

Annex 3: Report HoM and MedCo Week Workshop Session

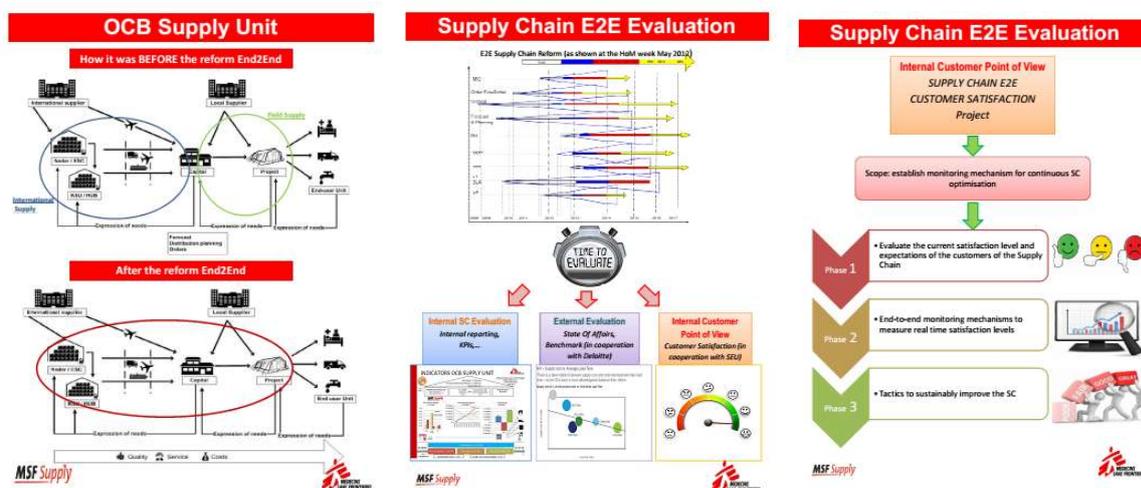
MSF OCB Carousel Workshop Mission and Med Co 2016  
**Summary Outcomes of Session: Feedback on Supply End-2-End Reform, discussing evaluation plans**

Based on notes by Johanna Linder, Greta Facile and Kaat Boon, 05/06/2016

This summary recaptures the main issues brought to the fore across the 7 groups of participants of the Carousel Workshop. (Context specific information was not included, please find in annex)

1. Introduction of the session

By means of the following posters the session was introduced:



Firstly, it was restated to the participants that the OCB Supply Unit, as part of the End-2-End Reform, takes on the responsibility for supply from the international up to the project level.

Secondly, a short intro into the three-fold evaluation of the End-2-End (E2E) reform that is currently being undertaken by the Supply Unit was given:

- An internal evaluation of the performance of the Supply Unit (internal reporting, KPI etc.)
- An external evaluation of the 'state of affairs' of all 5 OCs in MSF (benchmarking), commissioned by MSF Ex. Com. to the consultancy company Deloitte
- An evaluation of the internal customer point of view, towards capturing that view systematically and consistently inform supply chain improvement needs, in the future. This last evaluation is conducted internally with support from the SEU.

Thirdly, the three phases envisioned for the last evaluation were introduced:

- Evaluating the current satisfaction level and expectations of the customers of the Supply Chain
- Setting up E2E monitoring mechanisms to measure real time satisfaction levels
- Defining tactics to sustainably improve the Supply Chain

Participants were informed that the discussion part of the session was targeted at obtaining a first understanding of the current satisfaction level with the E2E reform in the field, to inform the first phase of this third evaluation. Participants were asked to share their experiences and opinions in regards to whether the E2E reform so far brought about positive change or not, how and why. They were furthermore informed that this first introductory discussion would be followed up by more in-depth consultation of their experiences and opinions later on, probably in the form of a survey.

Finally, to steer the input of the participants, participants were reminded about the ultimate goal of the E2E reform, and that is to enable a more optimal balance in cost of supplies, quality of supplies and service delivery in supply for all operations.

## 2. Main outcomes of the session

The E2E reform was considered, overall, beneficial to operations. Mentioned were GDP, shorter lead time in some cases, improved communication etc.

It was furthermore recognized that the reform is still ongoing, and thus the ultimate impact cannot be fully estimated yet. Also, quite some suggestions for further improvement of the Supply Chain were made.

### The role of Supply Co

Even if Supply Co isn't fully on par with the other coordination roles yet (which was acknowledged to be primarily an HR issue), the addition of dedicated supply expertise at the in-country coordination level was considered very valuable.

### Supply expertise in cells within OCB

Also this was explicitly mentioned by participants as a positive change: it smoothenes the supply chain, and communication and information flows around supply, across the different levels involved in an operation. Participants felt that supply had a rightful place at the coordination level, and that their input into the strategic level is further to be strengthened.

Examples of remaining difficulties in communication and information flow around supply in emergency contexts were mentioned, reflecting that supply expertise is not integrated in the e-pool.

### Dealing with context specificity

Participants mentioned that context specific elements have an important impact on supply. Some elements are not structural and are difficult to counter by means of improving internal ways of working of MSF (example of un-collaborative government customs officers). Other elements however can be addressed by the Supply Unit, such as: a thorough understanding of government rules and regulations around import is essential to smooth supply, and the Supply Unit should ensure that such understanding remains when staff changes.

It was agreed among participants that the agility of the Supply Unit to accommodate non-'regular' situations or needs, and a great variety of local particularities, is crucial and can be improved. Also the ordering of non-standard items was mentioned in this respect.

### Setting up local supply chains

Repeatedly, participants mentioned the need for more support in the setting up and management of local supply chains (validation of suppliers, speedy delivery to project level etc.). This is necessary to reflect the high percentage of local sourcing of supplies in many contexts.

It was also recognized that local procurement can have many advantages such as lesser lead times and avoiding increasingly complicated import regulations. In some contexts it can also present an important cost saving. The fact that many operations of MSF take place in middle-income countries was also mentioned in this respect.

The possibility of expanding on regional supply was also mentioned.

It was mentioned that a similar effort put into the improvement of international supply needs to be put into smoothening local supply, up until the final delivery to the project level.

### Supply of drugs

Participants mentioned the need for support (or at least formulating a clear approach/ standpoint in relation to this reality) in dealing with GDP and Quality Assurance in case drugs are sourced from others. Primarily mentioned were the Ministries of Health.

It was mentioned that the coordination between sourcing and management of pharmaceuticals and the supply chain can be improved.

### KSU

Participants mentioned that the evolution that KSU has gone through in recent years is very positive. Pro-active collaboration with operations has substantially improved.

### Ordering, validation

Participants mentioned their continuing need to smoothen the ordering process, and validations part of that. The following main points were mentioned:

- Discrepancy between validation process between local and international procurement
- Multiple validation steps, in international sourcing, cause time delays and a loss of sense of responsibility, possibly opening up room for mistakes
- Participants mentioned that the ordering process and tools, with the splitting of orders for example, and by passing through different validation steps, in practice, impacts negatively on the oversight that operations succeed to maintain over supplies.
- Tools used for ordering are considered still too complicated. Often basic 'self-made' files are still used to simplify ordering. The multiplication of 'self-made' files then again, later on, causes lack of oversight.
- It was suggested that the great number of different items that can be ordered might be a problem in itself. Related to this it was suggested that 'scenario ordering' could be considered: predefined combinations of items could be ordered, defined on the basis of 'type' activities within operations. Other participants however saw some risk in this, in terms of not reflecting context specific needs. It was however agreed that this is a valid option to look into more. Alternatively, it was mentioned that developing the order list could be done by supply staff after simple stating of operational needs by Med and Log Cos.
- Recurrent changing of item codes was also mentioned as a difficulty.

## Tools

Overall it was mentioned that tools within MSF change frequently, creating confusion in regards to which tools are current. It was mentioned that information should be shared more systematically about changes in tools, and that new tools should not be introduced without some introduction/ training in the use of them.

Tools currently in use were considered still to, at times, delay and complicate operations. An example given was the difficulty to work with Portal in areas with limited internet access (recognition of the fact that this is a technology issue rather than an IS issue). The complexity of formats was also mentioned; see above, under ordering and validation, for example.

## Communication and information sharing

It was stated by participants that good communication and information sharing are crucial to have smooth supply. Having explicit supply expertise at the in-country and OCB operations coordination level was considered very beneficial to that. Still, some examples were mentioned of having received insufficient reply on issues highlighted by in-country coordination.

Participants mentioned they would like to be better informed about what they can contribute to smoothen the Supply Chain and the further E2E process reform, about what they can expect from the Supply Unit, and about what changes are put in place.

## Monitoring

Participants mentioned that they did not feel that the KPIs used for the monitoring of the supply performance reflected the reality of timely and cost efficient delivery of appropriate and qualitative goods.

The need for systematic identification of issues with supply to inform further improvements was mentioned.

## Cost

It was mentioned that MSF should also consider cost efficiency with supply, as there are, in the opinion of some participants, quite easy gains to make through better planning and coordination. Value for Money should be addressed more. Also a closer coordination with finance was advised in regards to that.

## Evaluation by Deloitte / external consultants

Participants mentioned the risk involved in systematically engaging external consultants to deal with critical issues the organisation faces; loss of internal capacity consolidation, capturing and building.

Participants also questioned whether the profile and payment expectation of a consultancy firm such as Deloitte fits with MSF values.

## External coordination

Participants mentioned the importance of coordination with other OCs and other external actors involved in the supply of MSF operations, to ensure that different supply chains are coherent and/or compatible.

## Commitment of the Supply Unit

Though participants generally agreed on the benefits of the E2E Reform, the hope was expressed that the Supply Unit would commit to it completely, up until the last mile and finding workable and timely solutions for all context-specific challenges.

Participants mentioned that E2E actually should include the 'last mile' meaning the delivery of supplies to the 'end-user', often being the patient needing medication.

## HR

It was recognized by participants that Supply Cos are still to be 'made', in the sense that their now primarily technical competence needs to further be complemented with coordination competence. Participants however appreciated that this cannot be done overnight.

Participants mentioned that supply should be integrated into mission briefings.

Participants concurred the need for more training on supply overall.

It was recognised that improvement of systems needs to go hand in hand with improvement of people's skills, a greater continuity when staff changes etc.

It was mentioned that, now that the responsibility over supply is placed with a dedicated person and team (the Supply Unit), there is a risk (for the organisation) that this expertise is lost to the in-country coordination and operations team. The distance to supply staff should be shortened.

Participants made reference to estimate the supply needs well according to the needs of the operations.

## Annex

- Notes by Johanna Linder
- Notes by Greta Facile, with context specific information