

## Annex 5: Survey Design and Valuation

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### Surveys

As part of the data collection, two (quantitative) surveys were launched to obtain perspectives from the Capital and Field level:

- ‘INTERDEPARTMENTAL’: targeting Internal Customers at Capital and Field level (HoMs, Med Cos, Log Cos, Field Coordinators, Med Focal Points and Log Focal Points): to capture understanding, satisfaction and expectations with the Supply Unit and the E2E Reform;
- ‘INTRADPARTMENTAL’: targeting Supply Unit staff at Capital and Field level (Supply Co and Supply Focal Points): to capture understanding, satisfaction and expectations in regards to the support they receive from the Supply Unit HQ as instigated by the E2E Reform.

### Survey design

The surveys were divided into three main parts:

- Part 1: Capture satisfaction in regards to the overall performance of the Supply Unit – structured along 8 objectives of the supply function;
- Part 2: Identify how well aspects of the Supply Chain are supported by the Supply Unit across Departments (interdepartmental) and within the Supply Unit (intradepartmental), and are considered relevant and within the responsibility of the Supply Unit – the aspects were identified in collaboration with the Evaluation Management Team and completed and confirmed in the Supply Co Week workshop session;
- Part 3: Identify what the Capital and Field levels consider priority in improving supply – based on suggestions for further improvement of the supply function as they came up in the HoM and Med Co Week workshop session and during briefing meetings.

Open questions throughout the surveys allowed survey takers to highlight other issues they considered relevant and were overlooked in the survey design.

The survey draft designs developed by the Consultant were reviewed, for content, by the Evaluation Management Team.

Furthermore, collaboration with Netigate (Netigate is a provider of online survey software SEU works with) was sought to verify that the survey questions were phrased in a way that meaningful answers could be obtained and relevant quantitative outcomes collected. Lastly, before launching the survey, it was tested by the Evaluation Management Team. Please find the surveys designs in Annex 3.

Please find the detailed survey design below.

### Survey run-time

The final run-time (time allowed for responding) for the interdepartmental survey was about 5 and a half weeks, whereas the intradepartmental survey ran for about 4 weeks. Both were closed on the 19<sup>th</sup> of August.

## Survey sample

Please find below the targeted sample for both surveys, and the number of complete responses received:

	HoM	Med Co	Log Co	Log/ Sup Co	Field Co	Med FP	Log FP	Log/ Sup FP	TOT
Number of addressed	26	24	17	4	50	56	29	16	222
Number of responses	3	3	3	3	7	7	9	5	40
<b>Response percentage</b>	<b>11.5%</b>	<b>12.5%</b>	<b>17.6%</b>	<b>75.0%</b>	<b>14.0%</b>	<b>12.5%</b>	<b>31.0%</b>	<b>31.3%</b>	<b>18.0%</b>

Table 1. Response rate interdepartmental survey

	Supply Co	Supply FP	TOT
Number of addressed	17	26	43
Number of responses	7	2	9
<b>Response percentage</b>	<b>41.2%</b>	<b>7.7%</b>	<b>20.9%</b>

Table 2. Response rate intradepartmental survey

## Valuing the survey sample

The response rate for both surveys was low. This can be partially attributed to the fact that the survey was conducted over the holiday season. Since quite some surveys have been addressing MSF staff over the last couple of months, some survey fatigue may have been in play too. The E2E Reform and performance of the Supply Unit may not be the 'hottest' topic for the audience addressed, and this has most likely contributed to the low response rate as well.

In addition, the survey was not well targeted to its audience, as discussed under limitations and constraints, see below.

We have no feed-back on how well the software worked on the survey taker's computers and considering the locally available internet strength.

## Analysis of survey drop-off

Since the response is so low, it is worthwhile to analyse the drop-off point (when in the survey people that started filling in the survey decided not to complete it):

### INTERDEPARTMENTAL:

Of the 73 people (out of 222 addressed) that clicked on the link of the interdepartmental survey, 40 people completed it. 18% of the 73 dropped off immediately after having filled in their role and location. They can only have been put off by the question to rate how well the 8 objectives of supply are met. Another 19%, meaning 14 people, dropped off after completing this rating. They may have been put off by the first series of more detailed questioning around particular aspects of supply (about ordering) as these are the only questions they could see at that point. Only 7% of those that did fill in more of the survey, which stands for 5 persons, dropped off later on in the survey. That means that a maximum of 19 of the 222 addressed may have been discouraged by the length or depth of the survey, which is 8.6% of the people addressed.

### INTRADEPARTMENTAL:

Of the 19 people (out of 43 addressed) that clicked on the link of the intradepartmental survey, 10 dropped off immediately after having filled in their role and location. At that point, it is for survey takers impossible to click further without filling in the survey and thus to see its full length, so they could not have been demotivated by the length of the survey.

The time people took to complete the surveys cannot be stated exactly, as the software indicates that some people took over 24 hours. The assumption is that these people left the software open and completed the survey in bits

and pieces over the course of a day or more. However, many of the people that did complete the survey took below 20 minutes to do so, for both surveys.

### Consequences of the low response rate on the analysis of data

The low response rate has some consequences for the analysis of the data:

- Since all types of roles responded to the survey, it was possible to separate data between Departments and levels (Capital and Field). Only the role of the Supply FP, with only two survey takers, has been left out of most of the statistics below. (Per statistic it is indicated which data have been taken into account.)
- The surveys targeted to capture differences between regular and emergency operations. However, for the interdepartmental survey, only 3 complete responses from people active in an emergency operation were collected, and for the intradepartmental survey none. The comparison between emergency and regular operations could thus not be done.
- The findings below cannot be considered as quantitatively representative, but they can be considered as actual tendencies, as the responses that were obtained are consistent with input obtained through the HOM and Med, and the Supply Co Weeks workshop sessions, and were internally consistent.

### Survey design

#### **SURVEY I - INTERDEPARTMENTAL**

##### PART 1: Your profile

What is your role in the Mission / Project? *(Pre-defined answer options to click on: Mission Co / Med Co / Logs Co / Log-Supply Co / Field Co / Med Focal Point / Log Focal Point / Log-Supply Focal Point)*

Are you working in a regular or emergency Mission or Project? *(Pre-defined answer options to click on: regular / emergency)*

In which Mission are you working? *(Pre-defined answer options to click on: missions)*

##### PART 2: Your overall satisfaction with the Supply Chain

Please rate on a scale of 1 to 10 (1=very unsatisfied, 10= very satisfied) how satisfied you are with the following:

The types of supplies you receive from the Supply Unit	x/10
The quality of the supplies you receive from the Supply Unit	x/10
The condition in which you receive your supplies from the Supply Unit	x/10
The quantity of supplies you receive from the Supply Unit	x/10
The location in which you receive your supplies from the Supply Unit	x/10
The timing in which you receive your supplies from the Supply Unit	x/10
The cost of your supplies from the Supply Unit	x/10
The customer services provided by the Supply Unit	x/10

##### PART 3: Your satisfaction with particular services the Supply Unit provides

*(this note is to be included in the survey:)*

**Please note!** the Supply Unit includes the Supply Cos and Focal Points as well as the Supply Chain Officers and the larger MSF Supply Team at HQ level. Both local and international procurement are to be considered in your answers.

*For all questions in this part: 6 choice options to click on are provided per question, and only one can be clicked on:*

- *Not satisfactory (1)*
- *Acceptable (2)*
- *Satisfactory (3)*
- *I didn't receive support from the Supply Unit in this*
- *I don't need support from the Supply Unit in this*
- *This aspect is not relevant for my Mission, Project or role*

### **3.1 Your satisfaction with the ordering of supplies**

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit:

- The support you receive in the development of the Standard List
- The support you receive in the development of the Forecast
- The support you receive in the specification of the supplies you need
- The support you receive in determining the quantity of supplies you need
- The support you receive in determining realistic delivery times
- The support you receive in estimating the cost of supplies
- The support you receive in managing the order validation
- The support you receive in determining suitable sources of supplies
- The support you receive in ordering of items that are not on the Standard List
- The support you receive in ordering of non-standard items
- The support you receive in maintaining the overview over orders
- The support you receive in order tracking
- The support you receive in dealing with order changes

Are there other aspects of ordering you think the Supply Unit should offer support in? *(free entry)*

### **3.2 Your satisfaction with procurement of supplies**

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit with procurements of supplies:

- Explanation of the impact procurement can have on your planning
- Support in the procurement of non-standard items
- Support in optimizing the cost of supplies
- Support to identify different sources of supplies
- Ensure that suppliers deliver enough supplies
- Ensure suppliers can deliver an appropriate quality of supplies
- Ensure that suppliers deliver on time
- Ensure the transparency of procurement
- Ensure that ethical standards are met by suppliers

Are there other aspects of procurement you think the Supply Unit should offer support in? *(free entry)*

### 3.3 Your satisfaction with transport of supplies

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit with transport of supplies:

- How the Supply Unit supports transport planning
- How the Supply Unit handles customs clearance
- How the Supply Unit informs about ongoing and completed transports
- How the Supply Unit ensures the cold chain during transport
- How the Supply Unit deals with dangerous goods in transport
- How the Supply Unit informs about damages occurred during transport
- How the Supply Unit deals with safety and security during transport
- How the Supply Unit handles deliveries coming directly from suppliers
- How the Supply Unit estimates the costs involved in transport
- How the Supply Unit deals with last-mile delivery up to the end-users of supplies

Are there other aspects of transport you think the Supply Unit should offer support in? (*free entry*)

### 3.4 Your satisfaction with warehousing

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit with warehousing:

- Support in the verification of the quantity of supplies received
- Support in the verification of the type and quality of supplies received
- Support in determining which items to keep in stock
- Sufficient stock updates
- Support in determining replenishment needs
- Support in warehouse selection
- Support in warehouse design and organization
- Support in making available warehouse equipment
- Support in dealing with safety and security
- Support in estimating the costs involved in warehousing
- Support in dealing with dangerous goods
- Support in maintaining the cold chain
- Support in dealing with the storing of food
- Support in handling the storing of narcotics and psychotropics

Are there other aspects of warehousing you think the Supply Unit should offer support in? (*free entry*)

### 3.5 Your satisfaction with monitoring, evaluation, accountability and learning (MEAL)

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit with monitoring, evaluation, accountability and learning (MEAL):

- How the Supply Unit explains the supply guidelines for the Mission or Project
- How the Supply Unit clarifies the roles and responsibilities in supply

How the Supply Unit clarifies the impact of supply on operations  
How the Supply Unit informs about changes in approaches to supply  
How the Supply Unit informs about supply KPIs in the Mission/ Project  
How the Supply Unit manages complaints  
How the Supply Unit follows up on suggestions for improvement of supply  
How the Supply Unit supports the Annual Review of Operations

Are there other aspects of MEAL you think the Supply Unit should offer support in? (*free entry*)

PART 4: what do you consider priority to improve supply?

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 1:** reduce cost of supplies / more timely delivery of supplies / improve the quality of supplies / better reflect real needs in the catalogue / improve tracking of supplies / improve collaboration

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 2:** facilitate ordering of non-standard items / look into ordering predetermined packages / simplify ordering in regular operations / more accurate forecasting / simplify ordering in emergency operations / make ordering from other suppliers (other OCs, MoH, ESC etc.) easier / make ordering tools easier to use

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 3:** integrate supply more into operation's decision making / improve collaboration / provide more information on what the Supply Unit offers / clarify roles and responsibilities / develop better SLA's / learn more from context specific experiences / better follow-up on claims

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 4:** develop performance monitoring for the field / increase capacity and skills of supply staff / improve annual supply evaluations / real time monitoring of customer satisfaction / monitoring of value for money / ask more feedback on how supply can be improved / better define roles and responsibilities

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 5:** improve ordering from local suppliers / improve coordination with other suppliers (other OCs, ESCs, MoH, WHO, regional or other) / improve briefing on supply to non-supply staff / differentiate between emergency and regular operations / increase capacity to deal with context specific challenges / include last-mile delivery in Supply Unit's role / increase regional stock and procurement / increase the skills and capacities of supply staff / ensure dedicated supply expertise in emergency cells

What ideas for improving supply would you like to bring under our attention especially, from the above lists or other? (*free entry*)

## **SURVEY II - INTRADEPARTMENTAL**

### PART 1: Your profile

What is your role in the Mission / Project? (*Pre-defined answer options to click on: Supply Co / Supply Focal Point*)

Are you working in a regular or emergency Mission or Project? (*Pre-defined answer options to click on: regular / emergency*)

In which Mission are you working? In which Mission are you working? (*Pre-defined answer options to click on: missions*)

### PART 2: Your interpretation of the performance of the Supply Chain

What is, according to you, currently the biggest challenge the Supply Unit faces in **local sourcing** of supplies? *You can rank the options from 1 to 8, with 1 = biggest challenge and 8 = smallest challenge*

Supply the correct types of supplies  
Supply the correct quality of supplies  
Supplies arriving in good condition  
Supply the correct quantity of supplies  
Supply in the correct location  
Supplies arriving in time  
The cost of supplies  
Customer services

What is, according to you, currently the biggest challenge the Supply Unit faces in **international sourcing** of supplies? *You can rank the options from 1 to 8, with 1 = biggest challenge and 8 = smallest challenge*

Supply the correct types of supplies  
Supply the correct quality of supplies  
Supplies arriving in good condition  
Supply the correct quantity of supplies  
Supply in the correct location  
Supplies arriving in time  
The cost of supplies  
Customer services

### PART 3: Your satisfaction with the support you get from Supply Unit HQ

**Please note to consider both international and local sourcing in your answers**

*For all questions in this part: 6 choice options to click on are provided per question – only one can be chosen:*

- Satisfactory (1)
- Acceptable (2)

- *Not satisfactory (3)*
- *I didn't receive support from Supply Unit HQ for this*
- *I don't need support from Supply Unit HQ for this*
- *This aspect is not relevant to my Mission, Project or role*

### 3.1 Your satisfaction with the ordering of supplies

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit HQ with ordering of supplies:

- The support you receive in the development of the Standard List
- The support you receive in the development of the Forecast
- The support you receive in the Supply Unit in developing the specification of the supplies required
- The support you receive in determining the quantity of supplies required
- The support you receive in determining realistic delivery times
- The support you receive in estimating the cost of supplies
- The support you receive in managing the order validation
- The support you receive in determining suitable sources of supplies
- The support you receive in ordering of items that are not on the Standard List
- The support you receive in ordering of non-standard items?
- The support you receive in maintaining the overview over orders
- The support you receive in order tracking
- The support you receive in dealing with order changes

Are there other aspects of ordering you think Supply Unit HQ should offer support in? *(free entry)*

### 3.2 Your satisfaction with procurement of supplies

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit HQ with procurement of supplies:

- Support in estimating the impact procurement can have on the planning of operations
- Support in the procurement of non-standard items
- Support in optimizing the cost of supplies
- Support in identifying different sources of supplies
- Support in ensuring that suppliers deliver enough supplies
- Support in ensuring that suppliers can deliver an appropriate quality of supplies
- Support in ensuring that suppliers can deliver on time
- Support in ensuring the transparency of procurement
- Support in ensuring that ethical standards are met by suppliers

Are there other aspects of procurement you think Supply Unit HQ should offer support in? *(free entry)*

### 3.3 Your satisfaction with transport of supplies

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit HQ with transport of supplies:

- Support in transport planning

Support in handling customs clearance  
Support in transport tracking  
Support in maintaining the cold chain during transport  
Support in dealing with dangerous goods in transport  
Support in dealing with damages occurred during transport  
Support in dealing with safety and security during transport  
Support in handling deliveries coming directly from suppliers  
Support in estimating the costs involved in transport?  
Support in dealing with last-mile delivery up to the end-users of supplies

Are there other aspects of transport you think Supply Unit HQ should offer support in? (*free entry*)

### **3.4 Your satisfaction with warehousing**

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit HQ with warehousing:

Support for the verification of the quantity of supplies received  
Support for the verification of the type and quality of supplies received  
Support in determining which items to keep in stock  
Support in making stock updates  
Support in determining replenishment needs  
Support in warehouse selection  
Support in warehouse design and organization  
Support in making available warehouse equipment  
Support in dealing with safety and security  
Support in estimating the costs involved in warehousing  
Support in dealing with dangerous goods  
Support in maintaining the cold chain  
Support in dealing with the storing of food  
Support in handling the storing of narcotics and psychotropics

Are there other aspects of warehousing you think Supply Unit HQ should offer support in? (*free entry*)

### **3.5 Your satisfaction with monitoring, evaluation, accountability and learning (MEAL)**

Please indicate how satisfied you are with the following types of support you receive from the Supply Unit HQ with monitoring, evaluation, accountability and learning (MEAL):

How Supply Unit HQ supports you in the development of supply guidelines for the Mission or Project  
How Supply Unit HQ clarifies roles and responsibilities in supply  
How Supply Unit HQ supports you in understanding the impact of supply on operations  
How Supply Unit HQ informs you about changes in approaches to supply  
How Supply Unit HQ supports you in the development of KPIs in the Mission/ Project  
How Supply Unit HQ supports the management of complaints  
How Supply Unit HQ follows up on suggestions for improvement of supply  
How Supply Unit HQ supports the Annual Review of Operations

Are there other aspects of MEAL you think Supply Unit HQ should offer support in? (*free entry*)

PART 4: what do you consider priority to improve supply?

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 1:** reduce cost of supplies / more timely delivery of supplies / improve the quality of supplies / better reflect real needs in the catalogue / improve tracking of supplies / improve collaboration

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What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 3:** integrate supply more into operation's decision making / improve collaboration / provide more information on what the Supply Unit offers / clarify roles and responsibilities / develop better SLA's / learn more from context specific experiences / better follow-up on claims

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 4:** develop performance monitoring for the field / increase capacity and skills of supply staff / improve annual supply evaluations / real time monitoring of customer satisfaction / monitoring of value for money / ask more feedback on how supply can be improved / better define roles and responsibilities

What improvements of the Supply Chain do you consider priority? Please select your top 3 priorities in the option list below:

**List 5:** improve ordering from local suppliers / improve coordination with other suppliers (other OCs, ESCs, MoH, WHO, regional or other) / improve briefing on supply to non-supply staff / differentiate between emergency and regular operations / increase capacity to deal with context specific challenges / include last-mile delivery in Supply Unit's role / increase regional stock and procurement / increase the skills and capacities of supply staff / ensure dedicated supply expertise in emergency cells

What ideas for improving supply would you like to bring under our attention especially, from the above lists or other? (*free entry*)

