

Subject/Mission	Ebola Emergency Response
Review Sponsor	Brice De Le Vigne (OCB Director of Operations)
Review Manager	Sabine Kampmueller- Stockholm Evaluation Unit (SEU)
Review Team Leader	David Curtis- Consultant
Starting Date	01/06/15
Duration	45 Days

Terms of Reference: Supply

REASON FOR THE REVIEW

One year after MSF (OCB) launched its response to the Ebola outbreak in Western Africa, and due to the complexity and challenges that have stretched the organisation, MSF OCB requires an **extensive multi-sectorial** review of its intervention.

PURPOSE AND SCOPE

The overall objective of the review is to provide: a picture of the intervention through a series of timelines identifying important events and milestones, a critical analysis of the intervention and choices taken with a focus on areas which challenged the organisation to change, adapt or develop new ways of working in response to the Ebola outbreak.

The review will look at the time period of 1st March 2014 to 31st March 2015.

The review should focus on the appropriateness of the chosen strategies/approach and provide an analysis of the effectiveness of the intervention. The analysis should identify key learning areas based on examples of good and bad practice as well as make recommendations for possible future best practices which can potentially improve guidelines, departmental strategies and learning.

The reviews scope is limited to all areas of the intervention under the direct operational management of OCB in the three countries most affected.

SPECIFIC EVALUATION TOPICS: Supply

- 1. How successful was implementation of the OCB Supply Unit strategy for the OCB Ebola response?**
2. Were the existing guidelines/strategies/protocols sufficient to address the supply needs? (Appropriateness)
3. To what extent were the guidelines/strategies/protocols able to be implemented in the different locations? (Appropriateness)

4. Were timely adaptations made in response to changes in the working environment and context? (Effectiveness)
5. How effective was the forecasting of the supply needs in response to the evolving demand? (Effectiveness)
6. What were the main opportunities and constraints in the implementation of the OCB Supply Unit approach? (Effectiveness)
7. Were local resources used and, if so, what and how were they employed? (Connectedness)
8. Did OCB make use of additional supply capacity within the MSF organisation? (Effectiveness)
9. What impact did the OCB Supply Unit strategy have on MSF Logistique and the Amsterdam Procurement Unit? (Impact)

Supply sub-questions

- How did MSF Supply address the surge in supply during the outbreak?
- How did MSF Supply manage the relations and demands from external actors?
- How was the excess stock managed? How was the process for the reintroduction of supply materials from the countries to MSF Supply implemented?
- What was the impact on supply regarding the transport challenges?
- What is the expectation of operations in relation to future supply interventions? Should the OCB supply unit designed to replicate the same response? Is operations expecting a reverse supply chain in an emergency?
- How did operational innovation impact on supply?
- How did Supply manage the exponential growth in a very short amount of time; needs exceeding manufacturing capacity of validated suppliers?
 - What was the perspective of the end user? Did it meet expectations?

2. What effect did the Ebola intervention have on the supply to non-Ebola missions including emergencies?

1. Were there any consequences relating to the supply response on non-Ebola missions of OCB? (Impact)

Supply sub-questions

What was the perception of regular missions? Were there any impacts on their own operations?

Specific and Transversal Operational Challenges

3.0 How successfully was the OCB Prevention and Disinfection Kit Distribution designed & implemented? (Logistics led question with Supply and Medical support)

1. How was the strategy developed and implemented for the Monrovia disinfection kit distribution? (Appropriateness)
2. Were timely adaptations made in response to changes in the working environment and context? (Effectiveness)
3. To what extent were the objectives reached (e.g. coverage, timeliness, other)? (Effectiveness)
4. Can any positive improvement in the health status be attributed to the kit distribution? If so, how and to what extent? (Impact)

EXPECTED USES AND OUTPUTS

- Interactive overview of the key milestones/decisions/context of the intervention
- Critical analysis of the strategic choices and decisions
- Critical analysis of the successes at the level of implementation
- Potential areas for learning
- Recommendations for the future best practices where relevant

The review should focus specifically on the areas of the response which challenged OCB to adapt the strategy, develop new solutions or change its way of working. The review is not a classic what was done and what was not done review.

The review will attempt to deliver components of the ToR during the allotted timeframe. The Review will deliver a report per sector and specific transversal questions, which will be synthesised into a final document.

METHODOLOGY PROPOSED

The review should incorporate a mixed methodology (qualitative and quantitative) based on the MSF guideline for evaluation e.g. based on the objectives of the response and DAC criteria¹.

Will include: review and analysis of key project documents, interviews with team members at HQ and field levels, interviews with local authorities and other organizations, Interviews with patients, surveys, natural group discussions, roundtables, focus groups and lessons learned workshops.

REQUIREMENTS: Supply

Expected Background and Experience

The evaluators should be experienced independent consultants with the following minimum qualifications and experiences:

Profile

- Minimum 5 years of experience in humanitarian and development assistance
- Qualification and or experience implementing End to End Supply Chain
- Experience in West Africa a plus.
- Experience in conducting Supply or other sector program and project evaluations and / or reviews essential,
- Knowledge if humanitarian and emergency procedures with large international institutions essential, with knowledge and or specific experience with MSF a plus.
- English essential, French a plus

¹ OECD DAC Criteria: Criteria for evaluation development assistance

PRACTICAL IMPLEMENTATION OF THE EVALUATION

The number of days identified are for the period between 01/06/15 and 31/10/15. The report writing and triangulation is expected to take place during September and October

Consultant 1	Supply
Timing of the evaluation	Starting June 2015
• For preparation (Days)	2 weeks
• For field visits (Days)	2 weeks (to be confirmed)
• For interviews (Days)	2 weeks
• Analysis and Triangulation	1 weeks
• For writing up report (Days)	2 weeks
Total time required (Days)	45 days
