USAID | DELIVER PROJECT

Task Order 6

Emerging Pandemic Threats

Annual Report: February 2012–February 2013






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The authors' views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

USAID | DELIVER PROJECT, Task Order 6
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Cover Photo: Clockwise from top left: 1) laboratory refrigerator for cold storage of viral transport media for specimen collection in Bandung, West Java; 2) freezer for storage of ice packs in Indonesia; 3) aliquoting samples upon arrival at health center in Indonesia; 4) cooler box with ice packs, VTM vials, swabs, and other supplies for collection and transport of specimens for ILI surveillance, West Java.

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Acronyms

CA-USA	Crown Agents USA, Inc.
CBRNE	chemical, biological, radiological, nuclear, and explosive
CCB	Change Control Board
CDC	Centers for Disease Control and Prevention
CMMB	Catholic Medical Mission Board
COMT	customer order management team
COR	Contract Officer's Representative
CPHL	Central Public Health Laboratory
DAH	Directorate of Animal Health
DLS	Department of Livestock Services
DRC	Democratic Republic of Congo
EMMP	Environmental Mitigation and Monitoring Plan
EPT	Emerging Pandemic Threats
ERF	Emergency Response Framework
FAO	Food and Agriculture Organization
FHI 360	[use acronym only]
FY	fiscal year
GDP	good distribution practices
GSP	good storage practices
HPAI	highly pathogenic avian influenza
ICT	information, communication, and technology
ILI	influenza-like illness
IQC	Indefinite Quantity Contract
IST	inter country support team
JSI	John Snow, Inc.
LMIS	logistics management information system
LRSP	*Logistics Response Strategic Plan*
MAP	Medical Assistance Program
MARD	Ministry of Agriculture and Rural Development

MIS	management information systems
MOH	Ministry of Health
NADDEC	National Animal Disease Diagnostics and Epidemiology Centre
NGO	nongovernmental organization
NIHRD	National Institute of Health and Research Development
NVS	National Veterinary Services
OAA	Office of Acquisition and Assistance
OIE	World Organization for Animal Health
PATH	[acronym only]
PCR	polymerase chain reaction
PI/OET	Pandemic Influenza and Other Emerging Threats Program
PMT	project management team
POD	proof of delivery
PPE	personal protective equipment
PtD	People that Deliver
QA	quality assurance
QASP	Quality Assurance Surveillance Plan
RTT Group	[use acronym only]
SARI	severe acute respiratory infection
SHOC	Strategic Health Operations Center
SOP	standard operating procedure
SOT	supply operations team
SOW	scope of work
STTA	short-term technical assistance
TA	technical assistance
TB	tuberculosis
TO2	Task Order 2
TO6	Task Order 6
UPS	United Parcel Service
USAID	U.S. Agency for International Development
USG	U.S. Government
WHO	World Health Organization
WHO/AFRO	World Health Organization/Regional Office for Africa

Executive Summary

The USAID| DELIVER PROJECT's Task Order 6 (TO6) is organized around six core elements:

- procurement, including procurement excellence
- warehousing
- supply operations
- freight forwarding
- technical assistance
- management information systems.

Quality assurance (QA), which is part of each core element, is a critical aspect of our program. We apply best practices to enhance the performance of supply chains and to achieve the task order objective.

The task order's approach to providing these services is to focus performance, build partnerships with stakeholders, and remain responsive and flexible.

In accordance with guidance and the agreement with the USAID | DELIVER PROJECT, the task order focus this past year has been to complete the in-progress procurements, distribute the stockpiled commodities to country programs, and provide technical assistance.

The key results from February 2012–February 2013 include—

Technical Assistance

- *Ongoing monitoring and strengthening of the logistics system,* which was designed and implemented for the Indonesia influenza-like illness (ILI) surveillance program. In addition to the severe acute respiratory infection (SARI) hospital-based sentinel sites, it now includes an assessment of cold chain management at ILI referral labs and sentinel sites; development and training on cold chain standard operating procedures (SOPs); development of an SOP for a polymerase chain reaction (PCR) machine maintenance and repair; and implementation of the ILI logistics monitoring and supportive supervision system.
- *Provided technical support to the World Health Organization/Regional Office for Africa (WHO/AFRO)* by an outbreak response regional advisor. The advisor worked with WHO/AFRO to develop a five-year regional outbreak response logistics strategy, and a logistics management information system (LMIS) to strengthen decisionmaking and outbreak response capacity at the WHO/AFRO regional-, intercountry support team (IST)-, and country-level.
- *The project developed proposed scopes of work (SOWs) and budgets for the IDENTIFY technical assistance in Uganda, Vietnam, and Indonesia.* The project team finalized selection and hiring of some local staff and/or consultants in Indonesia, Vietnam, and Uganda; they provide in-country monitoring and management of IDENTIFY and USAID | DELIVER PROJECT technical activities.

Commodity Support

- *Provided procurement assistance* to the Emerging Pandemic Threats (EPT) program that included reviewing the technical specifications and quantities of laboratory equipment and associated reagents and supplies being procured by TO6 for EPT partner organizations and country programs. The result was the procurement of laboratory equipment and supplies appropriate for local use and capacity.
- *Procured $772,747*[1] *worth of commodities* for various programmatic needs.
- *Developed and implemented strategy for distributing stockpiled commodities to partner organizations and country programs.*
- *Completed 78 commodity shipments*, valued at U.S.$4,057,809, from the Medical Assistance Program (MAP)/Brunswick warehouse to 28 countries.
- *Saved the U.S. Government (USG) $123,090 last year, which represents a savings of 26 percent in shipping costs* by using TO6's competitive bidding process, which is shown in the freight reasonableness studies.
- *Upgraded the management information system (MIS) and user-friendly features that provide accurate and timely information* to clients, including EPT partners, missions, and USAID.

[1] All dollar amounts in this document are U.S. dollars. All commodity figures are for the time period February 17, 2012 to February 18, 2013.

Background

On February 18, 2011, USAID awarded Task Order 6/Emerging Pandemic Threats (EPT), under the existing USAID|DELIVER PROJECT Indefinite Quantity Contract (IQC), to John Snow, Inc., (JSI) and its team of subcontractors, including 3i Infotech, Inc.; Crown Agents USA, Inc. (CA-USA); FHI 360; Logenix International, LLC; The Manoff Group, Inc.; Medical Assistance Programs (MAP) International; MEBS Global Reach, LC; PATH; RTT Group; and United Parcel Service (UPS) Supply Chain Solutions. EPT is a follow on to Task Order 2 (TO2).

The stated objective of Task Order 6 is—

> *To ensure the timely, consistent, and efficient provision of critical public health commodities and other supplies required to effectively and rapidly respond to outbreaks of infectious diseases globally and in support of USAID Avian Influenza/Other Emerging Threats Unit (USAID AI|OET) Program, Project, and Partner supply chains.*

TO6 has six core elements: procurement, including procurement excellence; warehousing; supply operations; freight forwarding; technical assistance; and MIS. Quality assurance, part of each of the core elements, is a critical part of our program. By implementing these core elements, TO6 provides comprehensive supply chain services to the USAID Pandemic Influenza and Other Emerging Threats (PI/OET) Program (the new name of the unit).

Three key management principles of good business practice characterize the task order's overall approach to providing services: (1) focus on performance, (2) partnership with stakeholders, and (3) commitment to responsiveness and flexibility.

Focus on Performance

TO6 has a rigorous performance monitoring plan in place to ensure that all aspects of the supply chain performance can be analyzed. Regular scorecard analysis and reporting on key indicators enable TO6 to monitor the supply chain, quickly identify bottlenecks, and address any issues that may arise. Our staffing plan ensures that we will uphold performance standards that are based on the current SOW.

Partnership with Stakeholders

To achieve program objectives, the task order maintains an ongoing dialog with all stakeholders that ensures respectful and collaborative relationships. To this end, TO6 supports the following key stakeholders:

PI/OET Program: TO6 ensures that JSI and the USAID PI/OET Program share and agree on priorities, processes, and reporting.

EPT partners and country counterparts: The task order maintains open lines of communication with the EPT partners to ensure that the order fulfillment and procurement processes are clearly understood. TO6 provides technical support to develop product specifications and in-country supply chain expertise, as required, to increase the capacity of appropriate local government agencies and other in-country counterparts.

USAID missions and partners: TO6 ensures that missions and other in-country partners have the information they need for order management; TO6 works with USAID, through the change control process, to design and develop Internet features that include management information and reports to USAID and other partners.

International partners: TO6 continues to work with select international partners, including the World Health Organization (WHO), Food and Agriculture Organization (FAO), and the World Organization for Animal Health (OIE), to provide supply chain and logistics management technical assistance; and to collaborate, as needed.

Commitment to Responsiveness and Flexibility

TO6 continues to show a clear analysis of logistics issues, creative thinking, and problem solving; and TO6 strives to be the go-to providers for technical assistance, procurement, and logistics management expertise for USAID's EPT and other emergency response needs. TO6 continues to streamline systems to provide rapid response and flexible solutions for unexpected challenges.

Project Management

The TO6 project management team, under the direction of the task order director, continues to works closely with each of the IQC central services units to provide seamless quality client services. The project management team meets weekly with representatives from the central procurement and supply operations teams, including freight forwarding, inventory management, and QA. By taking advantage of economies of scale, TO6 is also able to access financial, communications, and contract management support from the central finance, administration, and communications teams. In addition, as we implement the EPT work plan activities, the TO6 project management team works closely with headquarters and the field office country program teams to provide management support and technical guidance.

Led by the TO6 Director, Susana de la Torre, the current project management team (PMT) includes Claudia Allers, Technical Team Leader; Ines Lynch, Finance Manager; Patrick Msipa, Laboratory Advisor, and Angela Wang, Program Officer. While the PMT has had various personnel changes over the last year, TO6 has ensured smooth transitions and consistent support to EPT partners, programs, and USAID.

The team continues to provide strategic supply chain management technical assistance at the international, regional, and local levels to enhance the effectiveness of EPT programs, country programs, and partnerships. We have provided technical supply chain support to country programs via short-term technical assistance (STTA) and ongoing technical oversight and guidance.

TO6 implemented an agreed-upon SOW for a USAID-funded two-year secondment of an outbreak response regional logistics advisor to the WHO/AFRO in Brazzaville, Democratic Republic of Congo (DRC). This agreement is flexible, yet it provides a framework for the expectations of the secondee's role; it also enables the project, USAID, and WHO/AFRO to understand the priorities.

Under JSI's leadership, each project subcontractor contributes to the successful completion of the objectives outlined above.

- MAP International, a faith-based organization with more than 50 years' experience in warehousing and distribution of donated medical supplies, provides the project with advanced warehousing services.
- Logenix, MEBS, and UPS provide shipping services for EPT supplies and equipment being sent to EPT partners, missions, and country programs.
- FHI 360 supports the project for quality assurance issues.

- The Manoff Group, Inc., provides support for TO6 communications activities and reporting requirements.
- As needed, TO6 can access the services of the following partners: CA-USA and PATH for procurement technical support; and the RTT Group for warehousing and distribution services.

In addition to routine communications, TO6 has quarterly calls with subcontractors to keep them apprised of USAID and TO priorities, as well as to receive updates.

TO6, as a task order under the larger USAID| DELIVER PROJECT, continued the successful MIS Change Control Board (CCB) model to work with USAID as we identify, prioritize, and approve changes and new features for the project's website. The project has worked closely with USAID representatives to prioritize tasks that will ensure the availability and accuracy of data related to commodities on the website.

The TO management team maintains regular communication with the USAID Contract Officer's Representative (COR) through weekly management calls and in-person meetings, as requested. These discussions have been an effective forum to address management and technical issues. TO6 continues to issue the weekly shipping reports, monthly financial reports, quarterly reports, and an annual report, as required under this task order.

Procurement

Under TO6, the project procured commodities for various programmatic needs—valued at $772,747—of which TO6 has expensed $655,834 to-date. These procurements included two liquid nitrogen plants for the DRC and Tanzania, respectively; a genome sequencing junior system and its corresponding laboratory supplies/accessories for Cambodia; a histopathology scanner for Uganda; backpack sprayers for Uganda; Virkon and disinfectant spray for Bangladesh; and laboratory equipment and supplies for Indonesia. The several procurements for Indonesia this year included a procurement for laboratory equipment and supplies for the Year 2 Procurement for the East Jakarta Project in Indonesia, a procurement for laboratory supplies for the Centers for Disease Control and Prevention (CDC)–supported lab Jogja, and a procurement for a Bio Safety Cabinet for the Eijkman Institute. In addition, the project has also provided procurement of lab equipment and consumables to support the USAID-funded project TBCARE I's prevalence study in Indonesia, and laboratory equipment and supplies as part of the Year 3 Procurement for the East Jakarta Project in Indonesia.

The procurement team implemented SOPs and work instructions to ensure that all applicable USG procurement regulations were followed. In collaboration with the task order management team, the procurement team provided USAID with up-to-date time frames for procurement processes, including manufacturer lead times and Office of Acquisition and Assistance (OAA) processing time. TO6 worked with USAID to address any challenges and possible ways to improve communications related to procurement. For all procurement actions, the procurement team collaborated with the requesting organization to refine technical specifications and determine the most appropriate procurement approach for identified items. To ensure a transparent process and to manage expectations throughout the procurement process, the team maintained excellent communications with the recipient.

Supply Operations

In coordination with MAP, the Supply Operations team (SOT) processed disposal actions for items in quarantine, including swabs, wipes, tongue depressors, and SuperScript III Platinum (a cold chain reagent used for PCR machines). The disposal actions were completed and certificates of destruction were received. When disposing of all expired laboratory reagents, the task order complied with the TO6 Environmental Mitigation and Monitoring Plan (EMMP) and received certificates of disposal.

To ensure that all the commodities at the MAP warehouse were distributed to recipients in countries that requested them, the TO6 team worked with USAID and the SOT to create a stockpile distribution strategy. After all these products are distributed, they will not be replaced because the scope of work for TO6 has shifted away from procurement and commodity support activities. The TO6 team worked closely with the SOT, customer order management team (COMT), MAP, and the freight forwarding team to coordinate a smooth phased-approach process for these orders. A total of 42 orders to 22 countries have been received; 40 have been delivered with proofs of delivery (PODs). A significant supply of commodities remained at the MAP warehouse, so USAID asked TO6 to identify nongovernmental organizations (NGOs) that work in public health in developing countries if they could use these commodities. The TO6 team reached out to 33 NGOs and received interest from two organizations—MAP International and the Catholic Medical Mission Board (CMMB). Both organizations confirmed they have the proper warehousing requirements needed to store the total amount of commodities to be donated, can store the commodities properly, and can use the commodities in developing countries for their intended use. The remaining commodities were divided between MAP and CMMB; TO6 received OAA approval to donate these commodities. The donation to MAP was completed in February 2013; the CMMB donation is still pending. Any other damaged items in quarantine will also be disposed of.

Warehousing

Early in the contract, the USAID stockpile of protective gear, disinfection supplies, and laboratory commodities inherited from TO2 were transferred to the MAP International warehouse in Brunswick, Georgia. TO6 and MAP manage the current stockpile, ensuring the continued quality of the commodities. The primary warehouse in Brunswick is a modern climate-controlled facility; the project has the capacity of 1,000 pallets in the warehouse. Most of the inventory was stored there, with additional personal protective equipment (PPE) kits stored in an overflow warehouse a half mile from the MAP main facility. For additional commodity storage and for surge capacity, this overflow warehouse provided approximately 850–900 pallet spaces.

MAP continues to monitor shelf life for all the commodities and to maintain the condition of products through routine cycle counts and monthly system reconciliations with the project. In June 2012, the FHI 360 associate director conducted an assessment of the quality of PPE, durable goods, and consumable items stored at MAP. Based on a visual inspection, the commodities were found to be in good condition, with no sign of deterioration.

After the stockpile distribution is complete, the MAP warehouse will be empty, but MAP will remain a subcontractor and will be available if any emergencies occur.

Close coordination between MAP and TO6 is the key to a seamless flow of information; it has enabled the team to quickly identify issues and implement timely solutions, which has maintained inventory integrity.

Freight Forwarding

The TO6 team uses a competitive bidding process for all freight forwarding actions. The SOT manages the process by providing shipment details—destination, desired delivery date, weights, and dimensions—to the project's three freight forwarding partners—Logenix, MEBS, and UPS. By contracting with three freight forwarders, TO6 can obtain more competitive rates and continue to ensure the best value for all shipments while strengthening its network of partners to support TO6 in any future emergency outbreak response. The freight partners usually have 24 hours to submit quotations for the service. After receiving the quotations, the freight manager assesses them and recommends one forwarder to the COR, based on service availability and other relevant factors: cost, ability to deliver by the desired receipt date, and past performance. After the COR approval is received, the shipment is awarded to the recommended freight forwarder.

During the past year (February 18, 2012–February 17, 2013), from the MAP warehouse, TO6 completed 78 shipments to 28 countries, for a total value of $4,057,809. The shipping and handling costs were $381,209. See appendix A for the TO6 Commodity Quantity and Value Summary Report. See appendix B for a map of the value of TO6 commodities shipments from the MAP warehouse.

The quarterly freight reasonableness study is a valuable tool for managing the TO6 global distribution—to monitor the competitiveness of freight rates, it analyzes the shipping rates for the TO6 distributed commodities. These quarterly studies show that using the competitive bidding process, TO6 has saved the $123,090 over the last year, which represents a savings of 26 percent in shipping costs.

Technical Assistance

Task Order 6 for EPT included an expanded mandate to provide supply chain technical assistance to the USAID PI/OET Program, EPT partners, and country programs to strengthen disease surveillance and outbreak response activities at the global-, regional-, and country-level.

The key activities and accomplishments under the technical assistance (TA) core element for the second year of TO6 are summarized below.

WHO/AFRO Secondment

In February 2012, Derek Hardy, Outbreak Response Regional Logistics Advisor—seconded to the WHO/AFRO—arrived at his post in Brazzaville, Democratic Republic of Congo (DRC). During his assignment, the project provided Hardy with ongoing management and technical support. Although the plan was for Hardy to remain in this role for two years, after serving one year, he resigned from his position for personal reasons. On Hardy's return to the U.S. in February 2013, a debriefing was held with the TO6 team in Arlington, Virginia, and also with USAID EPT Program in Washington, DC.

During this year, there were several key accomplishments. Hardy developed the original regional logistics strategy for outbreak response, which was then expanded by WHO/AFRO to include the regional response to a broad range of highly complex public health emergencies, entitled *All Hazards*. These include the specific capacity to respond to chemical, biological, radiological, nuclear, and explosive (CBRNE) events; as part of the WHO agency-wide Emergency Response Framework (ERF), which all WHO regions will adopt. Hardy took the lead on developing the *WHO/AFRO Logistics Response Strategic Plan (LRSP) 2013–2017, A Five-Year Strategy for the Development of Regional*

Emergency Response Logistics Capacity. With this deliverable, he developed guidance for implementing two priority areas, Logistics Human Resource Capacity Development and the Formation of a Logistics Working Group, under this strategy.

Hardy provided ongoing technical assistance to WHO/AFRO by inspecting warehousing conditions in Zimbabwe; and assessing information, communication, and technology (ICT) needs for the planned Strategic Health Operations Center (SHOC) and responses to outbreaks of Ebola, cholera, and others disease; in countries that include Uganda, DRC, and Cameroon.

The project and USAID Washington continue to collaborate closely on the scope of work for the technical assistance to be provided to WHO/AFRO in the coming year.

Technical Assistance to Country Programs

Under Task Order 6, the project continued to provide management support and technical oversight from headquarters to the EPT-supported Bangladesh and Indonesia country programs. The TO6 technical team leader worked closely with the USAID | DELIVER PROJECT country program teams to review country work plans and technical SOWs, coordinate requests for STTA, and provide direct technical assistance, as needed. TO6 also identified and developed new opportunities for laboratory strengthening activities in Uganda, Indonesia, and Vietnam, through the IDENTIFY and USAID | DELIVER PROJECT collaboration (see below).

Bangladesh

The project prepared a final consultancy report for Bangladesh. The report summarized the STTA provided to support the Ministry of Agriculture Department of Livestock Services (DLS) during an 11-month transition period. The STTA focused on building the DLS capacity to transition to independent management of the web-based LMIS, inventory management system, and rapid response system for outbreak response, initiated with the project's support under TO2 and TO6. This report is included in the publications list (see appendix C).

Indonesia

TO6 completed its second year of technical assistance in Indonesia to strengthen the supply chain management of laboratory commodities for the national ILI and SARI surveillance programs. The key components of the ILI surveillance logistics system are a standardized inventory control system and an LMIS for monitoring consumption and stock levels of supplies. These enable the program to identify and minimize potential stockouts.

The project continued routine monitoring at the ILI sentinel sites—Ministry of Health (MOH) health centers—and the East Jakarta Project sentinel sites. Training for implementation of the cold chain SOPs was conducted for ILI and SARI sentinel sites, hospitals, and laboratories. The MOH finalized the SOP manual for PCR equipment maintenance for the ILI surveillance laboratory network. Plans were made to disseminate the PCR equipment maintenance SOP manual to other MOH disease surveillance laboratories.

The project led a central warehouse assessment, at the request of the MOH Public Medicine Directorate and the WHO country office. This work will support the Government of Indonesia's work under the global People that Deliver (PtD) initiative to build supply chain workforce capacity within the MOH.

In addition, the task order has supported procurements of laboratory equipment, reagents, and supplies to support the East Jakarta influenza surveillance project and a national tuberculosis (TB) prevalence study.

With mission funding, the project placed a senior expatriate laboratory advisor at the National Institute of Health and Research Development (NIHRD) virology laboratory.

The project received USAID | Indonesia mission allocations for $1,200,000 in fiscal year (FY)2012 EPT core ($550,000) and field support funds ($650,000) for FY2013 country program. The project team has prepared a work plan and budget through June 2013, the closeout for TO6 activities.

IDENTIFY and USAID | DELIVER PROJECT Collaboration

Task Order 6 received funding to collaborate with IDENTIFY and non-IDENTIFY partners in providing STTA support that will complement ongoing laboratory strengthening efforts. This technical assistance complements ongoing efforts to strengthen public health and animal health laboratories involved in detection, containment, and response to infectious disease outbreaks.

The project, with assistance from the USAID missions, and input from IDENTIFY partners—WHO and FAO—developed proposed SOWs and budgets for the project's technical assistance in Uganda, Vietnam, and Indonesia. The project team finalized selection and hiring of local staff and/or consultants in these three countries; they will provide in-country monitoring and will manage the IDENTIFY and USAID | DELIVER PROJECT technical activities.

In February 2013, the project's advisors traveled to Indonesia to assess the logistics, cold chain, and laboratory waste management procedures and practices at the WHO-supported Salatiga Vector-Borne Disease Research Laboratory. They also conducted a supply chain assessment of the FAO/ Directorate of Animal Health (DAH) National Veterinary Services (NVS) pilot program for HPAI and rabies prevention and control supplies.

Technical assistance visits are planned for Uganda in March 2013 and for Vietnam in May 2013. In Uganda, the SOW includes working with the Central Public Health Laboratory (CPHL) to assess and strengthen laboratory waste management practices and conduct a supply chain assessment at the National Animal Disease Diagnostics and Epidemiology Centre (NADDEC). In Vietnam, TO6 will support a laboratory services and supply chain assessment of the MOH public health and Ministry of Agriculture and Rural Development (MARD) animal health laboratory systems for influenza surveillance and response in Vietnam. The assessments will provide data that will inform the MOH and MARD five-year influenza laboratory strategic plans.

Quality Assurance

TO6 has maintained a QA system that ensures the quality, safety, and efficacy of purchased commodities and supplies throughout the supply chain.

The team continued to implement the risk mitigation plan for TO6, which identifies project risks, rates the relative risks associated with each core element of the task order, and identifies controls already in place to mitigate those risks. TO6, with support from FHI 360, ensured that MAP staff used SOPs, so their practices are consistent with WHO standards for both good storage practices (GSP) for pharmaceuticals, and good distribution practices (GDP) for pharmaceutical products.

The Quality Assurance Surveillance Plan (QASP), in appendix D, outlines and structures the monitoring and evaluation activities for TO6. QASP is organized by the core elements of our

contract: procurement, warehousing, supply operations, freight forwarding, technical assistance for supply chain management improvement, and the MIS. It is used to monitor project performance and progress toward achieving the task order's primary objective.

The TO6 team continued to monitor project performance against established indicators through monthly Scorecards that focus on the timeliness and accuracy of the orders processed and shipped. See appendix E for the scorecards. These scorecards include indicators for on-time shipments and shipper performance; vendor/supplier performance; and warehouse performance. The project strives to achieve a minimum of 85% target for each indicator, and we continually look to improve the processes used in our activities.

In reviewing the attached 12 months' reporting, when TO6 has not met the target, it has been primarily due to delays in the shipping pre-clearance shipping process and in the availability of products from a supplier. Our Supply Operations Team continually reviews the anticipated lead times for the shipping pre-clearance process for a particular country and updates it as needed for the future as appropriate. In terms of supplier performance, an order is considered late on the scorecard if it is made available to us more than 7 days after the goods available date on the purchase order. The Project monitors deliveries proactively and makes clear to vendors/suppliers that we expect them to meet the agreed-upon delivery schedule. When they do not, we provide them the feedback that it is unacceptable, and that past performance, including timely delivery, is one of the factors taken into consideration when making an award.

Management Information System

The team focused on improving and updating the MIS to ensure accuracy and availability of EPT program information, maintenance support, and system user assistance. As a part of the MIS work supported by this task order, the team reviews and budgets proposed MIS-related projects. The team continued to make minor fixes and enhancements to the MIS, when resources were available.

The prioritization of system improvements has been based on decisions made by the MIS CCB. During this period, MIS team members, as well as the USAID MIS advisor, have represented TO6 at the CCB. The MIS manager continues to report progress and activities to the COR in the TO6 quarterly work plans.

The upgraded MIS system has facilitated the coordinated management of the supply chain, including procurement, inventory management, warehousing, and transportation. The MIS system processes data and creates management reports that enable us to track financial accounts and funding, procure the correct amount of commodities at the right time, ensure accurate warehouse inventory, and track shipments at each step of the supply chain. Management information is available via web-based access to users from the task order, USAID, and partners—both centrally and in the field.

Appendix A

TO6 Commodity Quantity and Value Summary Report

Quantity and Value Summary by Funding Source
EPT - from 18 Feb-2012 through 17 Feb-2013

Run date: 06-May-2013
Run time: 09:12:00 AM

Africa

Country	Disinfectant		Infection Control		Laboratory		Malaria Misc.		Medical		Outbreak		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
Botswana	0	$0	N/A	$0	1	$3,601	N/A	$0	0	$0	N/A	$0	0	$0	$3,601
Burundi	0	$0	N/A	$0	1	$4,526	N/A	$0	0	$0	N/A	$0	0	$0	$4,526
Cameroon	0	$0	N/A	$2,661	1	$96	N/A	$0	0	$0	N/A	$0	1,500	$25,522	$28,279
Central African Republic	0	$0	N/A	$664	1	$121	N/A	$0	0	$0	N/A	$0	300	$6,124	$6,909
Congo	0	$0	N/A	$553	1	$101	N/A	$0	0	$0	N/A	$0	300	$5,098	$5,752
Congo, Democratic Republic of	0	$0	N/A	$29,584	16	$83,159	N/A	$0	0	$0	N/A	$0	2,700	$34,421	$147,164
Equatorial Guinea	0	$0	N/A	$620	1	$113	N/A	$0	0	$0	N/A	$0	300	$5,718	$6,451
Ethiopia	0	$0	N/A	$0	1	$3,898	N/A	$0	0	$0	N/A	$0	0	$0	$3,898
Gabon	0	$0	N/A	$585	1	$107	N/A	$0	0	$0	N/A	$0	300	$5,399	$6,091
Kenya	0	$0	N/A	$0	0	$0	N/A	$0	0	$0	N/A	$0	48,000	$448,580	$448,580
Rwanda	0	$0	N/A	$38,597	6	$363	N/A	$0	0	$0	N/A	$0	13,800	$133,100	$172,060
Senegal	0	$0	N/A	$0	8	$1,500	N/A	$0	0	$0	N/A	$0	0	$0	$1,500
Sierra Leone	0	$0	N/A	$790	0	$0	N/A	$0	0	$0	N/A	$0	1,000	$16,763	$17,553
South Sudan	0	$0	N/A	$484	1	$89	N/A	$0	0	$0	N/A	$0	300	$4,470	$5,043
Tanzania	0	$0	N/A	$309	1	$57	N/A	$0	0	$0	N/A	$0	16,300	$155,466	$155,832
Uganda	0	$0	N/A	$573	8	$10,356	N/A	$0	0	$0	N/A	$199,492	26,800	$270,610	$481,031
Total Africa	**0**	**$0**	**N/A**	**$75,420**	**48**	**$108,087**	**N/A**	**$0**	**0**	**$0**	**N/A**	**$199,492**	**111,600**	**$1,111,271**	**$1,494,270**

Asia

Country	Disinfectant		Infection Control		Laboratory		Malaria Misc.		Medical		Outbreak		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
Bangladesh	488	$53,237	N/A	$18,080	79	$6,389	N/A	$0	0	$0	N/A	$2,540	0	$0	$80,246
Cambodia	0	$0	N/A	$0	3	$156,174	N/A	$0	21	$59,714	N/A	$0	0	$0	$215,888
China	0	$0	N/A	$117	3	$242	N/A	$0	0	$0	N/A	$0	1,000	$13,601	$13,960
Indonesia	0	$0	N/A	$113,584	2,956	$242,635	N/A	$14	94	$9,795	N/A	$28,474	119,470	$1,080,637	$1,475,139
Laos	0	$0	N/A	$35,285	0	$0	N/A	$0	0	$0	N/A	$0	0	$0	$35,285
Malaysia	0	$0	N/A	$16,663	40	$2,310	N/A	$0	0	$0	N/A	$0	6,900	$68,117	$87,090
Nepal	11	$695	N/A	$2,726	20	$1,374	N/A	$0	0	$0	N/A	$1,156	10,000	$106,243	$112,194
Thailand	0	$0	N/A	$1,079	405	$22,399	N/A	$0	0	$0	N/A	$0	600	$6,529	$30,007
Vietnam	0	$0	N/A	$34,804	80	$4,296	N/A	$0	0	$0	N/A	$0	20,000	$180,724	$219,824
Total Asia	**499**	**$53,932**	**N/A**	**$222,338**	**3,586**	**$435,819**	**N/A**	**$14**	**115**	**$69,509**	**N/A**	**$32,170**	**157,970**	**$1,455,851**	**$2,269,633**

Latin America/Caribbean

Country	Disinfectant		Infection Control		Laboratory		Malaria Misc.		Medical		Outbreak		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
Brazil	0	$0	N/A	$0	8	$135,816	N/A	$0	0	$0	N/A	$0	0	$0	$135,816
Haiti	0	$0	N/A	$29,740	200	$11,186	N/A	$0	0	$0	N/A	$0	10,400	$97,880	$138,806
Total Latin America/Caribbean	**0**	**$0**	**N/A**	**$29,740**	**208**	**$147,002**	**N/A**	**$0**	**0**	**$0**	**N/A**	**$0**	**10,400**	**$97,880**	**$274,622**

Others

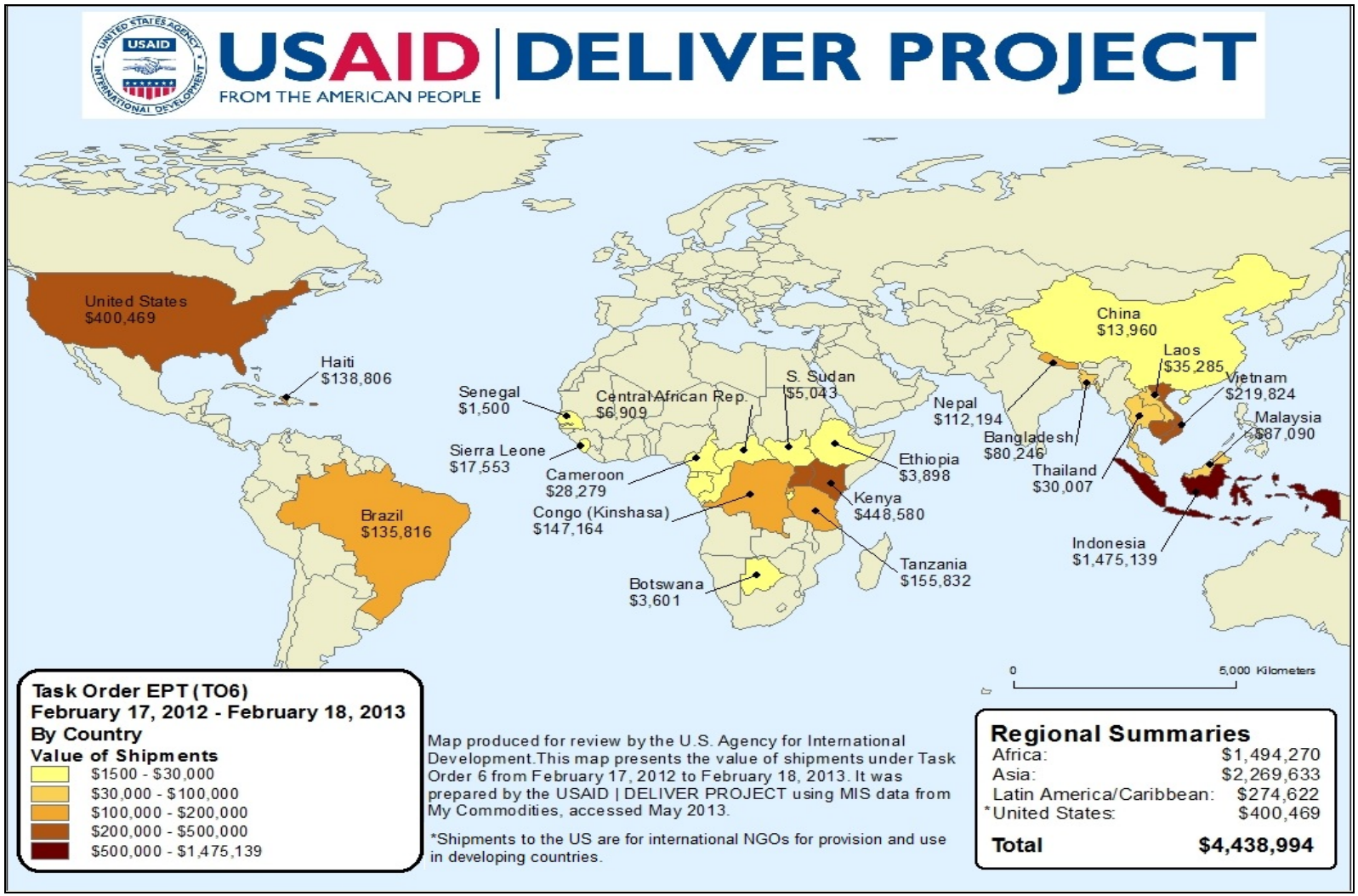
Country	Disinfectant		Infection Control		Laboratory		Malaria Misc.		Medical		Outbreak		PPE Kits		
	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Quantity	Value	Total Value
United States	0	$0	N/A	$149,329	189	$9,828	N/A	$0	0	$0	N/A	$1,124	27,450	$240,188	$400,469
Total Others	**0**	**$0**	**N/A**	**$149,329**	**189**	**$9,828**	**N/A**	**$0**	**0**	**$0**	**N/A**	**$1,124**	**27,450**	**$240,188**	**$400,469**
Grand Total	**499**	**$53,932**	**N/A**	**$476,827**	**4,031**	**$700,736**	**N/A**	**$14**	**115**	**$69,509**	**N/A**	**$232,786**	**307,420**	**$2,905,190**	**$4,438,994**

N/A: This subcategory contains items of differing type or unit of measure which can't be combined into a total.

Due to rounding, there may be a variance between the report totals displayed and the actual total of the individual values on the report.

Appendix B

TO6 Commodity Distribution Map



Appendix C

List of Publications

1. Travel Assistance Record: Evaluation of the Influenza-like Illness (ILI) Surveillance Logistics System, June 2012.
2. Task Order 6 Bangladesh Consultancy Final Report, September 2012.
3. Travel Assistance Record: LMIS Data Analysis and Quantification Workshop, ILI and SARI Surveillance Program, NIHRD/BTDK, November 2012.
4. Indonesia Ministry of Health Central Warehouse Assessment, December 2012.

Appendix D

QASP

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Overall Objective				
Timely, consistent, and efficient provision of critical public health commodities and other supplies required to effectively and rapidly respond to outbreaks of infectious diseases globally				
Core Element 1: Procurement				
Necessary waiver requests, as well as required OAA approval memos, for new subcontracts are prepared and forwarded to the COR and OAA for approval, after the needs are identified	Percentage of OAA packages, including waiver requests where required, forwarded to COR within 10 business days following determination of optimal supplier	Contractor procurement records	Annual report	100% (3 of 3)
Procurement action timeline measuring the steps in the procurement process reported on a routine basis	Percentage of milestones achieved according to timeline established for each relevant subcontract	Procurement records	Procurement Timeline Report	68% (17 of 25)
Supplier performance reviewed routinely	Percent of orders (full quantity) that ship no later than 7 working days of goods available date from the PO. Explanations for orders more than two weeks late. Corrective action reports for significant issues.	MIS reports	Quarterly scorecard*	68% (17 of 25) Scorecards attached- Appendix E

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Core Element 2: Warehousing				
Warehouse Management System is maintained to track receipts, stock on hand, orders, and shipments.	Shipment and order status reports provided to COR weekly. Inventory report provided to COR quarterly.	MIS reports	Weekly shipment and order status reports Quarterly inventory report	All reports submitted on time
Products are managed correctly in the warehouse to minimize losses.	Total value of product damaged, lost, or expired in the warehouse during one-year period as a percentage of the value of overall inventory.	Inventory records	Annual report	$0 (Did not dispose of any products during this year)
Stock levels are accurately recorded for effective inventory management.	Inventory accuracy rate: number of discrepancies between MIS reports and annual independent inventory audit.	MIS reports, audit report	Independent Annual Audit report	1
Core Element 3: Supply Operations				
Orders delivered on time, as indicated in shipping instructions.	a. Percentage of air orders delivered to port within seven days of desired receipt date. b. Sea freight orders delivered within four weeks of desired receipt date. c. Land freight orders delivered within four weeks of desired receipt date. d. Emergency orders delivered within two business days of desired receipt date.	MIS reports	Quarterly scorecard*	a. 77% (34 of 44) b. 88% (7 of 8) c. 36% (5 of 14) d. None. Scorecards attached- Appendix E
Core Element 4: Freight Forwarding				
Cost effectiveness of freight forwarding services assessed for all shipments.	a. Percentage of shipments with at least two quotes from subcontractors. b. Percentage of savings as a result of the competitive bidding process.	Project documents	SOT records, quarterly freight analysis	a. 90% (43/48) b. 26% savings

Outcome	Performance Indicator	Source	TO Reports and Frequency	Results
Core Element 5: Technical Assistance for Improving PI/OET Unit Partner Supply Chain Performance				
Effective response to TA requests and statements of work provided.	Percentage of TA requests fulfilled within agreed-upon timeline and deliverables met.	Project documents	Quarterly and annual reports	100%
Core Element 6: Management Information System				
Comprehensive MIS maintained to provide current information about PI/OET Unit stocks.	MIS development activities delivered according to project plans and timelines.	MIS reports	MIS monthly reports	MIS reports attached in quarterly reports

Appendix E

Scorecards

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: February 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	Target this	this Period	May-11	Comments
On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percentrum of antime orders	85%	1	1	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	1	1	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%	1	1	100%	
	Fisher Scientific		85%	0	1	0%	PO-PUP-733 Lab equipment- 7 days late, The vendor was late in providing the correct documents.
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%	1	1	100%	
			85%				
			85%				
			85%		

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: March 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this	Count this Period	Mar-12	Comments
On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percentrum of ontime orders	85%	4	4	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	3	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%	1	1	100%	
	PT DIASTIKA BIOTEKINDO		85%	1	1	100%	
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%	0	1	0%	PO-PUP-751- DNA Extractor to Cambodia, delayed due to production issues.
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	4	4	100%	Only January shipments counted
	Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	4	4	100%	Only January shipments counted
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	49	49	49 cases with discrepancies
			0	N/A	$0.00	0	

GREEN 85% - On or above Target | YELLOW - 84% - 69% Below target within defined tolerable range | RED - 68% or less Below Target

N/A - Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: April 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this	Count this Period	Apr-12	Comments
On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percentrum of ontime orders	85%	4	4	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired	85%	3	3	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the	85%				
Supplier Performance	Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%	1	1	100%	
	KARCHER NORTH AMERICA		85%	0	2	0%	PO-PUP-787 All purpare cleaner - 1 day late, delay in preparing the packing list and invoice. PO-PUP-788 All purpare cleaner - 1 day late, delay in preparing the packing list and invoice.
	SOLO, INC		85%	1	1	100%	
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in	100%	4	4	100%	Only February shipments counted
	Right Condition by Actual Arrival Date	Percent of reported shipments arriving in	100%	4	4	100%	Only February shipments counted
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% - On or above Target
N/A - Not Applicable

YELLOW - 84% - 69% Below target within defined tolerable range

RED - 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: May 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Qualit	# Target this	Count this Period	Apr-12	Comments
On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	5	8	63%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	4	6	67%	RO-3010 Chemical Install Kit to Botswana - 5 days late from the DRD, Pre-clearance delay. Green light to ship received on 3/25/2012. Shipment then booked to depart on 4/2/2012. RO- 3106 Chemical Install Kit to Ethiopia- Late due to pre-clearance
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	2	50%	RO-3156 DNA Extrator to Cambodia- 34 days late due to intransit and production delays.
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%	3	3	100%	
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%	1	1	100%	
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%	1	2	50%	PO-PUP-771 PCR, Tube drive, Concentrator & Nitrogen cylinder -The scheduled ship date will be End of June. Production delay
	BIOMERIEUX FRANCE		85%	0	1	0%	PO-PUP-851 Biomerieux- 8 days late due to delay in preparing the packing list and invoice.
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%	1	1	100%	
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	5	5	100%	Only March shipments counted.
	Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect	100%	5	5	100%	Only March shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% - On or above Target — YELLOW - 84% - 69% Below target within defined tolerable range — RED - 68% or less Below Target

N/A - Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

** Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: June 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Apr-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	5	60%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	4	75%	RO-3106 Chemical Install Kit to Ethiopia- 46 days late from the DRD, awaiting pre-clearance approval, green light to ship received on 06/08/2012.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	0	1	0%	RO-3203 Lab Equipment to Cambodia- Has not yet arrived, production delays from the manufacturer in Thailand.
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%	1	1	100%	
	PT SCIENCE WERKE		85%	1	1	100%	
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only April shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only April shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 Emerging Pandemic Threats

System Performance Scorecard

Reporting Period: July 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Apr-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	5	8	63%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	5	7	71%	RO-3106 Chemical Install Kit to Ethiopia- 46 days late from the DRD, awaiting pre-clearance approval, green light to ship received on 06/08/2012. RO- 3219 Labquake Tube to Cambodia- 3 days late from the DRD, Transit delay
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	0	1	0%	RO-3203 Lab Equipment to Cambodia- Has not yet arrived, production delays from the manufacturer in Thailand.
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	No July Supplier Shipment				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	5	5	100%	Only May shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	5	5	100%	Only May shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 Emerging Pandemic Threats
System Performance Scorecard
Reporting Period: August 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Apr-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	5	6	83%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	4	5	80%	RO 3246 Lab Equipment to DRC- 23 days late from the Desired Receipt Date, pre-clearance delays.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	No August Supplier Shipment				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELD KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	5	5	100%	Only June shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	5	5	100%	Only June shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 68% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one per cent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: September 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Sep-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	5	6	83%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	4	75%	RO-3412 PPE & Gloves to Sierra Leone - 47 days late from the Desired Receipt Date, pre-clearance delays.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	No September Supplier Shipment				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
			85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	5	5	100%	Only July shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	5	5	100%	Only July shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: October 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Sep-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	4	4	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	3	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	No September Supplier Shipment				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NIHON CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HHCT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
			85%				
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	4	4	100%	Only August shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	4	4	100%	Only August shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

*This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: November 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Nov-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	3	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%				
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	1	1	100%	
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%	1	2	50%	PO-PUP-1104 ART - Goods not made available due to production delays.
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%	1	1	100%	
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%	1	1	100%	
	PT. INCARE BHAKTI NUSANTARA		85%	0	1	0%	PO-PUP-1087 Medical examination gloves - Goods not made available due to production delays.
			85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only September shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only September shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: December 2012

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Dec-12	Comments
**On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	3	3	100%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	3	3	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO					
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%	1	1	100%	
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%	0	1	0%	PO-PUP-116 Plate for PCR Machine to Indonesia- Not made available yet, Vendor delay.
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%	1	1	100%	
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	3	3	100%	Only October shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	3	3	100%	Only October shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target
N/A = Not Applicable

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .
**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: January 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Jan-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	9	11	82%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	2	2	100%	
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%	7	9	78%	RO 3428 Hospital equipment to Rwanda - 33 days late from the DRD due to 1) Delayed by steamship line. 2) Delayed due to port congestion. RO 3481 PPT Kit to Rwanda - 33 days late from the DRD due to 1) Delayed by steamship line. 2) Delayed due to port congestion.
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	9	9	100%	Only November shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	9	9	100%	Only November shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepancy
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October .

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

Task Order 6 System Performance Scorecard: February 2013

Scorecard Perspective	Indicator of Performance	Definition	Target Quality Level	In Target this Period	Count this Period	Feb-13	Comments
*On Time Shipments / Shipper Performance	Orders delivered on time by Desired Receipt Date	Percent sum of ontime orders	85%	0	1	0%	
	Expedited Air Orders by Arrival at Destination Port Date	Expedited Air shipments with Arrival at Port Date no more than 2 days later than the Desired Receipt Date	85%				
	Standard Air Orders by Arrival at Destination Port Date	Standard Air shipments with Arrival at Port Date no more than 7 days later than the Desired Receipt Date	85%	0	1	0%	RO 3711 Gown isolation to South Sudan - 10 days late from Desired Reciept Date, Customs clearance delay.
	Land Orders by Actual Arrival Date	Land Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
	Sea Freight Orders by Arrival at Destination Port Date	Ocean Freight shipments with Arrival at Port Date no more than 1 month later than the Desired Receipt Date	85%				
Supplier Performance	**Order fill rate: Full quantity of an order (PO) available on time by ASN Scheduled Ship Date**	Percent of Purchase Orders (full quantity) with an ASN Scheduled Ship Date in reporting month that no later than 7 working days of Goods Available Date from PO	***No Shipments				
	FRANEK TECHNOLOGIES INC.		85%				
	Fisher Scientific		85%				
	Qiagen		85%				
	AIR FILTER MAINTENANCE SERVICES CC		85%				
	CV. ANEKA NUGRAHA		85%				
	DENKYU		85%				
	PT.ELO KARSA UTAMA		85%				
	NEOGEN CORPORATION		85%				
	PT DIASTIKA BIOTEKINDO		85%				
	ROCHE DIAGNOSTIC (THAILAND) LTD.		85%				
	BIOMERIEUX FRANCE		85%				
	KARCHER NORTH AMERICA		85%				
	SOLO, INC		85%				
	PT. NUTRILAB PRATAMA		85%				
	HECT		85%				
	LEICA MICROSYSTEMS INC.		85%				
	PT SCIENCE WERKE		85%				
	PT. INCARE BHAKTI NUSANTARA		85%				
	CENTRAL PROCUREMENT AGENCY LLC		85%				
			85%				
			85%				
			85%				
Warehouse Performance	**Right Quantity Received by Actual Arrival Date	Percent of quantities received compared to quantities ordered for shipments received in this reporting period	100%	0	0	0%	Only December shipments counted.
	**Right Condition by Actual Arrival Date	Percent of reported shipments arriving in perfect condition against total shipments	100%	0	0	0%	Only December shipments counted.
	Inventory Discrepancies by Adjustment Date	Number and value of inventory discrepancies this month	0	N/A	0	0	0 discrepency
			0	N/A	$0.00	0	$ 0 value

GREEN 85% = On or above Target

YELLOW = 84% - 69% Below target within defined tolerable range

RED = 68% or less Below Target

N/A = Not Applicable

* This indicator is for shipments 2 months prior to reporting month. For example December reporting would reflect shipments received in October.

**Shipments received less than +/- one percent of the shipped quantity (industry standard) will be counted as fully received.

For more information, please visit deliver.jsi.com.

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