%		<b>I 2%</b>	
Nigeria non-PSM-supported							
Rwanda PSM-supported				<b>A</b> 0%		▲ 0%	
Rwanda non-PSM-supported							
Zambia PSM-supported		<b>I 3%</b>		▲ 0%		▲ 0%	
Zambia non-PSM-supported							

## BI. Percentage of SDPs with stockouts of tracer products

Countries					HI	V										Mala	iria								1		PRH					
supported for <b>all</b> task orders	Task Order I	First line adult ARVs	Second line adult ARVs	First line pediatric ARVs	First RTKs	Second RTKs	Tie-breaker RTKs	Male condoms	Female condoms	Task Order 2	First-line ACTs (AL 6X1)	First-line ACTs (AL 6X2)	First-line ACTs (AL 6X3)	First-line ACTs (AL 6X4)	First-line ACTs (AL inability to treat)	First-line ACTs (AS/AQ100/270mgx3)	First-line ACTs (AS/AQ100/270mgx6)	First-line ACTs (AS/AQ 25/67.5mg)	First-line ACTs (50/135mg) AS/AQ	Rapid diagnostic tests for malaria	Sulphadoxine- pyrimethamine (SP	LLINs	Task Order 3	Injectable contraceptives	Implantable contraceptives	Combined oral contraceptives	Copper-bearing intrauterine devices	Fertility-based awareness methods	Male condoms	Emergency oral contraceptives	Female condoms	Progestin only pills
Ghana PSM-supported	72%	66%	65%		71%			76%		44%				51%				31%	50%		72%		73%	79%	76%				76%			
Ghana non-PSM- supported																				~												
Malawi PSM-supported										28%	20%	42%	50%	35%	11%					20%	28%		8%	3%	10%	12%	6%		8%	10%	13%	3%
Malawi non-PSM-supported																																
Mozambique PSM-supported	2%	0%	6%	1%	0%	1%		3%	3%	10%	10%	16%	19%	20%	1%					1%	3%		0%	1%	0%	0%	1%			0%		
Mozambique non-PSM-supported																																
Nigeria PSM-supported	10%	5%	3%	5%	5%	6%				9%	8%	10%	11%	13%	3%					6%	6%	9%	6%	1%	3%	1%			9%		10%	
Nigeria non-PSM-supported																																
Rwanda PSM-supported	17%	13%	17%		26%	á				31%	36%	53%	31%	52%	0%					32%			22%	17%	31%	12%	22%	24%	11%		65%	
Rwanda non-PSM-supported																																
Zambia PSM-supported	18%	3%	2%		29%	44%	á	46%	7%	5%	4%	6%	6%	6%	0%					6%	5%		5%	12%	2%	12%	0%		10%		۱%	1%
Zambia non-PSM-supported																																

## BI. Percentage of SDPs with stockouts of tracer products

Countries					HI\	/										Mala	iria										PRF	ł				
supported for any two task orders	Task Order I	First line adult ARVs	Second line adult ARVs	First line pediatric ARVs	First RTKs	Second RTKs	Tie-breaker RTKs	Male condoms	Female condoms	Task Order 2	First-line ACTs (AL 6X1)	First-line ACTs (AL 6X2)	First-line ACTs (AL 6X3)	First-line ACTs (AL 6X4)	First-line ACTs (AL inability to treat)	First-line ACTs (AS/AQ100/270mgx3)	First-line ACTs (AS/AQ100/270mgx6)	First-line ACTs (AS/AQ 25/67.5mg)	First-line ACTs (AS/AQ 50/135mg)	Rapid diagnostic tests for malaria	Sulphadoxine- pyrimethamine (SP	LLINs	Task Order 3	Injectable contraceptives	Implantable contraceptives	Combined oral contraceptives	Copper-bearing intrauterine devices	Fertility-based awareness methods	Male condoms	Emergency oral contraceptives	Female condoms	Progestin only pills
Haiti PSM-supported	0%	0%	0%	0%	0%																		0%	0%	0%	0%	0%		0%			
Haiti non-PSM-supported																																
Madagascar PSM-supported										54%						56%	48%	45%	47%	46%	66%	80%	28%	35%	31%	0%	33%	46%	97%	10%		
Madagascar non-PSM-supported																																

<b>-</b> .					HI	<b>V</b>										Malar	ria										PRF	ł				
Countries supported for <b>any one</b> task order	Task Order I	First line adult ARVs	Second line adult ARVs	First line pediatric ARVs	First RTKs	Second RTKs	Tie-breaker RTKs	Male condoms	Female condoms	Task Order 2	First-line ACTs (AL 6X1)	First-line ACTs (AL 6X2)"	First-line ACTs (AL 6X3)	First-line ACTs (AL 6X4)	First-line ACTs (AL inability to treat)	First-line ACTs (AS/AQ100/270mgx3)	First-line ACTs (AS/AQ100/270mgx6)	First-line ACTs (AS/AQ 25/67.5mg)	First-line ACTs (AS/AQ 50/135mg)	Rapid diagnostic tests for malaria	Sulphadoxine- pyrimethamine (SP	LLINS	Task Order 3	Injectable contraceptives	Implantable contraceptives	Combined oral contraceptives	Copper-bearing intrauterine devices	Fertility-based awareness methods	Male condoms	Emergency oral contraceptives	Female condoms	Progestin only pills
Pakistan PSM-supported																							39%	24%		22%	30%		22%	73%		<b>79%</b> qp0-18
Pakistan non-PSM-supported																							47%	39%		39%	29%		97%	79%		75% GIVSN

## Note: Total number of project-supported health facilities reporting per tracer product:

Zambia (TOI-CD4-286, TOI-EIDreagent-10, TOI-m&f condoms-286, TOI-RTK-286, TOI-ARV1st adult-286, TOI-ARV2nd-572, TOI-VL-10ALL TO2 and TO3 tracer products: 1,369 each).

**Rwanda** (TOI-CD4-58, TOI-EIDreagent-77, TOI-m&f condoms-286, TOI-RTK-452, TOI-ARV1st adult-905, TOI-ARV2nd-450, TOI-VL-77, TO2-AL6\*1-500, TO2-AL6\*2-301, TO2-AL6\*3-439, TO2-AL6\*4-435, TO2-/inability to treat/-500, TO2-RDT-149, TO3-COC-483, TO3-CuIUD-413, TO3-female condom--226, TO3-male condom--565, TO3-fertility awareness methods--227, TO3-Implants--307, TO3-Injectable—499).

Pakistan (TO3-COC-11,637,TO3-CuIUD-9,042,TO3-EmOC-9,042,TO3-male condom—10,865,TO3-Implants-11,637,TO3-POP-9,042).

Nigeria (TOI-CD4-378,TOI-EIDreagent-25,TOI-RTK-3,564,TOI-ARV1st adult-2,887,TOI-ARV21st paed-707,TOI-ARV2nd-471,TOI-RTK2nd-3,076,TOI-VL-25, TO2-AL6\*1-1,994,TO2-AL6\*2-1,998,TO2-AL6\*3-1991,TO2-AL6\*4-1967,TO2-/inability to treat/-2019, TO2-LLINs-1,458,TO2-RDT-1,976,TO2-SP-1,896,TO3-COC-1,018,TO3-female condom--865,TO3-male condom-1,711,TO3-Implants--380, TO3-Injectable—1,028).

Mozambique (TO1-CD4-36,TO1-EIDreagent-4,TO1-RTK-247,TO1-m&f condoms-193&154,TO1-ARV1st adult-1,065,TO1-ARV21st paed-844,TO1-ARV2nd-216,TO1-RTK2nd-247,TO1-VL-5,TO2-AL6\*1-194,TO2-AL6\*2-174,TO2-AL6\*3-134,TO2-AL6\*4-221,TO2-/inability to treat/-147,TO2-RDT-247,TO2-SP-240,TO3-COC-169,TO3-CuIUD-164,TO3-EmOC-144,TO3-fertility awareness methods-0,TO3-home release IUDs-0,TO3-Implants--144, TO3-Injectable—182,TO3-POP-0).

Malawi (TO2-AL6\*1-515,TO2-AL6\*2-449,TO2-AL6\*3-380,TO2-AL6\*4-445,TO2-/inability to treat/-515,TO2-RDT-510,TO2-SP-376,TO3-COC-476,TO3-CulUD-110,TO3-EmOC-317,TO3-female condom—299,TO3-Implants--400,TO3-Injectable-508,TO3-male condom-497,TO3-POP-383).

Madagascar (TO2-AS/AQ100/270mg\*3-1,783,TO2-AS/AQ100/270mg\*6-1,516,TO2-AS/AQ25/67.5mg-1,057,TO2-AS/AQ50/135mg-1,343,TO2-LLINs-846, TO2-RDT-2,576,TO2-SP-1,711,TO3-COC-2,057,TO3-CuIUD-139,TO3-fertility awareness methods-331,TO3-male condom-180,TO3-Implants--979,TO3-Injectable—2,663,TO3-POP-1,094).

Haiti (TOI-CD4-69,TOI-RTK-68,TOI-ARV1st adult-68,TOI-ARV21st paed-68,TOI-ARV2nd-68,TO3-COC-160,TO3-CuIUD-160,TO3-male condom-160,TO3-Implants-160,TO3-Injectable-160,TO3-POP-9,042).

Ghana (TOI-RTK-112 TOI-male condoms-110,TOI-ARV1st adult-35,TOI-ARV2nd-31,TOI-RTK2nd-3,076,,TO2-AL6\*4-100,AS/AQ25/67.5mg-96,TO2-AS/AQ50/135mg-98,TO2-SP-117,TO3-COC-105,TO3-male condom-110,TO3-Implants--100,TO3-Injectable-111).

## B2. Percentage of stock status observations in storage sites, where commodities are stocked according to plan, by level in supply system (Tracer products)

#### **Measure Definition**

**Numerator:** Number of stock status observations for a tracer commodity (refer to the tracer list in this document) that are within the designated minimum and maximum quantities at storage sites. **Denominator:** Total number of stock status observations for a tracer commodity at storage sites.

B c t	2. Percentage of stock status bservations in storage sites, where ommodities are stocked according o plan, by level in supply system		Center	Sub	o-National Level I	Sul	o-National Level 2
	Task Order I	$\mathbf{\nabla}$	18%		21%		
	First line adult ARVs	•	33%	•	23%		
	Second line adult ARVs		11%	$\mathbf{\nabla}$	25%		
	First line pediatric ARVs		11%	•	29%		
	First RTKs		29%		25%		
	Second RTKs	•	0%	•	10%		
$\geq$	Male condoms		0%	V	13%		
1	Female condoms	•	0%	•	13%		
	CD4 consumables						
	CD4 reagents		100%				
	EID consumables						
	EID reagents		100%				
	Viral load consumables						
	Viral load reagents	•	0%				
	Task Order 2		41%	▼	16%		
	First-line ACTs (AL 6X1)	•	33%	•	17%		
	First-line ACTs (AL 6X2)		56%	$\checkmark$	4%		
	First-line ACTs (AL 6X3)		38%	▼	5%		
<u>.</u> e	First-line ACTs (AL 6X4)		67%	$\checkmark$	29%		
ิ ลิ	First-line ACTs (AS/AQ 100/270mgx3)		75%	•	17%		
e I	First-line ACTs (AS/AQ 100/270mgx6)		50%		19%		
ΙΣ	First-line ACTs (AS/AQ 25/67.5mg)	•	0%	•	11%		
	First-line ACTs (AS/AQ 50/135mg)	V	25%	<b>•</b>	28%		
	Rapid diagnostic tests for malaria		40%	•	11%		
	Sulphadoxine-pyrimethamine (SP)		9%	<b>•</b>	20%		
	LLINs		100%	<b>A</b>	21%		
	Task Order 3	▼	I <b>9</b> %	▼	23%		21%
	Injectable contraceptives		38%	•	33%	•	0%
	Implantable contraceptives		18%		33%		100%
	Combined oral contraceptives		33%	•	27%		22%
Т	Copper-bearing intrauterine devices	<b>V</b>	18%	V	20%		32%
Ĩ	Fertility-based awareness methods			•	0%		
<u> </u>	Male condoms		0%		13%		16%
	Emergency oral contraceptives	•	33%	•	7%	•	24%
	Female condoms		0%	▼	17%		
	Progestin only pills		9%	V	15%		16%

Task Order	Annual Target	Achiev FY2016 Q3	vement Year to Date
TOI	50%	▼ 21%	▼ 21%
TO2	50%	▼ 18%	▼ 18%
TO3	50%	<b>v</b> 22%	<b>v</b> 22%
All TOs*	50%	▼ 21%	▼ 21%

### Analysis

- Across task orders and supply chain levels, achievement was low this quarter for products stocked according to plan, at 21 percent overall.
- At the central level, rates varied widely, with Task Order 2 commodities most likely to be stocked according to plan (41 percent), while for Task Orders 1 and 3, the rate was only 18 percent and 19 percent, respectively.
- Among tracer products at all storage levels (above SDPs), implantable contraceptives were most likely to be stocked according to plan (49 percent), while the rate for second RTKs was among the lowest (9 percent, with three countries reporting). Only Zambia reported on lab commodities for this indicator; at the central level, CD4 reagents and EID reagents were stocked according to plan for the one quarterly observation, while viral load reagents were overstocked.
- Among all task orders and supply chain levels, 25 percent of products were overstocked, 25 percent understocked, and 29 percent stocked out. At both the central and first sub-national level, products were most likely to be overstocked (36 percent and 29 percent, respectively).

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## B2. Percentage of stock status observations in storage sites, where commodities are stocked according to plan, by level in supply system (Country)



B2: Country Level Analysis: Performance against target; Trend in performance; Discussion of disaggregation trends and performance

- Rwanda had the highest overstock rate (58 percent) but among the lowest stock out rates (8 percent). Other strong performing countries included Haiti, with 44 percent stocked according to plan and 0 percent stock outs at storage facilities; and Zambia, with 50 percent stocked according to plan and 4 percent stock outs.
- >Pakistan reported a problem with overstocking of most products at the central medical store and understocking or stocking out at lower levels due to the non-availability of transportation funds since June 2016. In Madagascar, inaccessibility to health facilities during the rainy season contributed to overstocking at central and subnational storage sites. Stock outs in storage facilities in Ghana was partly because health facilities do not stock all age bands of ACTs, relying instead on having at least one presentation available at health facilities. In the subsequent quarters, Ghana aims to improve the performance for this indicator by ensuring stock status monitoring at the regional warehouses. This will be done in conjunction with national stakeholders.
- Total number of stock status observations: Zambia (TO1-11, TO2-6 & TO3-7); Rwanda (TO1-69, TO2-62 & TO3-25); Pakistan (TO3-1,063); Mozambique (TO1-66, TO2-76 & TO3-102; Malawi (TO2-19& TO3-24); Madagascar (TO2-2,907, TO3-2,907); Haiti (TO1-4, & TO3-5; Ghana (TO1-231, TO2-330 & TO3-264).

## B3. Service Delivery Point (SDP) reporting rate to the Logistics Management Information System (LMIS).

Measure Definition

**Numerator:** Number of SDPs that submitted the required LMIS report(s) or order form(s) during the previous reporting period.

Denominator: The total number of SDPs in country which should be reporting.



Task Order	Target FY2016	Achie FY2016 Q3	vement Year to Date
ΤΟΙ	75%	<b>4</b> 84%	<b>▲</b> 84%
TO2	75%	► 66%	▶ 66%
TO3	75%	<b>▲</b> 78%	▲ 78%
All TOs	75%	▲ 75%	▲ 75%

### Analysis

- Overall reporting rates to the LMIS this quarter were on target, with TO1 and TO3 performing above target (84 and 76 percent, respectively), and TO2 slightly below target (66 percent).
- Among the six countries that reported on this indicator, their reporting rates to the LMIS ranged from 32 percent in Malawi to 86 percent in Madagascar. While most products were reported in high rates in Madagascar, only 6 percent of sites which offer male condoms reported on their stock status. Rwanda, where reporting rates were low (47 percent), has recently graduated from a paper-based to an electronic LMIS and uses consumption data to represent its reporting rate. Only those facilities that were able to access the system and enter their consumption data were considered to have reported. In Pakistan, project-supported regions reported at a significantly higher rate (84 percent) than non-project-supported regions (61 percent). The only non-project-supported region is Khyber Pakhtunkhwa Province, which has faced security challenges in recent years.

- Task Order 3 had the most varied LMIS reporting rates, ranging from 17 percent in Malawi to 99 percent in Nigeria. While overall, Task Order 1 reporting rates were high, Haiti and Rwanda had rates well below the target for this task order, at 53 percent and 58 percent, respectively. For Task Order 2, Malawi and Rwanda's low reporting rates of 17 percent and 41 percent, respectively, brought down the overall reporting rate for the task order.
- respectively, brought down the overall reporting rate for the task order.
   Total number of project-supported health facilities expected to report: Zambia (TOI-344, TO2-1990 & TO3-1990); Rwanda (TOI-565, TO2-565 & TO3-565); Pakistan (TO3-12,878); Nigeria (TO1-4,100, TO2-2,933 & TO3-1,037); Mozambique (TOI-2,598, TO2-1,451 & TO3-1,451); Malawi (TO2-653& TO3-653); Madagascar (TO2-2,907, TO3-2,907); Haiti (TOI-388, & TO3-225).
- Total number of non-supported health facilities expected to report: Pakistan (TO3-1,262).

## B4: Data Confidence

Measure Definition	Task Order	Annual Target	Achie 2016 O3	evement Year to Date
Numerator: Number of qualified suppliers from which GHSC-PSM procured product in a	ТОІ	10	2010 Q3	
specified time period.	TO2	10		
Denominator: Total number of qualified suppliers		10		
Indicator Performance		10		
9	Analysis			
8 88				
ي پ و ۲ ۲ ۲ ۲				
Not reporting at this time				
0     Task Order I     Task Order 2     Task Order 3     All Task Orders				
In-Country Data Confidence Target				
Other comments				
				84
				USAD

## **B5. Percentage of Countries Conducting Annual Forecast Reviews**

Measure Definition

Numerator: Number of all GHSC project-supported countries that conducted annual forecast reviews at the end of the reporting period. Denominator: Total number of GHSC project-supported countries.

Task Order	Annual Target	Achie 2016 Q3	evement Year to Date
ΤΟΙ	90		
TO2	70		
TO3	80		
All TOs	80		



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## B6. Percentage of countries conducting quarterly supply plan updates

**Measure Definition** 

**Numerator:** Number of all GHSC-GHSC-PSM-supported countries that conducted supply plan updates in each quarter

Denominator: Total number of GHSC-GHSC-PSM-supported countries.



Task Order	Annual Target	Achie FY2016 Q3	vement Year to Date
ΤΟΙ	90%	<b>▲</b> 100%	<b>▲</b> 100%
TO2	90%	▶ 80%	▶ 80%
TO3	90%	▲ I00%	▲ I00%
All TOs	90%	▲ <b>9</b> 2%	▲ 92%

#### Analysis

- Quarterly supply plan updates were conducted for all task orders in all countries that reported, with one exception for TO2 in Liberia.
- Most countries sent their TO1 updates to GHSC-PSM headquarters, which was standard practice under the previous project. Submissions for TO2 and TO3 were low but are expected to rise as GHSC-PSM implements procedures for submitting forecasts of these commodities.

### Other comments

> The following countries reported for this indicator: Liberia (TO2 and TO3), Malawi (TO2 and TO3), Mozambique (all TOs), Zambia (all TOs), and Zimbabwe (TO1 and TO2). The denominator for each task order is based on the number of countries with that task order that reported this quarter.

## B7. Percentage of total spent or budgeted on procurement of commodities for public sector services by the government, USG, the Global Fund, or other sources disaggregated by program



## B8. Percentage of initially GHSC-PSM-supported supply chain functions carried out by national authorities that are done without external technical assistance

	Me	asure Definition			Task Order	Annual Target	Achi 2016 O3	evement Year to Date
merator: Number	of (detailed level) ini	tially GHSC-PSM-sup	ported supply ch	ain functions which are	All TOs	60		
nominator: Total r	external donor techr number of (detailed le	nical assistance. evel) initially GHSC-PS	SM-suddorted su	IDDIV chain functions examined				
		ndicator Performa	ince		Analysis			
110%			Mozambique, 9	2%	Analysis			
100%								
90%		Ethiopia, 85	5%					
SU 80%		Haiti, 72%		Vietnam, 86%				
ung 70%		Burkina Faso, 63%						
·= 60%		50%	-	Rwanda, 80%				
≥ 50%								
S 40%	Not re	eporting a	t this ti	me				
30%	8	Ugand	Mada a, 41%	gascar, 53%				
20%	South Sudan, 2	1%						
10%	30 35 40 45	50 55 60 65 70	75 80 85 0	0 95 100 105 110				
20 23	N	laximum supply chain	functions	NO SU LUU LUU LLU				
<ul> <li>Botswana</li> <li>Mozambique</li> <li>Burma</li> </ul>	Burundi     Nigeria     Cambodia	Central America South Sudan Commons	<ul> <li>Guyana</li> <li>Zambia</li> <li>Ebiopia</li> </ul>	<ul> <li>Liberia</li> <li>Burkina Faso</li> <li>Ghana</li> </ul>				

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Namibia

Vietnam

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● Lesotho

Pakistan

All Countries

Nepal

Other comments

Zimbabwe

Madagascar

Malawi

Uganda

## B9. Supply chain workforce loss ratio



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## BIO. Percentage of countries that have a functional logistics coordination mechanism in place



# BII. Percentage of leadership positions in supply chain management that are filled by women (in countries where GHSC-Project is providing technical assistance related to workforce development)

Measure Definition	Task Order	Annual Target	Achie	evement Year to Date
Numerator: Number of leadership positions in supply chain management that are filled by women within a specified time period	All TOs	50%	2010 Q3	
<b>Denominator:</b> Total number of leadership positions filled within a specified time period.				
Indicator Performance	Analysis			
90				
<b>E</b> 80				
$\frac{5}{2}$ <sup>60</sup> Not reporting at this time				
50 - Troc reporting at this time				
40				
× 30				
0				
20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100 105 110				
Other comments				
				VID_B11
				/Sf

# C1. Number of new innovations (including operations research studies) that were developed, implemented, or introduced and are related to the health commodity market or supply chain best practices



## C2. Number of people trained

Warehousing and Inventory Management

Human Resources Capacity Development

Warehousing and Inventory Management Transportation and Distribution

Warehousing and Inventory Management

Transportation and Distribution

Forecasting and Supply Planning

Governance and Financing

Monitoring and Evaluation

Governance and Financing

Task Order I Procurement Quality Assurance Warehousing and It Transer

Task Order I

Procurement

Quality Assurance

21

14

2

8

112

	Measure Definition					er 2016Q3	2016Q4	Year to date
Number of people trained. "People trained" refers to any type of participant, student, or learner in					TOI	133		133
a training event, regardless of its duration. People trained may refer to the different categories of					TO2	14		14
participants (e.g., physicians, nurses, social workers).					TO3	0		0
Indicator Performance					Multiple	49		49
C2. Number of people trained	Center	Sub-National Level I	Sub-National Level 2	SDP	Total	196		196
Task Order I								
Forecasting and Supply Planning								
Procurement					200			
Quality Assurance						Men	Wom	en

180

160

140

120

100

80

60

40

20

0

39

77

56

Task

Order I

Task

Order 2

Persons

110

86

Total

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25

24

Multiple

TOs

0

Task

Order 3



#### Analysis

MIS

MIS

MIS

NIN

Malaria

▶ Five countries reported training this quarter, with 109 women and 87 men trained. Zambia trained 133 people, primarily consisting of five training sessions on ARV logistics systems and one on laboratory logistics systems for health facility participants around the country. Seventy-seven of those trained in Zambia were women and 56 were men. No training was conducted for TÓ3.

# C3. Overall customer satisfaction rating for GHSC-PSM services (disaggregated by customer category) FY2016 Achievement

Maggine Definition

Measure Demittion	Order	USAID/W	1115510115	Govi	Partners	Overail	to Date
Numerator: Sum of all customer ratings across all customer services where a rating was submitted using GHSC-PSM customer satisfaction score card. Denominator: Total number of customer ratings submitted.	TO1 TO2 TO3						
4.0 Indicator Performance							
	Analysis						
Not reporting at this time							
USAID USAID Host Partners All lask Orders Washington Missions Governments							
Task Order I Task Order 2 Task Order 3 Target							
Other comments							

Task

USAID (M. Missions Court Other Overall Project

## C4. Percentage 'complete' submissions reported to BI&A in the reporting period C5. Percentage of sampled 'accurate' submissions reported to BI&A in the reporting period C6. Percentage of 'timely' submissions reported to BI&A in the reporting period

	Measure Definition	Task Order	Indicator	Target	FY2016Q3	Year to Date
τοι	Numerator: Number of data elements with complete datum input (no blank fields or missing data) in the reporting period. Denominator: Total number of data elements contained in the BI&A data set for the reporting period.	тоі		100%		
ТО2	Numerator: Number of sampled data elements in BI&A in agreement with source documents or GHSC-PSM MIS during the reporting period. Denominator: Total number of sampled data elements contained in the BI&A data set for the reporting period.	TO2		100%		
TO3	Numerator: Number of data elements timely submitted in the reporting period. Denominator: Total number of data elements contained in the BI&A data set for the reporting period.	тоз		100%		



### Other comments

ance	Analysis
this time	
2     Task Order 3       On Time     Target	

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## C7. Percentage of product lost due to theft, damage, or expiry, while under GHSC-GHSC-PSM control (Product Loss Percentage)

Measure Definition

**Numerator:** Total value of product lost due to theft, damage, or expiry in a specific time period. **Denominator:** Total value of product delivered in a specified time period.



#### Annual Achievement Task Target FY2016 Q3 Year to Date Order **0.03% 0.03%** TOI TO2 **0.01%** ▲ 0.01% <1% TO3 ▲ 0.01% ▲ 0.01% All TOs **0.02% 0.02%**

### Analysis

GHSC-PSM had three loss incidents of products under its control during the quarter, one in Nigeria and two in Haiti. In Nigeria, 13 bales of LLINs worth \$1,508 could not be accounted for during a distribution campaign in Oyo state. In Haiti, a 3PL provider was robbed of \$3,130 of TO1 commodities while distributing in the north of the country. In a second incident, another driver could not account for \$194 of TO3 commodities that went missing during his route.

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#### Other comments

Losses in Haiti are calculated as a percentage of the average inventories for TO1 and TO3 at the central warehouse operated by GHSC-PSM. The loss in Nigeria is calculated as a percentage of the value of the LLINs that were received for the campaign during which the loss occurred.

Measure Defini	tion	Task Order	Annual Target	Achie 2016 Q3	evement Year to Date
umber of global advocacy engagements in supp sential health commodities.	ort of improved availability of	TOI TO2 TO3	 2 2		
Task Order I	Task Order 2		Т	ask Order 3	
Description of global advocacy engagement	Description of global advocacy engage	ment	Description of	global advocac	y engagement

Description of global advocacy engagement	Description of global advocacy engagement	Description of global advocacy engagement
	Not reporting at this time	
Oth an an much		
Other comments		



## C10. Percentage of GHSC-GHSC-PSM-procured molecular instruments that remained functional during the reporting period

Target

100%

FY2016 Q3

**40%** 

**Project to Date** 

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**40%** 

Measure Definition

**Numerator:** Total number of molecular instruments that remained functional for the entire reporting period.

Denominator: Total number of molecular instruments.

Bubble size: Estimated FY2017 budget (pending approval)



## Presidents Malaria Initiative State Department Standard Indicators For annual reporting

Number of products purchased with USG funds								
Indicator #	Measure Definition	FY2016	FY2017	FY2018	FY2019			
3.1.3.1-3	Number of artemisinin-based combination therapy (ACT) treatments purchased with USG funds	23,232,140						
3.1.3.1-6	Number of malaria rapid diagnostic tests (RDTs) purchased with USG funds	6,358,974						
3.1.3.2-2	Number of insecticide treated nets (ITNs) purchased with USG funds	4,850,000						
3.1.3.4-2	Number of sulfadoxine-pyrimethamine (SP) tablets purchased with USG funds	3,233,050						
Number of products purchased by other partners that were distributed with USG funds								
Indicator #	Measure Definition	FY2016	FY2017	FY2018	FY2019			
3.1.3.1-2	Number of artemisinin-based combination therapy (ACT) treatments purchased by other partners that were distributed with USG funds	50						
3.1.3.2-1	Number of insecticide treated nets (ITNs) purchased by other partners that were distributed with USG funds	0						
	Number of products purchased in any fiscal year with USG funds that were distribute	d in this repo	orted fiscal	year				
Indicator #	Measure Definition	FY2016	FY2017	FY2018	FY2019			
3.1.3.1-4	Number of artemisinin-based combination therapy (ACT) treatments purchased in any fiscal year with USG funds that were distributed in this reported fiscal year	6,087,841						
3.1.3.1-8	Number of rapid diagnostic tests (RDTs) purchased in any fiscal year with USG funds that were distributed in this reported fiscal year	3,659,010						
3.1.3.2-3	Number of insecticide treated nets (ITNs) purchased in any fiscal year with USG funds that were distributed in this reported fiscal year	414,950						
3.1.3.4-5	Number of sulfadoxine-pyrimethamine (SP) tablets purchased in any fiscal year with USG funds that were distributed in this reported fiscal year	797,000						

## USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM Procurement and Supply Management

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