

# Terms of Reference

## Subject/Mission Capitalisation of OCB Supply Unit “Customers”

Sponsor/ Owner

**MSF OCB Supply Unit –Front Office Coordinator : Montserrat Pairo**

Focal Point

**MSF OCB Supply Unit – Project Manager : Greta Facile**

Primary Stakeholders

Stakeholders involved in the monitoring will be at different levels the following positions (or the ones delegated by them):

<b>Board level</b>	Operations Director	Medical Director	Logistics Director	Supply Director
<b>HQ level</b>	Operations Coordinators	Medicals Officers	Logistic Officers	Supply Chain Officers
<b>Capital level</b>	Mission Coordinators	Medical Coordinators	Logistic Coordinators	Supply Coordinator
<b>Project level</b>	Field Coordinator	Medical Focal Point	Logistic Focal Point	Supply Focal Point

Starting Date: **ASAP – May 2016**

## CONTEXT AND BACKGROUND

The Supply Chain of the OCB was reformed in 2012 and a new entity was created: “the OCB Supply Unit” which integrates all supply chain activities (HQ, MSF Supply- the international Supply center of OCB- and field). The goal of the “End to End” reform is to optimize the Supply of OCB operations, in terms of cost, services and quality of products.

This led to the launch of different Supply projects, which are being, or have been or will be implemented at all levels (HQ, MSF Supply and field).

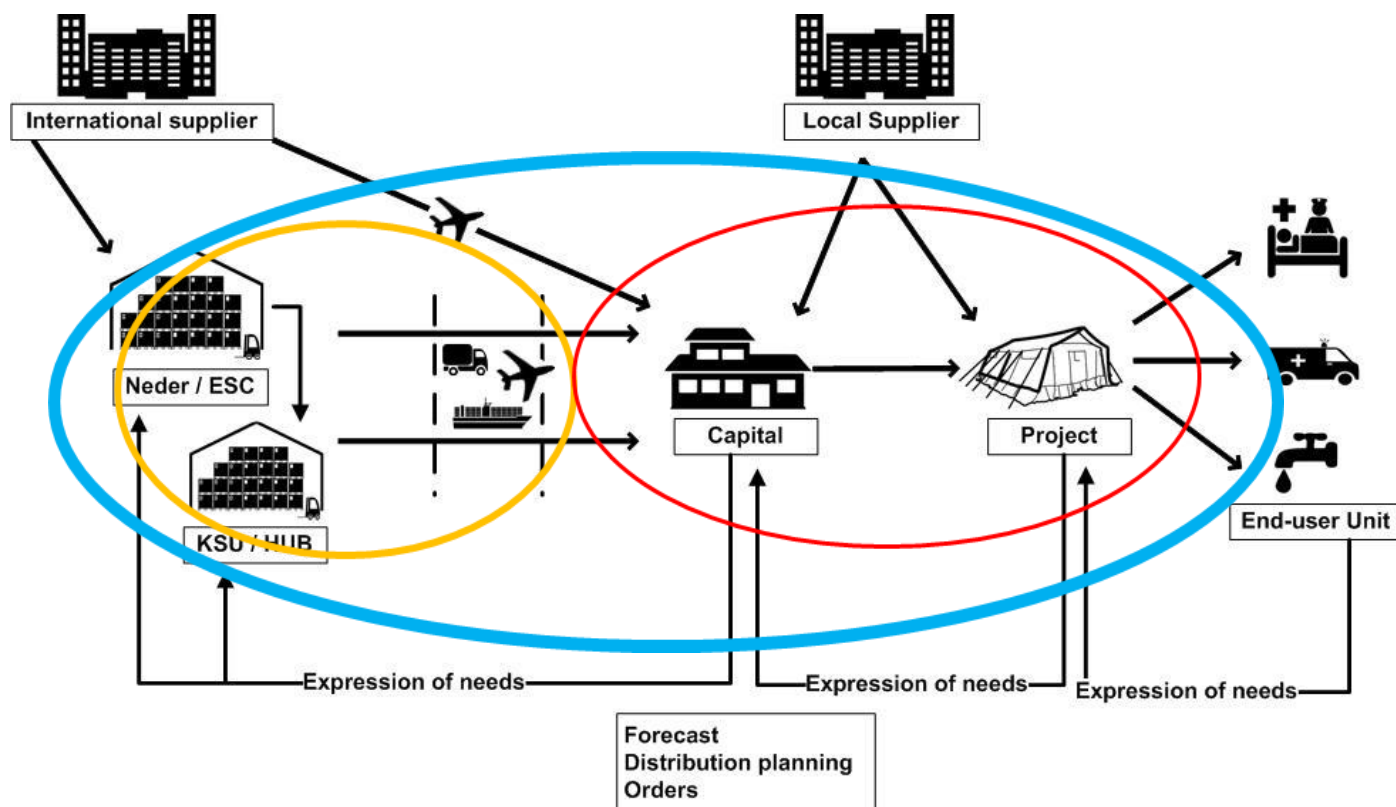
A practical example of the effects of the reform: before the reform the supply chain was split between international supply activities, led by MSF Supply (the International Procurement centre of OCB) and field supply activities. There was no continuity between the international supply and the local supply conducted on the field (between capital and projects).

MSF Supply was responsible for the delivery of products as indicated in the incoterm contract (usually until the airport or the port of the capital of the Country where the missions were based).



Since 2012, so after the end2end reform, the responsibility of the Supply Unit (of which MSF Supply is part) is extended from the expression of the need of the customer, until the complete satisfaction of its request.

- International supply activities before the End 2 End reform (MSF Supply scope)
- Field supply activities before the End 2 End reform (Field Scope)
- Supply Unit scope (after the reform)



After the reform: in the context of the OCB the responsibility of the Supply Unit extends to an «End 2 End" approach, that includes all physical and information flows from the origin of the product at the supplier to the project stock on the field.

Whilst in the context of other MSF Sections and other humanitarian organization the responsibility of the Supply Chain stops at the delivery of the products, as defined by incoterms.

### Some facts about the OCB Supply Unit

About WAREHOUSING :

There are 46 600 sqm of stock worldwide

International Stock : 15 000 sqm

Stock on the field: 31 600 sqm

Value of the Stock : 48,525k€

WHERE we work:

23 Countries + 3 emergency contexts

90 – 100 projects worldwide



PEOPLE who work for the OCB Supply Unit:  
430 staff worldwide

**SHIPMENTS MSF SUPPLY:**

2650 shipments per year  
30 880 m3 of items shipped  
4550 tons distributed as follows:  
Air 35%, Charter 20%, Truck 23%, Sea 22%



The field of activities handled by the MSF OCB Supply Unit includes:

- Warehousing
- Transport & Customs
- Procurement / Sourcing
- Inventory management /replenishment
- Supply IS (Information Systems)
- Demand Planning
- Customer Service Management
- Supply Processes management




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## REASON FOR PROCESS

This capitalisation consists in the first phase of a broader project: SUPPLY CHAIN END2END CUSTOMER SATISFACTION.

This project is meant to check if the reform End2End brought positive changes and if the evolution of the Supply chain is going in the correct direction and is able to satisfy its customers.

The three objectives of the broader project are:

- Collect experiences of the Supply Unit customers to create knowledge necessary for continued monitoring of the Supply Unit function. Included in this will be a ‘snapshot’ of the current customer understanding of the Supply Unit, as well as their expectations of the Supply Unit (phase 1);
- Develop end-to-end internal monitoring mechanisms to measure real time satisfaction levels (success) & track evolving customer needs (phase 2) ;
- Translate the outcomes of phase 1 to an implementation tactics to continually improve the SC (phase 3);

So the reason for this process is to have a snapshot of the current level of satisfaction of the customers of the Supply unit, which will be used as starting point for the design and implementation of a customer satisfaction monitoring system (phase 2 of the broader project). The results will help us to identify the most relevant indicators and to better tailor the monitoring system on the basis of the operations needs and expectations. The Customers satisfaction survey should provide the insights that are the foundation to

creating and reinforcing pleasurable customer experiences, which is a main success indicator for the Supply Unit.

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## OVERALL OBJECTIVE and PURPOSE

To systematically and objectively *capitalise*<sup>1</sup> on the collective experiences of the Supply Unit customers to create knowledge necessary for continued monitoring of the Supply Unit function. Included in this will be a 'snapshot' of the current stakeholder understanding of the Supply Unit, their expectations of the Supply Unit<sup>2</sup>, and lastly we will aim to indicate the overall customer satisfaction of the Supply Unit function. See annex for more details.

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## SPECIFIC OBJECTIVES

- Identify the positive and negative experiences from the key stakeholders of the Supply Unit, and develop this into knowledge, necessary for the continued monitoring of success Key questions are
  - What is working well in your experience of the Supply Chain?
  - What can be improved in your experience of the Supply Chain?
  - How can the Supply Chain be improved?
- Indicate the current satisfaction level of the Supply Chain customers
- Identify current stakeholder understanding of the Supply Chain function
- Identify current stakeholder expectations of the Supply Chain function

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## EXPECTED RESULTS

- Inception Report, as soon as possible after selection of evaluator
- Final Report based on [SEU standard](#), including learning outcomes from Stakeholder experiences, 'snapshot' of stakeholder perceptions, and recommendations towards effective monitoring of the Supply Unit function
- Handover workshop with Supply Team, where outcomes are presented, discussed and handed over

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## TOOLS AND METHODOLOGY PROPOSED

- Stakeholder learning workshops at:
  - Head of Mission and Med Cos – from 30th may to 3rd June
  - Supply Week – from 8<sup>th</sup> to 10<sup>th</sup> of June
  - LogCo week – from 10<sup>th</sup> to 15<sup>th</sup> June
- Customer satisfaction survey to defined stakeholder groups

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<sup>1</sup> <http://www.kstoolkit.org/Experience+Capitalization> In an experience capitalization, key stakeholders transform individual and institutional experience and knowledge into capital that can be used in future.

Experience capitalization is future oriented and aims at a change in collective institutional practice. Its focus may be on strategic orientation, basic concepts, or operational activities. Small experience capitalizations needs hours or days; more complex ones may last weeks or even months.

<sup>2</sup> To get a complete overview of the evolution of the SupplyChain we would like to check the current understanding and expectations of our customers (external point of view) and cross check it with the understanding and expectations of the Supply people (internal point of view).

- Recommended to be in consultation with external expertise (Netigate?)
- Key informant interviews
  - Purposeful sample (if Key informants identified)
  - Sampling based on Survey feedback
- Document review
  - Document ‘vision stratégique ‘
  - Project charter
  - 8 metiers
  - Organigram Supply Unit

## RECOMMENDED DOCUMENTATION:

Document ‘vision stratégique ‘

Project charter

8 metiers

Organigram Supply Unit

Other documents as supplied by SEU or OCB Supply Unit

## PRACTICAL IMPLEMENTATION OF THE EVALUATION

<b>Number of evaluators</b>	<b>1</b>
<b>Timing of the evaluation</b>	<b>May-June 2016</b>
<b>Required amount of time (Days);</b>	<b>30</b>
● <b>For preparation (Days)</b>	<b>5</b>
● <b>For field visits (Days)</b>	<b>Not foreseen</b>
● <b>For interviews (Days)</b>	<b>15</b>
● <b>For writing up report (Days)</b>	<b>10</b>
<b>Total time required (Days)</b>	

**Notes:** *Any additional criteria relevant to the selection of evaluation consultants*

## PROFILE /REQUIREMENTS: EVALUATOR(S)

Demonstratable Evaluation experience, including Good research and analytical skills

Previous MSF experience required

Language requirements: English and French

Experience in the supply sector is an asset

Knowledge of the MSF OCB Operations is a strong asset

## ANNEX

### Proposed framework of 'customer satisfaction' component (to be refined during the process):

Survey of the customer's satisfaction (external point of view):

1E-check the current satisfaction level of the customers (OCB Operations) about the evolution of the Supply Unit;

2E-check which are the current understanding of the customers (OCB Operations) about the Supply Unit;

3E-check which are the expectations of the customers (OCB Operations) about the future development of the Supply Unit;

4E-check the net promoter score tendency: would the operations promote the service offered by the Supply Chain E2E to colleagues?

The customers of the supply Unit are identified as following:

<b>Board level</b>	Operations Director  (2 people)	Medical Director 1  (2 people)	Logistics Director  (2 people)
<b>HQ level</b>	Operations Coordinators  (6 people)	Medicals Officers 6  (6 people)	Logistic Officers  (6 people)
<b>Capital level</b>	Mission Coordinators  (25 people)	Medical Coordinators  (25 people)	Logistic Coordinators  (25 people)
<b>Project level</b>	Field Coordinators  (100 people)	Medical Focal Points  (100 people)	Logistic Focal Point  (100 people)

Check the internal perspectives and point of view:

1I-check the current satisfaction level of the Supply people about the evolution of the Supply Unit until now;

2I-check which are the current understanding of the Supply people about the Supply Unit;

3I-check which are the expectations of the supply people about the future development of the Supply Unit;

The supply people are identified as following:

<b>Board level</b>	Supply Director (1 person)
<b>HQ level</b>	Supply Chain Officers  (7 people)
<b>Capital level</b>	Supply CO  (25 people)
<b>Project level</b>	Supply Focal Points  (100 people)

Scope: the referred target of the project is a feedback from 100% of the stakeholders. The realistic referred target feedback could be the following:

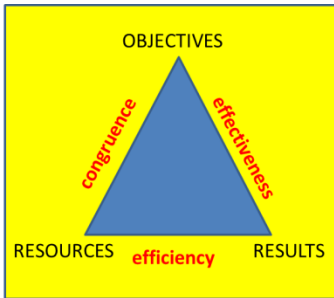
<b>Board level</b>	100 % of referred target
<b>HQ level</b>	100% of referred target
<b>Capital level</b>	80% of referred target
<b>Project level</b>	50% of referred target

**Proposed thematic areas for the ‘customer satisfaction survey’ (to be refined during process):**

1. Awareness about the Supply End2End reform:
  - 1.1 Check the awareness of the changes brought by the reform;
  - 1.2 Check if they felt any positive/negative changes concerning the evolution of the Supply Chain in their purchasing experiences; Check the feelings concerning the past, the present and the future of the SC.
  - 1.3 Check if the supply people/customers could start the supply chain process from zero, if they would have built a different SC Structure;
2. Products:
  - 2.1. Quality of products at delivery (downgrade of the products)/ Packaging/Cold chain;
  - 2.2. Appropriateness of the products (technical specifications log/med vs delivery);
3. Service:
  - 3.1. Order management/Procurement/Forecasting;
  - 3.2. Transport/customs/warehousing management;

- 3.3. GDP/ Traceability and batch recalls;
- 3.4. After sales management;
- 3.5. Customers Relations (cooperation and communication);
- 3.6. Tools and interactions systems ( btw supply and other departments);

4. Resources (efficiency):



- 4.1. Quality of Supply HR;
- 4.2. Quantity and set up of Supply HR;
- 4.3. Cost of resources and capabilities;

5. Customers retention and customers loyalty– (for the Operations only)

5.1. Retention of customers (Emotional): check if the operations would have purchased through the E2E Supply Chain even if they were free to buy elsewhere; Check how likely are they to continue to choose/repurchase from the OCB Supply Unit;

5.2. Loyalty Measurement (Affective, Behavioural): how likely is it operations would recommend the OCB SC to a friend or colleague?

For example: if you'd go to other organization (or OC) doing the same kind of job, would you promote the same way of managing the SC in this organization that it is done today at OCB? Would you ask the OCB Supply Unit to handle your SC?

5.3. Reliability and customer's needs fulfilment;

6. Eventual bottlenecks of the SC and improvements needed

**Proposed survey targets (to be refined during process):**

The referred targeted should be the 100% of all stakeholders: 399 people for operations and 133 people for Supply dept.

The realistic referred target sample size could be the following:

<b>Board level</b>	100 % of referred target for operations, med , log and supply = 7 directors
<b>HQ level</b>	100% of referred target for operations, med , log and supply = 25 HQ people
<b>Capital level</b>	80% of referred target for operations, med , log and supply = 80 capital people
<b>Project level</b>	50% of referred target for operations, med , log and supply = 200 project level people



