

TERMS OF REFERENCE / Call for Applications

Project Evaluation: APAC Supply Unit

APPLICATION DEADLINE: 29th/06/2025

Médecins Sans Frontières (MSF) is an international humanitarian medical organization that provides medical care to people in crisis around the world, regardless of religion, ethnicity, or political beliefs. MSF's core principles are neutrality, impartiality, independence, medical ethics, bearing witness, and accountability. More information on MSF can be found [here](#).

The Vienna Evaluation Unit (VEU), based at MSF Austria, is one of two MSF units responsible for managing and guiding evaluations of MSF projects and programs worldwide. More information on MSF evaluations and the VEU is available [here](#).

Evaluation Topic	MSF APAC Supply Unit
Purpose of the Evaluation	To evaluate APAC Supply Unit performance and provide recommendations for improvement/efficiency and next steps
Intended Use	For the Supply Unit Team to plan the next phase
* Commissioner(s)	Judy Lam
*Commissioned to	Vienna Evaluation Unit (VEU)
Period Evaluated	2024/2025
Duration of Evaluation	40 days
Planned Start Date	As early as possible in July
Application Documents Required:	<ol style="list-style-type: none"> 1. CV(s) 2. Cover letter highlighting the applicant(s)' relevant expertise and experience for this assignment (max. 1 page) 3. Initial proposal of an evaluation matrix (max. 2 pages) 4. Writing sample of a completed or co-authored evaluation (if co-authored, specify your exact contribution)

	<p>5. Total cost</p> <p>Applications must be sent to: veuapplication@vienna.msf.org by 29th/06/2025</p>
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1. CONTEXT

Since 2022, the Asia Pacific (APAC) Supply Unit (previously known as SEEAP – Southeast & East Asia and Pacific Supply Unit), was launched with the financial support from MSF France, MSF Switzerland and the former SEEAP Partnership (MSF Hong Kong, Japan and Australia). Its goal is to support operations having the products they need with good quality, reasonable lead-time and cost by ensuring MSF Supply Chain fully benefits from the market potential of the APAC region. More specifically, the objectives are:

1. Contribute to the expansion of procurement from qualified and competitive Asian suppliers by the European Supply Centers (ESCs)
2. Seek the most efficient ways of distribution (inbound logistics or direct deliveries)
3. Provide support to the missions in the region if international supply is not feasible for them
4. Support APAC SU Partners with specific institutional (office related) needs as identified

The Unit aimed to use 2022-2024 period as a proof-of-concept phase to assess its values and ways of working. Starting from 2024, there was a reorganization in MSF procurement – the Global Procurement Unit (GPU) was set up to lead global procurement strategies. Meanwhile, international procurement in diversified regions has been endorsed by the Core ExCom as one of the priorities for the transformation of the MSF Supply Chain. The GPU is thus tasked to embed regional sourcing initiatives in global procurement and supply strategies. Together with this change, the APAC Supply Unit was also integrated into the GPU. To ensure smooth and effective transition, the IO and the new SEEAP (now APAC) Partnership (MSF Hong Kong, Japan, Australia and Korea) has adopted a partnership approach to fund and govern the APAC Supply Unit. The details of this partnership can be found in the APAC Supply Unit MoU. The proof-of-concept phase is also extended for one more year until end of 2025.

The IO commits to assume sole responsibility for the leadership and resourcing of the APAC Supply Unit from 2026 onwards, but with the caveats that a) it is the Full ExCom that determine the IO budget on an annual basis and there are no guarantees or ring fences for specific projects, and b) once the IO assume full responsibility, decisions on resourcing will be made by them based on the input and finding of the APAC Supply Unit and in context of the Global Procurement Unit activity plan as a whole.

To conclude the proof-of-concept phase of the APAC Supply Unit and to provide objective findings for the above decision making, the Vienna Evaluation Unit (VEU) is tasked to conduct an independent evaluation of the Unit achievements. The VEU was responsible for the evaluation of the full scope of the SEEAP project (including other activities by SEEAP project such as fundraising and communication) in 2023. They also supported the APAC Supply Unit in developing a set of more realistic and relevant KPIs in the beginning of 2024. This document will further outline the expectation of the evaluation.

2. PURPOSE OF THE EVALUATION

The evaluation report will be shared with internal stakeholders in MSF Supply Community and the APAC Partnership to support them making decisions for the next phase of the APAC Supply Unit.

3. EVALUATION : OBJECTIVES, CRITERIA AND QUESTIONS

The objectives are:

1. To evaluate APAC Supply Unit performance against objectives for the period 2024-2025.
2. To identify key learnings emerging from the project over the proof-of-concept period 2024-2025.
3. To formulate relevant recommendations to inform the on-going development and next steps of the APAC Supply Unit.

Evaluation questions:

1. To what extent has the project achieved its stated objectives, what stands out as successfully fulfilling intended outcomes and what falls short of this? This will be supported by a rapid financial analysis of the economic benefits for MSF vs cost borne by the partnership.
2. What are the reasons why the objectives could or could not be achieved? Is it due to external environment or internal factors?
3. What can we learn, for instance in terms of market potential and internal constraints, from the ongoing dossiers where supplier and item evaluation has been drawn out and is still ongoing, where no conclusion has been reached yet? (procurement decision has not been made nor the dossier is rejected)
4. Does the project provide values which cannot be captured by the KPIs set for the objectives? If so, what are they and what is their importance to the Supply Community?
5. Are there areas for improvement for the project? What are they and what should be done differently?
6. Based on the Objectives set by the Project are there significantly different outcomes achieved across targeted procurement markets and if so, what conclusions can be drawn in terms of their respective value for the diversification of supply?
7. Is the governance and team structure of GPU (i.e. the APAC Supply Unit being part of the Direct Team) optimal for achieving the project's objectives? If not, what are the recommendations?
8. What other recommendations can be identified to inform the next steps of the APAC Supply Unit?

4. EVALUATION METHODOLOGY AND DATA COLLECTION

The evaluation team will define the appropriate evaluation methodology during the inception phase, in collaboration with the VEU and evaluation commissioner.

The evaluation methodology is expected to include a **detailed review of all procurement dossiers that APAC has worked on: which products, suppliers, potential benefits, whether it led to “business” or not, if not why not, lead time, constraints etc.** The review of other available documentation and reporting, interviews with APAC Project Team, interviews with GPU, ESC, OCs, APAC Sponsors and other key stakeholders, etc. are expected to be included as well.

5. DELIVERABLES/OUTPUTS

All products developed must be in English. Deliverables for this evaluation include:

Deliverables	Submission Date
Inception report using VEU template and requirements. VEU Inception Report template and requirements . This report describes how the data will be collected and analysed to answer the main evaluation questions.	TBD
Facilitation of a validation workshop with project team and coordination cell.	TBD
First draft of the evaluation report , with time allowed for feedback/revisions	TBD
Final report containing findings, conclusions and recommendations in response to the evaluation questions, objectives and purpose set out in this document. The final report is written using the VEU report writing guidelines . To be submitted with an executive summary, graphs visualising the data and recommendations.	End of August
Final presentation of evaluation results to MSF stakeholders involved in the project, technical evaluation committee, mission, unit and other stakeholders.	End of August

6. EVALUATION TARGET AUDIENCE

- APAC Supply Unit and Management (Global Procurement Unit and Executive Supply Chain Committee)
- Other stakeholders in MSF Supply Community (including MSF Supply Centres colleagues and IO Quality Assurance colleagues)
- MSF Hong Kong, Japan, Australia and Korea

7. PROFILE / REQUIREMENTS FOR CANDIDATES

Candidate selection will be based on **relevant experience and expertise for this evaluation mission**.

Candidates may apply **as individuals or consulting teams**.

Qualifications	<i>Essential</i>
Experience	<ul style="list-style-type: none">– Essential– Multiple years of procurement experience in INGO or UN operations, including both HQ and field postings. Solid understanding of procurement principles– Knowledge of market assessments, supplier selection, and contract management.– Understanding of ethical procurement practices, anti-fraud, and conflict-of-interest mitigation. <p>Preferred</p>

	<ul style="list-style-type: none"> – Experience in the markets where APAC operates (namely China, Korea, Australia and other East and South-east Asian countries) – Experienced in MSF
Skills	<p>Essential</p> <ul style="list-style-type: none"> – Cross-cultural communication skills – Team supervision, coaching, and knowledge-sharing in diverse cultural settings. – Proficiency in English spoken and written