



MSF Supply
2023
annual review

MSF Supply



2023: affirming our commitments

2023 CAN BE SEEN IN SEVERAL RESPECTS AS THE AFFIRMATION OF OUR COMMITMENTS FOCUSED ON:

- Our missions and our external partners, with an ongoing drive to improve our service
- Improving our processes and interaction with our MSF partners (Operational Centre Brussels and MSF purchasing centres)
- People with the action plan to deal with the psychosocial risks faced by our employees and the communication plan based on our values.

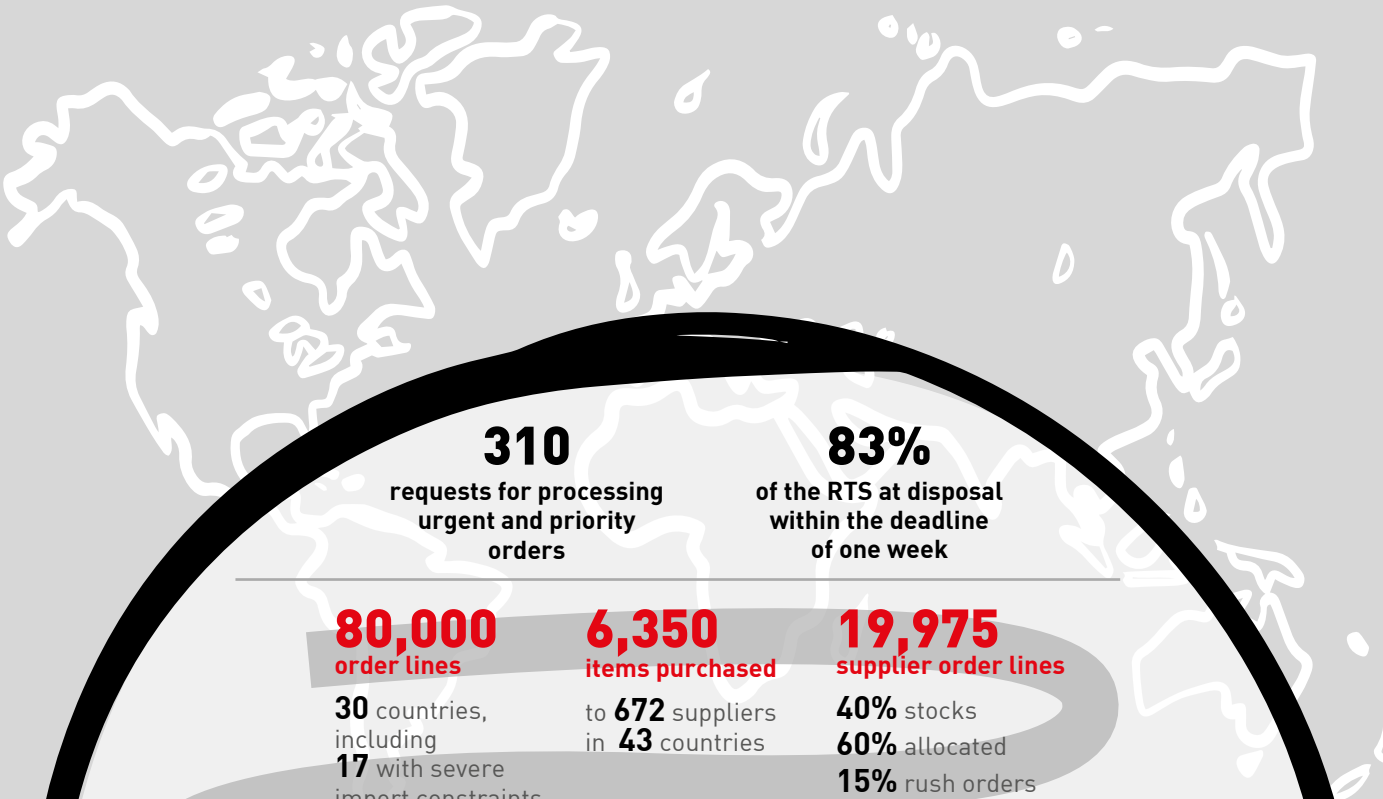
Thinking about the future and how we want to get there involves large-scale projects such as the overhaul of our information systems. With this in mind, and in order to achieve our goal, our long-term actions can only be carried out in collaboration with the OCB Supply Chain Department and the MSF Purchasing Centres, in particular MSF Logistics.

Launched in 2022, our strategy, which reflects our commitments, was put in place and then revised at the end of 2023 in order to remain in line with MSF Supply's mission and the OCB's overall strategy. Integrating MSF Supply Kenya and factoring our carbon emissions into our targets are two examples. Clear actions and prioritisation of targets in MSF Supply's strategy are helping to minimise and control the impact on our business.

In conclusion, the workload remained high in 2023 despite the fall in activity that followed an exceptional 2022.

I would like to thank all our staff for their unfailing individual commitment, which has enabled MSF Supply in turn to meet its commitments!

We can be proud of our ambitions and the work we've already accomplished.



310

requests for processing
urgent and priority
orders

83%

of the RTS at disposal
within the deadline
of one week

80,000
order lines

30 countries,
including
17 with severe
import constraints

6,350
items purchased

to 672 suppliers
in 43 countries

19,975
supplier order lines

40% stocks
60% allocated
15% rush orders

2,059
valid items

48% (560 Log A-P
+ 423 Log T)

52% (1,076MED)

45%
increase in cold
room volume

11,350
orders received

3,142
tonnes shipped

1,495 by air
1,276 by sea
370 by road
1.6 at head office

200
cargoes organised
by MSF Supply

including 17 sea
freight, the first
organised by MSF

64.3
million transit units
managed in customs

641 imports in transit
1,270 exports in
transit

SHIPMENTS

4,849
certificates
managed

15,907
purchase
invoices

35
Average length of
recruitment 31.3
working days



132
employees
to carry out
the flow

1

MSF Supply highlights

MOST OF MSF SUPPLY'S ACTIVITY IS FOCUSED ON PROCESSING ORDERS FROM OUR INTERNAL AND EXTERNAL PARTNERS, AS WELL AS DISPATCHING THEM. HOWEVER, TO ACHIEVE THESE RESULTS IN TERMS OF QUALITY AND EFFICIENCY, A DAILY EFFORT BY ALL OUR TEAMS IS REQUIRED TO ANTICIPATE NEEDS, POOL RESOURCES, IMPROVE OUR PROCESSES AND RATIONALISE COSTS.

THE EIGHT TOPICS DEVELOPED BELOW WILL ADDRESS OUR SUCCESSES, THE CHALLENGES WE HAVE OVERCOME AND OUR PRIDE IN 2023.

OPERATIONS

MSF SUPPLY KENYA

MUTUALISATION BETWEEN SUPPLY CENTRES

EMERGENCY STOCKS

ANTICIPATING STORAGE REQUIREMENTS

SAVINGS REALISED

EXTERNAL PARTNERS

THE HUMAN VALUE OF OUR RESOURCES

Operations

In addition to the regular activities in over 30 countries, we have responded to emergencies in countries where we do not usually intervene. Adaptability and creativity in the search for logistical solutions have been the watchwords for these emergencies.

EMERGENCY IN TURKEY/SYRIA - EARTHQUAKE

On 6 February 2023, two devastating earthquakes hit Turkey and Syria. Following this disaster, the OCB emergency pool decided to send the MUST2 (Mobile Unit Surgical Trailers) to Syria. MUST2 is made up of 17 containers placed on 17 trailers, each container holding all the equipment needed to operate this mobile surgical hospital (except for consumables). The challenge was to find the most suitable routing to move these 17 trailers, taking into account the transit time needed to reach the region affected by the earthquake, the damaged roads and the difficulties involved in exporting and importing such a structure. MUST2 was finally shipped from the port of Trieste in Italy to the port of Mersin in Turkey. From there, it continued on the road to Syria.

Urgent orders were also sent by air and road via Turkey.

EMERGENCY IN NORTH SUDAN - COUP D'ETAT

The first orders for the North Sudan emergency arrived on 27 April 2023, following the armed conflict that had broken out twelve days earlier between the ruling army and paramilitary forces.

A total of 1,344 urgent medical and logistics order lines were processed.

With the the airspace closed, our main challenges were to find a route that would enable us to get the goods to Sudan, import the goods and obtain import licences for narcotics and precursors following the collapse of the authorities.

To date, three air shipments have arrived in Port Sudan via MSF Logistics in Dubai (102 tonnes and 615 m³ in total).

At present, the strategy is to send orders by sea, except for cold chain, dangerous products and narcotics.

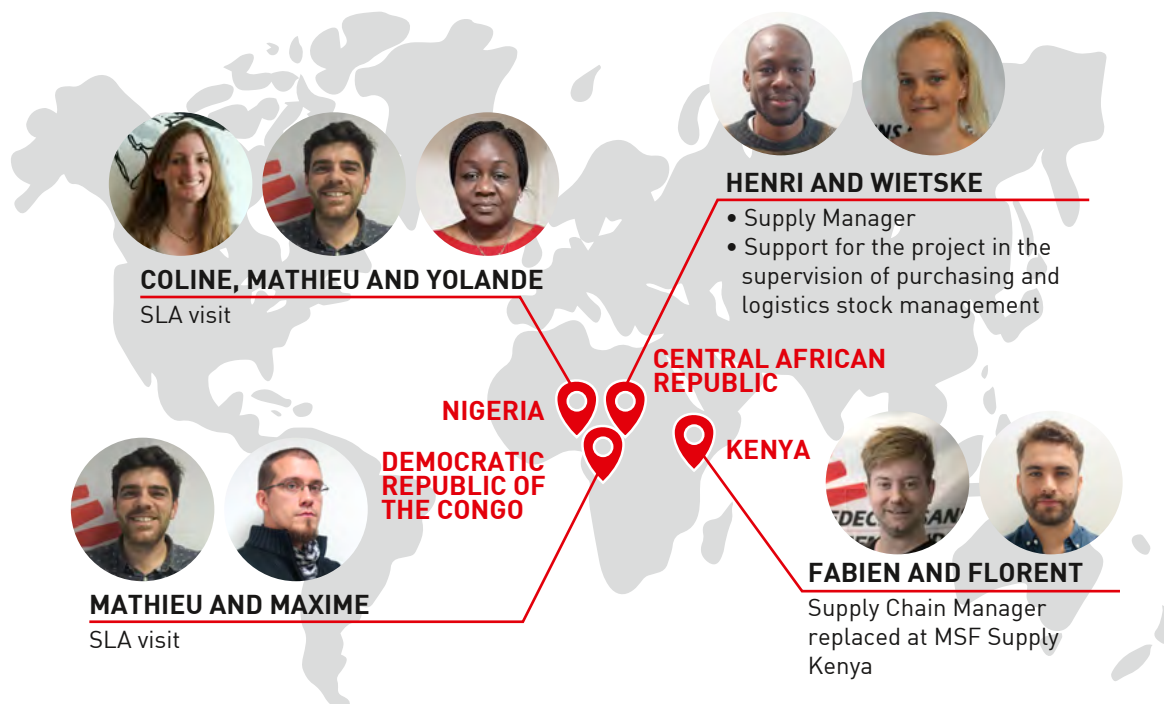
EMERGENCY IN GAZA - WAR BETWEEN ISRAEL AND GAZA

The third major emergency in 2023 was the response to the conflict between Israel and Gaza. Three charters were organised by MSF Logistics in conjunction with the World Health Organisation (WHO), the only organisation authorised to bring humanitarian aid into the Gaza Strip. In total, we delivered 24 tonnes/132 m³ of goods to Bordeaux, from where they were picked up by MSF Logistics and sent to El Arich in Egypt, with WHO then taking over the task of importing and transporting them to Gaza. A number of constraints had to be taken into account, such as the mix of types of goods by freight, the height and weight of pallets, and the extensive list of goods considered to be dual-use goods. Dual-use goods are products, technologies and software that can be used for both civil and military purposes. Solar panels, generators, autoclaves, survival blankets, telecoms equipment and batteries are just some of the items that had to be unpacked because they were banned.

BENIN

The OCB Benin mission was launched in 2021 and since then we have encountered many difficulties importing medicines into the country, mainly because of a restrictive government list of medicines authorised for import. Many orders have had to be cancelled and put back into stock.

In 2023, we were at last able to ship the first medical orders after several years of negotiation with the authorities, who finally accepted our medicines on condition that the orders were validated in advance.



MSF Supply Kenya

This year, MSF Supply inaugurated a major innovative project: the regionalisation of its supply chain with the creation of MSF Supply Kenya through the integration of the Kenya Supply Unit (KSU) logistics platform at its very heart. Much more than a simple extension, this meets a strategic need to regionalise the MSF movement's supply chain.

MSF Supply Kenya project is a response to several major challenges. The integration of KSU will enable an optimised supply chain, a significant reduction in its carbon footprint and greater proximity to missions by rapidly supplying the essential products they need.

Four phases are required to enable gradual expansion and reach a target of 80 products in stock by 2026, meeting the essential needs of the East African missions of 4 sections.

In March 2023, MSF Supply initiated this integration in a test phase. How? By integrating a selection of targeted products into the Nairobi stockpile and delivering to OCB missions in East Africa, demonstrating the effectiveness of the MSF Supply Kenya platform. This required the involvement of all the departments in Brussels and Nairobi, in order to build a lasting relationship between the different teams and to put in place the essential requirements in terms of operational processes.

The results of this first phase have been a success, thanks in particular to international supply orders delivered through optimised transport by sea and to successful deliveries for several missions by truck from Nairobi, while complying with GDP standards.

At the end of 2023, phase 2 of the project was launched with clear targets: to sustain and develop the achievements of the test phase and to increase MSF Supply Kenya's capacity to meet the growing needs of the missions.

In addition, our platform will also receive orders for new missions from other sections (OCG, OCP, OCBA), expanding our activities.



Mutualisation between supply centres

In 2023, a number of projects progressed in parallel, with the aim of pooling resources and programmes between the three supply centres.

The centres' objectives are often the same, but the means of achieving them can be different. However, by pooling our resources, we can bring our methods closer together and share costs at the same time.

There are international interoperability and mutualisation projects between the three supply centres as well as projects solely between MSF Supply and MSF Logistique.

In 2023, in collaboration with MSF Logistique, we have launched or continued several projects with mutualisation in mind:

- the ambitious Information Systems Review project, which aims at identifying a new ERP (Enterprise Resource Planning) and WMS (Warehouse Management System) in order to benefit from modern technologies that respond more adequately to our current and future challenges
- redesigning a common Portal
- sharing tools so that they become common, such as Basware (automation of electronic invoicing processes) and the Claims project

Internationally, with all the ESCs and some OCs, the projects that progressed are:

- Unimeds: harmonisation/uniformisation in a single database of technical data from MSF medical articles' sources
- Medical Devices Repository: common documentary database on non-batch related documents for medical devices
- HS code: single database for all products with a single HS (Harmonised Schedule) code per product
- And lastly, a future project that already required reflexion and cooperation: Single Data Entry (SDE), aimed at using barcode technology in projects.

There are currently many mutualisation projects under way, all designed to achieve the objectives of rationalisation, interoperability and efficiency to better serve projects on the ground. Despite the investment involved, the long-term benefits are undeniable.

The success of mutualisation depends entirely on the involvement of the teams concerned, and an effective and inclusive communication.

The year 2023 has shown that at MSF Supply, we are fortunate to have committed teams who help us to achieve our objectives with our colleagues from other supply centres.

Emergency stocks

In 2023, a review of OCB emergency stocks was carried out with the aim of refreshing, adapting and above all ensuring the availability of a stock of relevant items in the event of an emergency. This exercise had not been carried out for several years.

We wanted to adapt our capacity to respond to emergencies by aligning ourselves with the constraints, needs and realities on the ground, which are constantly evolving.

Renato, the Emergency Supply Chain Officer, and his OCB team worked on 14 different emergency scenarios. These scenarios include in particular:

- Violence and Conflict
- Epidemics (cholera, typhoid fever, measles, dengue fever, malaria, Ebola, etc.)
- Nutrition
- Population displacement
- Natural disasters

To guarantee its ability to react quickly, particularly in emergency situations, the OCB must have the appropriate equipment available as quickly as possible. These items must be stored in anticipation of an emergency response and must be released immediately if required.

The volumes discussed should make it possible to respond to two "Nutrition" and two "Other" scenarios simultaneously, for two month operations.

In addition to these areas of intervention, we have taken into account the dimension of the area of intervention, including any import constraints that may arise depending on the geographical area. An agreement has been signed between the OCB and MSF Supply. The revised emergency stockpile now represents a value of €3.7 million, i.e. around 20% of the average value of MSF Supply's stockpile.

The replenishment department is responsible for updating this stock, ensuring availability in the event of an emergency by avoiding any shortages and adapting expiry dates. These items can be standard items, kits or modules.





Anticipating storage requirements

The logistical balance sheet of our warehouse has undergone a significant transformation with the increase in storage capacity. This increase in our storage capacity involves changing the layout of the warehouse and creating smaller pallet racks. The skilful integration of the new constraints into our warehouse management system has mainly concerned specific import documentation, with the integration of documentation into parcels, the increasing management of unpacking, the increase in non-conformities for orders dedicated to missions following their import constraints and the specific management of kits. We have put together kits for the crisis in Palestine, such as risk kits, KmedKfai and others. All this has required us to review our processes to ensure that orders can be prepared with minimum disruption to our supply chain.

As part of these changes, the increased mobility of our teams has emerged as an essential strategy. Agile coordination between members, facilitated by fluid communication, has enabled more flexible and responsive operational management.

We therefore see that our warehouse management is undergoing a metamorphosis, successfully adapting to growth, overcoming new challenges and strengthening its position as a crucial link in a high-performance, customised supply chain.

Savings realised

Our bonded warehouse provides significant advantages to the organisation. It allows us to stock items that we wouldn't be able to stock without keeping them in transit and it also allows us to avoid customs duties and VAT on certain items (estimated at €110,000 in 2023). DG ECHO continued to fund flights to Afghanistan, which is very difficult to reach, as well as to Niger and Chad. We benefited from eight shared flights. We also benefited from free road freight to the Ukraine with one of our forwarding agents. In total, 543 m³ and 107 tonnes will be shipped through these routes in 2023, saving approximately €543,000 in transport costs. We were also able to save around €2,500 on Log and Freeze Tags, which were recovered by our missions as part of the project of the same name.

Our Known Shipper status means that our goods are exempt from physical checks at the airport, saving us €193,600 in 2023.

The department expects to achieve savings/cost avoidance through direct purchasing of €770k in 2023.

External partners

Business with our external partners fell slightly this year. It represents 16% of turnover, compared to 20% last year. This is due to extraordinary activity in 2022, particularly with the war in Ukraine. The turnover with our usual partners (ALIMA, ACF, UNICEF, CRF, etc.) remained more or less the same.

Free flights through DG ECHO and the reduction in activity in Ukraine may also have had an impact on the overall figures.

Among the projects completed in 2023, we can highlight:

- Drawing up and signing a framework agreement with ACF
- Drawing up and signing a framework agreement with the FIU
- Revision and translation of our General Terms and Conditions of Sale
- Visits to ACF and CRF as part of the strengthening of our partnerships.

In 2023, we were able to welcome the Italian NGO Emergency NGO as a new external partner.

But 2023 also marks the introduction of new constraints. Following an audit by the Belgian Federal Public Health Service, the authorities are now asking us to ensure that the NGOs (invoiced in Europe) with which we work are in possession of a WDA (Wholesale Distributor Authorisation) or other equivalent document authorising them to purchase and distribute medicines. This requirement only concerns medicinal products and not medical devices or other items.

All our partners have been informed and have taken the necessary steps, which has even led some NGOs to reaffirm their satisfaction and desire to continue working with MSF Supply.

The human value of our resources

In 2023, we worked on two main projects focusing on the interaction and well-being of our employees. These are the “values determination” project and the “psychosocial risk survey”.

Thanks to a collaborative method involving various workshops, all the workers were able to participate in the development of our values, essential concepts adapted to the mission and structure of MSF in general and MSF Supply in particular. The values represent the collaboration between employees and their responsibilities.

After two workshops and a large number of analyses, our four defined values are:

- Flexibility
- Commitment
- Respect
- Collaboration

Each value has been supplemented by a series of related behaviours to render their application more concrete in the daily life of MSF Supply.

We have integrated values into our recruitment process and further steps will follow in 2024.

The 2nd major project was the psychosocial risk survey.

The survey was carried out in a transparent and anonymous manner by our external occupational health and safety service.

The results were positive and were communicated to the whole organisation. In a more targeted way, they were communicated at departmental levels, to be able to implement the actions most in line with expectations and needs. We also prepared the various workshops scheduled for 2024 in 2023.



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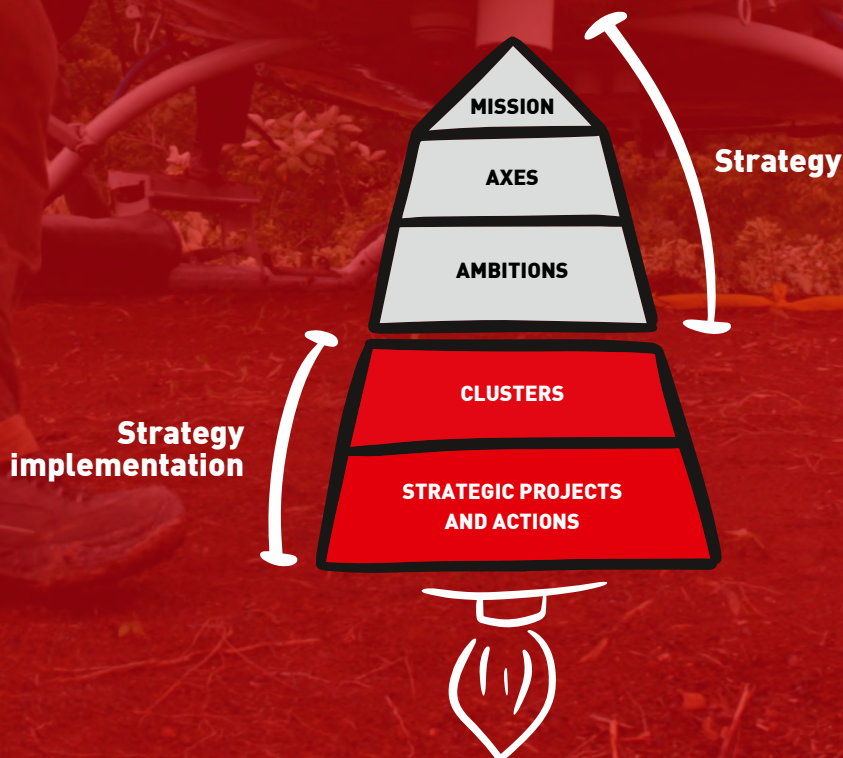
Progress of the strategy

THE FIRST EVALUATION OF THE STRATEGY TOOK PLACE IN NOVEMBER 2023 TO DETERMINE WHETHER THE CONTENT AND FORM WERE IN LINE WITH AGREED GOALS.

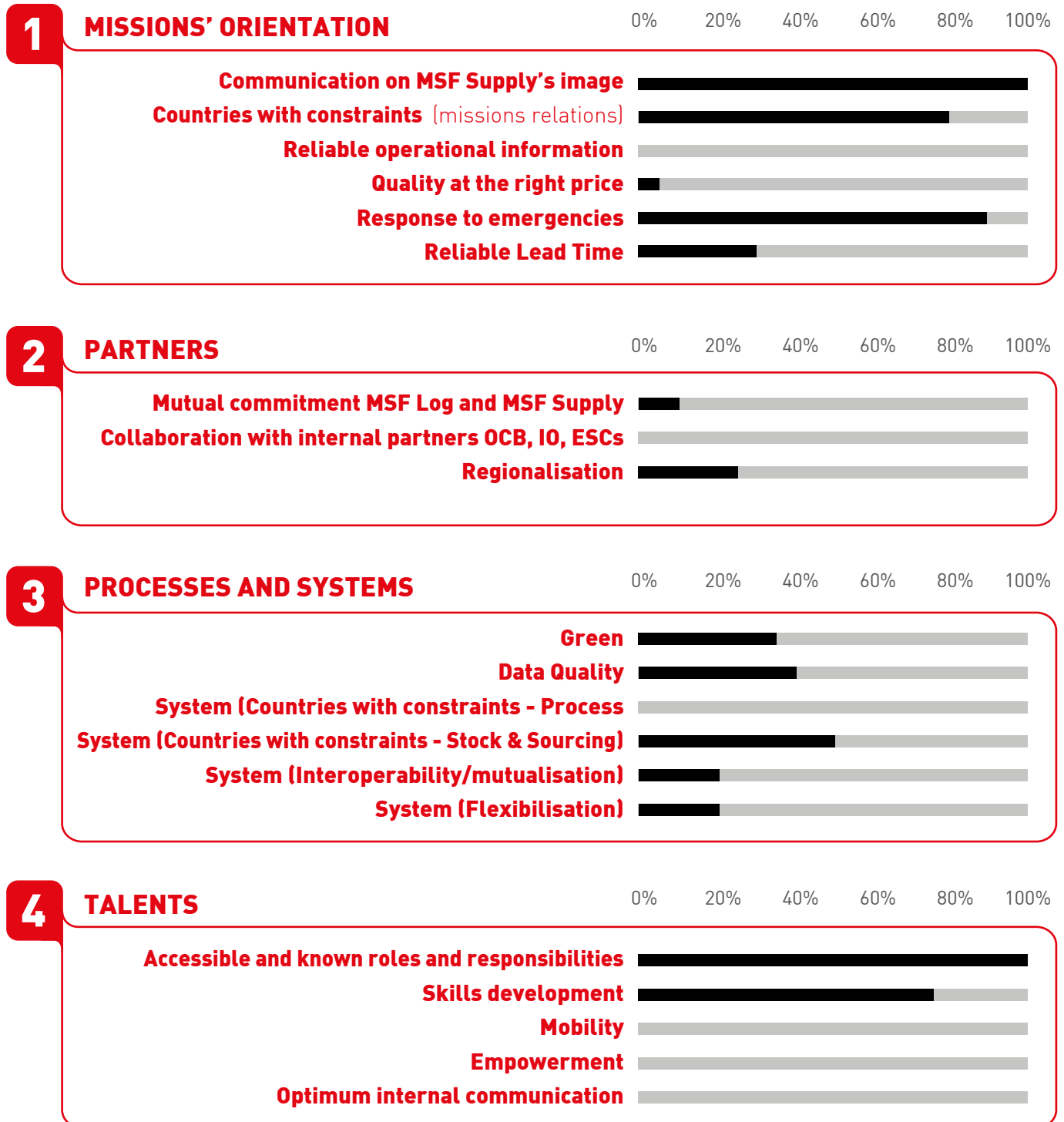
The results are very positive, with a large number of actions and strategic projects launched by the clusters (working groups and think tanks). On the other hand, the sheer number of projects consumes teams' energy and time. They often have to work on multiple major projects at the same time. Clusters and their actions have been prioritised in order to channel resources where necessary and the operational dimension has been given priority. Of course, several clusters can operate in parallel when they do not require multi-departmental resources.

By 2023, two clusters have achieved their targets and two others are very close to completing their actions.

The priorities for 2024 focus on countries with constraints, which bring together 3 Axis System clusters, interoperability and pooling, regionalisation and Green.



Clusters progression in 2023



Divided into cycles to better adapt to needs, clusters are reviewed every four months and the strategy itself once a year. Agility is integrated in such a way as to allow the strategy to reinvent itself when necessary.

Missions' orientation	CLUSTER	STRATEGIC ACTIONS	STRATEGIC PROJECTS
	<p>Reliable Lead Time</p> <p>The lead time for international orders is fragmented (with various responsibilities). It is long and complex because it can be impacted by multiple external variables. However, it remains essential throughout the supply chain to avoid any breakdowns that could have an operational impact on our partners. So we have decided to improve our lead times by working with the assignments to develop an optimised and reliable lead time right up to arrival in the field.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Definition and validation of the stamps that make up the lead time <p>CURRENT</p> <ul style="list-style-type: none"> • Compilation and monitoring of our partners' order timetables in order to get ahead of the work. • Planned communication to OCB • Taking into account the RDD when the order is placed and estimating the date of arrival when the order is confirmed → reviewing the systems and processes in order to integrate this concept throughout the chain. • Drawing up specifications • Segmentation of items by type of lead time: "short and reliable, long and reliable, unreliable" in order to communicate more realistic supply lead times to our partners → tool developed by the replenishment department, semi-automated tool is being tested for three months. <p>FUTURE</p> <ul style="list-style-type: none"> • Lead time estimates posted online in the catalogue 	<p>Future Short Shelf Life project</p>
	<p>Emergency response</p> <p>Keeping emergency stocks up to date (items and quantities) to be able to respond to urgent requests from our partners. Review the internal MSF Supply workflow for managing urgent requests.</p>	<p>PAST EVENTS</p> <ul style="list-style-type: none"> • Revision of scenarios • Removal of outdated kits from stock • Discussion session with Epool • Analysis of the list of items to be proposed and adjustment (+/-) of BE01MBE stock • Analysis of financial impact and storage capacity • Approval of new BE01MBE revised stock • "Upgrade MFH 1 stock" changed to "upgrade MFH 1 to MFH 2". <p>CURRENT</p> <ul style="list-style-type: none"> • Regular monitoring and establishment of a management contract <p>FUTURE MSF SUPPLY ONLY</p> <ul style="list-style-type: none"> • Revision of the emergency management procedure • Emergency coordinator support manual (including contract management) 	<p>NA</p>
	<p>Quality at the right price</p> <p>KWe want to ensure that quality products are bought and sold at a fair price for the missions by optimising financial resources within MSF Supply.</p>	<p>CURRENT</p> <ul style="list-style-type: none"> • Analysis of the change in pricing policy including simulation with flat margin and drafting of rationales for Cogest and CA <p>FUTURE</p> <ul style="list-style-type: none"> • Comparison of inter-ESC purchase prices through the Power Bi report showing potential inter-ESC savings at Procurement level • Analysis of stock destruction at replenishment level • Revision of existing structural contracts 	<p>NA</p>

CLUSTER

STRATEGIC ACTIONS

STRATEGIC PROJECTS

Countries with constraints (mission relations)

There are more and more import constraints and they change quite often. The aim is to enable MSF Supply to adapt as quickly as possible to any new constraints by putting in place the appropriate tools for monitoring and updating these constraints.

PAST

- Completion of the Service catalogue with sheets on the validation process for import constraints
- Development of a collaboration platform between missions and desks to improve communication flows and dynamically absorb new constraints

CURRENT

- Revision of the country sheet to standardise the recording of import constraints.

FUTURE

- Setting up the collaboration platform and the country file with all the missions.

NA

Communication and image of MSF Supply

MSF Supply wants to increase its visibility among its internal and external partners, the general public and the MSF movement in order to become better known and recognised

IMPLEMENTED THROUGH:

- Building signage, Tours (redesigned PPT), Website redesign and update
- Integration of MSF Supply news into OCB networks and newsletters



NA

Mutual commitment between MSF Logistics and MSF Supply

CURRENT

- List of shared projects, interoperability and actions between the two ESCs
- Regular meetings between departments
- Future: drafting of a letter of commitment between the two centres, setting out the relationship and common targets

NA

Regionalisation

PAST

- MoU on roles and responsibilities (four FBOs and MSF Logistics)

CURRENT

- Governance MSF Supply Kenya

FUTURE

- MoU between MSF Supply and ex-KSU
- Participation in discussions led by OCB SC
- Follow-up to SNEA
- Monitoring the creation of new CBs and determining the impact on MSF Supply

PAST

- Phase 1 MSF Supply Kenya test (nine products, three countries, GDP, ERP, process)

CURRENT

- Phase 2 MSF Supply Kenya (30 products, four OCBs (OCB, OCG, OCBA, OCP) and seven East African countries)

FUTURE

- Phases 3 and 4 to grow to 80 products

CLUSTER	STRATEGIC ACTIONS	STRATEGIC PROJECTS
<p>System (Flexibilisation)</p> <p>Giving priority to actions and projects that make it possible to:</p> <ul style="list-style-type: none"> • improve MSF Supply services to the missions • resolve major operational bottlenecks 	<p>PAST</p> <ul style="list-style-type: none"> • Cluster and scope definition • PCast meeting <p>FUTURE</p> <ul style="list-style-type: none"> • Drawing up an evaluation grid for the various criteria • Working with PCast and the Key Users platform on potential issues to be included in the cluster. • Mapping of operational bottlenecks at MSF SUPPLY • Choice of priority according to mapping 	<p>CURRENT</p> <ul style="list-style-type: none"> • Unpacking management <p>FUTURE</p> <ul style="list-style-type: none"> • MOQ/MOV • Confirmation OP/AC, • Traceability
<p>System (interoperability/sharing)</p> <p>Creating synergies and joint projects with MSF Logistics on the revision of information systems where there is an interest in pooling or an interest in interoperability for MSF Supply, citing the portal or Nodhos systems as examples</p>	<p>PAST</p> <ul style="list-style-type: none"> • Development of the “transport tender” tool to include MSF Log (same tool) • Validation of the organisation chart for the Information Systems Review project <p>CURRENT</p> <ul style="list-style-type: none"> • Identification of the tool for the joint MSFL/MSFS Information Systems Review project 	<p>CURRENT</p> <ul style="list-style-type: none"> • Portal and Extranet migration • Claims • Unimeds • MD Repository • IS revision <p>FUTURE</p> <ul style="list-style-type: none"> • SDE
<p>System (Countries with constraints - Stock & Sourcing)</p> <p>Identifying new actions to validate sourcing, storage management and purchasing criteria to ensure the availability of sources of supply that meet the needs of countries with constraints at a price acceptable to all missions.</p>	<p>PAST</p> <ul style="list-style-type: none"> • L1: list of 686 items completed + NOHDOS update • L2: Review of the A2/A1 sourcing list by the Purchasing department + discussion in triads where necessary <p>CURRENT</p> <ul style="list-style-type: none"> • L1: new list of items generated by Data Quality Officer to complete the data • L2: on the basis of L1, generation of a new list for Purchaser analysis • L3: Definition of the tool for arbitrating on the storage of products that meet the PàC: test by Alessandro and Damien + definition of users <p>FUTURE</p> <ul style="list-style-type: none"> • Definition of success criteria • Definition of the Constrained Countries Matrix project (in collaboration with the “Adaptation of Countries to Constraints” Cluster) • Definition of the Arbitration tool project’s business case 	<p>FUTURE</p> <ul style="list-style-type: none"> • Stock management arbitration tool project/ Interdepartmental constraint matrix project

	CLUSTER	STRATEGIC ACTIONS	STRATEGIC PROJECTS
Processes and Systems	<p>Data Quality</p> <p>We want the data to be of the highest quality so that our employees can take strategic and operational decisions with confidence.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Writing a JD for the Data Quality Analyst • Hiring a Data Quality Analyst • Having a data governance policy • Mapping essential data • Communication on governance • Setting up a system to centralise and capitalise on requests • Dashboard constraints indicators • Governance briefings <p>CURRENT</p> <ul style="list-style-type: none"> • Helping the product team monitor data quality • Participation in PCast • Work on data concerning country constraints in collaboration with the country constraints cluster • Contact with MSF Supply Kenya <p>FUTURE</p> <ul style="list-style-type: none"> • Achieving the data quality defined in the data sheets 	NA
	<p>Green</p> <p>Achieving the ambitious target of a 50% reduction in our CO2 emissions by 2030 The Green Cluster is organised around two groups/topics:</p> <ul style="list-style-type: none"> • MSF Supply's carbon footprint reduction project in collaboration with the Climate Action Accelerator • the Ecoteam, to reflect on internal actions as close as possible to employees 	<p>PAST</p> <ul style="list-style-type: none"> • Setting up follow-up meetings with the CAA • End of data collection to build MSF Supply's carbon footprint (2021) • Creation of topic groups to work on the roadmap • Eight themed workshops organised with MSF Log • Creation of a list of "possible" solutions • One cross-disciplinary workshop to draw up a first list of solutions • Launch of the Ecoteam with Ma Petite Planète • Assessment and certification by Ecovadis <p>CURRENT</p> <ul style="list-style-type: none"> • Integrating the OCB roadmap into our strategy • Thematic workshops: quantified targets linked to the solutions identified • Validation of the new Ecoteam mandate • Monthly meetings to define actions to make our daily lives "greener" on our premises <p>FUTURE</p> <ul style="list-style-type: none"> • Drafting of the environmental roadmap in collaboration with the dept. OCB Supply Chain 	<p>CURRENT</p> <ul style="list-style-type: none"> • Log & Freeze tags • Keep cool <p>FUTURE</p> <ul style="list-style-type: none"> • Archiving rules
Talents	<p>Accessible and known roles and responsibilities</p> <p>Clarifying and disseminating Roles and Responsibilities (R&R)</p>	<p>PAST</p> <ul style="list-style-type: none"> • R&R available for each employee; creation of a mapping of MSF Supply processes • Analysis and review of Purchasing, Replenishment and Product departments • Analysis and review of R&R by the finance department • Team charter common to all departments (integrated into the work on MSF Supply values) 	NA 
	<p>Skills development</p> <p>Managers and employees are equipped for individual interviews. They form part of a monitored development framework.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Skills dictionary • Staff training and development plan, targets <p>CURRENT</p> <ul style="list-style-type: none"> • Individual interviews <p>FUTURE</p> <ul style="list-style-type: none"> • Model feedback 	NA

3

Projects at MSF Supply in 2023

The projects listed below are strategic projects as well as projects that fall outside the scope of continuous improvement due to their cross-functional nature. Projects linked to a legal or technical obligation are also taken into account.

These are the three project categories tracked in the portfolio.

A LARGE NUMBER OF INITIATIVES AND NEEDS, BOTH INTERNAL AND EXTERNAL, HAS LED TO THE CREATION OF A PLANNING COMMITTEE WHOSE AIM IS TO DEFINE PRIORITIES BY DEVELOPING PRIORITISATION AND PLANNING CRITERIA. AS WITH THE CLUSTERS, THE TWO ARE CLOSELY LINKED AND THE AIM IS TO ACHIEVE FLUID RESOURCE MANAGEMENT AND TO COMPLETE PROJECTS AND ACTIONS ACCORDING TO A FIXED TIMETABLE, AS LONG AS THIS CAN BE CONTROLLED BY MSF SUPPLY.

17

CONCEPTS AND PROJECTS IN THE PIPELINE



17

ACTIVE PROJECTS

8

INACTIVE PROJECTS



9

OUT OF 10 DEPARTMENTS currently involved in a project

List of projects for 2023

ACTIVE PROJECTS

LOG & FREEZE TAGS
PORTAL AND EXTRANET
MIGRATION
UNPACKING MANAGEMENT
CLAIMS
UNIMEDS
DIGITAL INVOICE PROCESSING
MEDICAL DEVICES (MD)
REPOSITORY
MSF SUPPLY KENYA - PHASE 2
NEW QUALITY MANAGEMENT
DOCUMENTATION SYSTEM
(NEW SDMQ)
MOQ/MOV
HS CODE
SALES PRICE AUTOMATION -
ASSIGNED
COLD ROOM
REVIEW OF INFORMATION
SYSTEMS (IT)
OPTIMISING YOUR KEEP COOL
SHIPMENTS
WAREHOUSE AND OFFICE
REFURBISHMENT
UPGRADING TO FIRE
PROTECTION STANDARDS
(SPRINKLERS)

INACTIVE CONCEPTS OR PROJECTS

MED2 - MEDICAL STANDARD
LIST
FORECAST/REQUIREMENTS
ANALYSIS MSF SUPPLY
SEPARATE MANAGEMENT OF
ITEMS/MANUFACTURERS/
SUPPLIERS
SUSTAINABLE TRANSPORT
PACKAGING
DIFFERENT PRICES PER TIER
TRACEABILITY
FREIGHT FORWARDING
CONTRACTS

CONCEPTS & SOON TO BE PROJECTS

OP/AC CONFIRMATION
PROCESS
STOCK & SOURCING ARBITRAGE
TOOL
SOLUTION POST CONFLUENCE
SHORT SHELF LIFE
DELETING ARCHIVES
OCEAN IMPORT FREIGHT
ITEM RELATIONSHIP
MATRIX (BATCH RELATED)
ASSIGNED CRITERIA
ORPHAN ITEMS
DANGEROUS PRODUCTS
DIGITAL INVOICING - PHASE 2
MSF SUPPLY KENYA - PHASE 3
API UPDATE
SINGLE DATA ENTRY (SDE)
READY-TO-USE THERAPEUTIC
FOOD (RUTF)
SUPPLIER PERFORMANCE KPIS

COMPLETED PROJECTS

FINACC MIGRATION AND
NETTING INSTALLATION
IMPORT TRANSPORT
PL STORAGE COLLABORATION
SMOOTHING OF SUPPLIER
ORDERS
MSF SUPPLY KENYA PHASE 1
TEST

4

Findings for setting 2024 targets

The lessons and proud accomplishments of 2023

MSF Supply has been able to continue to respond to emergencies and regular missions while improving the quality of its services and engaging in wide-ranging discussions and projects. All the teams demonstrated their mobility and versatility in responding to a wide range of needs, even though some of them were not at full strength. Creativity, improvement, perseverance and flexibility are terms that are often used to define 2023.

Shipments have been able to reach countries where access is difficult, data relating to constraints has been improved and both internal and external collaboration have been strengthened.

And to meet all these challenges, a large number of people have been successfully recruited.

There were a number of stock outages in the narcotics sector in the middle of the year. Efforts have been made to optimise the stock of narcotics, with the aim of preventing shortages through replenishments that have significantly improved the quality of service provided to customers.

Providing an opening to 2024

2024 seems to be moving towards stabilisation in terms of resources and collaboration. There is a determination to move forward and to complete as many of the projects launched in 2023 as possible. Prioritisation of operational issues should help to manage the strategy's projects and actions more fluidly.

Finally, environmental issues will be crucial in 2024, with the implementation of actions that will enable us to reduce our carbon footprint.

PERSEVERANCE **RESILIENCE**
KARIBOU **CONTINUITY**
COLLABORATION
FLEXIBILITY **CREATIVITY** **RENEWAL**
VERSATILITY
RESILIENCE

Internal mobility

