



**Review and
evaluation of the
2022–25 strategy
MSF Supply**

MSF Supply



Review and evaluation of the 2022–25 strategy

After four years of implementation, MSF Supply's 2022-2025 strategy reached its conclusion. Developed in close collaboration with OCB and with numerous partners across the MSF movement, it was implemented in a demanding international environment characterised by an increase in emergencies, increasingly complex regulatory constraints, and growing expectations regarding efficiency, reliability, and accountability.

This document provides a concise overview of the key lessons learned during this period. It is intended both for OCB teams and for our partners, with the aim of fostering a shared understanding of the progress achieved, the capabilities developed, and the areas we collectively intend to pursue in the next strategic phase.

Serving missions better

The initiatives carried out under the Missions Orientation confirmed that supply chain performance relies above all on close and continuous coordination between the various entities within the movement, as well as on collaboration with our partners. Progress in improving access to information, identifying import constraints at an early stage in order to anticipate programme needs, clarifying processes, and segmenting lead times has strengthened flow management and made the services provided to missions easier to understand and use.

Emergency response proved to be one of the most significant lessons of the strategy. Closer coordination with OCB and field teams, combined with the systematic use of operational feedback, has improved the quality, consistency, and speed of the responses delivered. These results also highlight that preparedness and coordination need to be maintained over time in order to remain effective in an ever-changing operational environment.

Furthermore, the initiatives undertaken around the principle of quality at the right price have shown that aligning procurement and stock management practices across the movement helps reduce waste, optimise logistics flows, and generate savings for the organisation.

Improving consistency across the movement

The 2022-2025 strategy highlighted the value of a coordinated approach between MSF Supply, OCB, procurement centres, and international platforms. The gradual establishment of formal collaboration frameworks and the development of joint initiatives (such as the letter of intent signed between MSF Supply and MSF Logistique) have helped clarify the roles and responsibilities of each entity while strengthening trust and overall consistency across the movement's supply chain.

Regionalisation, particularly through the experience of MSF Supply Kenya, reflects this commitment to developing complementary responses tailored to operational realities in the field. This opens promising opportunities in terms of lead times, costs, and environmental impact, while also underscoring the need for shared governance and sustained support for organisational change over the long term.

Strengthening systems, data, and processes

The information systems update marked a major turning point during the period. This large-scale initiative required shared decision-making and continual adjustments to priorities, while also laying the groundwork for a more harmonised foundation in terms of data, processes, and interoperability between MSF Supply and MSF Logistique.

Progress in managing country-specific constraints, including the revision of stocked items to ensure compliance with the widest possible range of regulatory requirements and the automation of order analysis to take into account the specific constraints of each country, together with improvements in data quality and the simplification of various processes, has reinforced a now widely shared understanding: these aspects must be integrated into the design of these systems and tools from the outset in order to ensure both regulatory compliance and the operational flexibility required for our operations.

Environmental responsibility

In collaboration with partners across the movement, the strategy also made it possible to structure a shared approach to environmental responsibility with regard to supply activities. Key milestones include measuring our carbon footprint, developing an environmental roadmap, and launching the first concrete actions.

Together, this work has established a shared reference framework that will now need to be strengthened and translated into operational practice in the next strategy, in line with the broader priorities of the MSF movement.

Teams are the engine of growth

The progress made in clarifying roles and responsibilities, developing skills, and supporting mobility confirms that supply chain performance depends above all on the commitment of the teams. These advances have helped to clarify responsibilities, strengthen managerial dialogue, and expand career opportunities, thus benefiting the movement as a whole.

At the same time, numerous initiatives led by staff have demonstrated the teams' ability to take the initiative and contribute new ideas when the right framework and level of trust are in place. This spirit of initiative and taking ownership is a major strength that should be upheld and further structured in the years ahead.

Building the next phase together

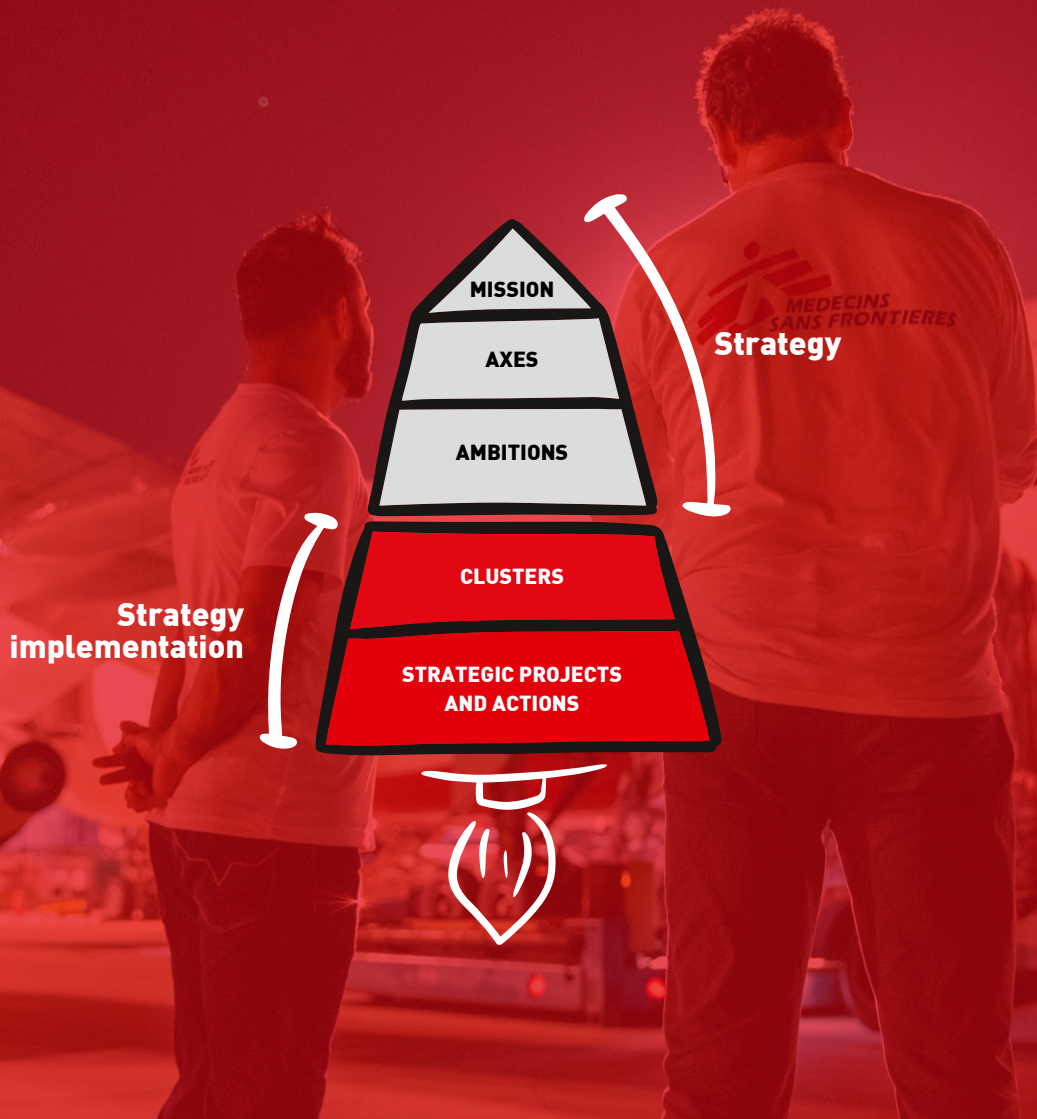
With the conclusion of the 2022-2025 strategy, MSF Supply, together with OCB and all its partners, now has solid insights to guide the next strategic phase. The achievements are tangible, even if certain benefits will only be fully visible over time.

Such insights call for continued collective efforts in the areas of collaboration, harmonisation, and innovation in order to further strengthen the movement's ability to respond effectively and responsibly to the needs of medical operations.

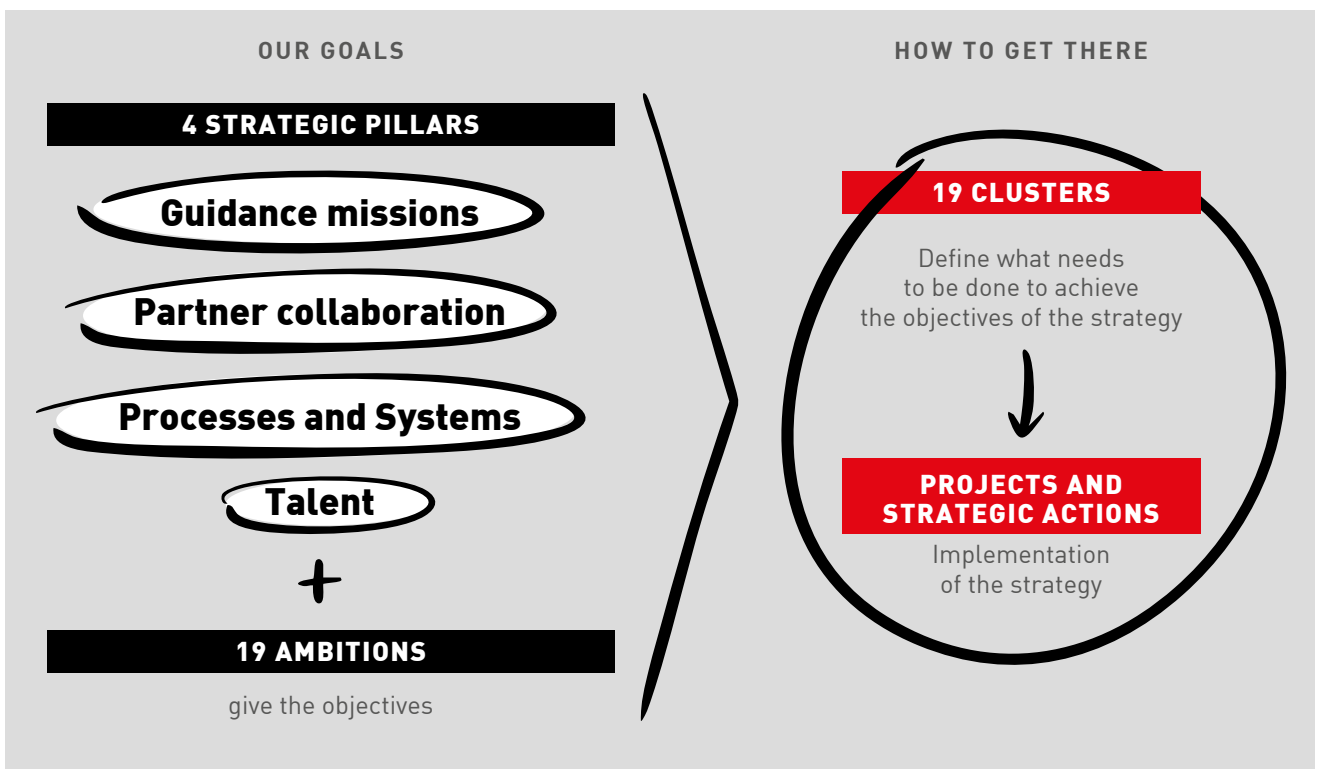
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Strategy Overview and Implementation

MSF SUPPLY, A KEY PLAYER WITHIN THE DOCTORS WITHOUT BORDERS NETWORK, HAS THE MISSION OF PROVIDING HIGH-QUALITY PRODUCTS AND SERVICES THAT MEET THE NEEDS OF HUMANITARIAN MEDICAL ORGANISATIONS WHILE ADAPTING TO THE CHALLENGES OF AN EVER-CHANGING ENVIRONMENT.



MSF Supply's mission-driven strategy was developed according to our partners' needs.



2

Overall results



128
STRATEGIC
ACTIONS

17

STRATEGIC
PROJECTS



40

PEOPLE INVOLVED
IN STRATEGIC CLUSTERS
AND PROJECTS



€2,659,146
IN SAVINGS⁽¹⁾



(1) These savings were generated thanks to strategic projects carried out between 2024 and 2025, including €786,000 in procurement savings, €284,000 linked to avoided product destruction risks, and €251,146 through the consolidation of Keep Cool boxes, with a further €1,338,000 in transport savings achieved by MSF Supply Kenya.

3

Analysis of the strategy's progress

Strategic pillar: Guidance Missions

RESPONDING TO SUPPLY NEEDS

As part of its strategy, MSF Supply aimed to proactively respond to the needs of field missions, while taking into account our respective operational specificities and the regulatory environment. Missions report feeling heard and recognise both the quality of the service provided as well as our ability to propose solutions tailored to their needs.

AMBITION 1

Lead time optimisation

70%

SPECIFIC OBJECTIVE

Increase the reliability of our communicated lead times.

70%

ASSESSMENT OF THE AMBITION

The primary objective was to provide our partners with the information they need about our lead times in order for them to make informed decisions in a timely manner, thereby allowing us to anticipate and optimise order processing times.

MAJOR ACHIEVEMENTS

- Systematic compilation and monitoring of partner order timelines, enabling better anticipation of needs and workloads;
- Introduction of item segmentation to provide partners with more precise procurement lead times. This approach contributes to better decision-making from the moment orders are entered.
- Launch of the Short Shelf Life project, aimed at improving the management of short-dated products and ensuring a smoother supply flow.
- Improved access to information, including information on long-term stock shortages.

CHALLENGES ENCOUNTERED

- Although catalogue segmentation within the Portal is now operational, there has not yet been enough time to fully assess its impact on overall performance and reliability.
- Order timeline planning remains highly variable and requires stronger alignment with our partners, including OCB.

NEXT STEPS

Strengthening collaborative work with OCB under the new strategy in order to improve overall planning.

AMBITION 2
Emergency response

100%

SPECIFIC OBJECTIVE

Ensure the most effective possible response to emergencies, including in countries with various constraints.

100%

ASSESSMENT OF THE AMBITION

As part of our strategy, efforts were undertaken to strengthen MSF Supply’s capacity to respond to emergencies.

MAJOR ACHIEVEMENTS

- Revision of emergency stock scenarios, an exercise not carried out for more than ten years.
- Harmonisation of training, practices, and documentation for emergency coordinators.
- Establishment of an MSF Supply support committee responsible for selecting, supporting, and overseeing the development of the emergency coordinator team.
- Strengthened collaboration with the emergency pool thanks to the work of the cluster, particularly by building on shared experience between the emergency pool and MSF Supply (field feedback, supply constraints, storage, stock rotation). The introduction of regular meetings proved both necessary and beneficial.
- Continuous improvement in service quality and in MSF Supply’s capacity to respond to emergencies, as confirmed by positive feedback from the Epool.

CHALLENGES ENCOUNTERED

Emergency response remains inherently complex, uncertain, and episodic. Even with predefined scenarios, each emergency presents its own operational, logistical, or regulatory constraints.

The same applies to monitoring emergency coordinators. Despite training and support, each emergency situation is different and requires tailored follow-up.

NEXT STEPS

Although the cluster has now been closed, emergency response remains a long-term effort:

- Continuous integration of the insights we’ve gained;
- Regular review of emergency scenarios;
- Renegotiation and renewal of partner contracts.

Sustained collaboration with the OCB Epool will be essential to maintain this momentum.

Additionally, our ability to respond to emergencies must remain a major strategic priority in order to ensure that our intervention capacity remains suited to an ever-changing international environment.

AMBITION 3
Quality at the right price

75%

SPECIFIC OBJECTIVE

Prices are aligned with market conditions, and the price-quality ratio reflects the needs defined by the missions.

75%

ASSESSMENT OF THE AMBITION

Stronger synergies with OCB, MSF Logistique, APU and GPU have helped reduce product destruction and improve procurement efficiency. The Pricing Policy project has made progress despite delays linked to IT complexity, which confirms the need to strengthen our analytical capacity.

MAJOR ACHIEVEMENTS

- Introduction of a clear methodology for managing product expiry.
- Quarterly monitoring of the savings achieved by buyers.
- Analysis of three key projects: consolidation of Keep Cool 2-8°C boxes, MSF Supply Kenya, and Short Shelf Life (partial version).
- Progress on the Pricing Policy, which was implemented in late 2025.

CHALLENGES ENCOUNTERED

- Delays related to translating operational needs into IT solutions.
- The transfer of two projects to the Information Systems Review (ISR) project team, which prevented their completion within the original timeframe.

NEXT STEPS

Under the next strategy, the focus will be on analysing the top five structural contracts, finalising the projects transferred to the ISR team (Automation of global charges and Short Shelf Life – full version), and rolling out the Pricing Policy in early 2026.



AMBITION 4
**Adaptation
 to new constraints**

90%

SPECIFIC OBJECTIVE

Improve the management of constraints with regard to missions (monitoring, definition, faster updates, etc.).

90%

ASSESSMENT OF THE AMBITION

As part of our strategy, work was undertaken to improve the management of import constraints involving our partners, with particular emphasis on our ability to identify these constraints quickly so that our processes can be adapted as early as possible.

MAJOR ACHIEVEMENTS

- Standardisation of country data sheets: content has been clarified and the update process has been simplified, allowing for easier access to information and improving its reliability.
- Deployment of collaboration platforms with each country, providing a structured framework to discuss and highlight country-specific requirements.
- Creation of the “Managing import constraints” service sheet: Clarification of the support we can provide in addressing import constraints, the limits of our intervention, and the validation process to be followed, thereby strengthening consistency across the movement.

CHALLENGES ENCOUNTERED

The process of improving the country data sheets proved more time-consuming than anticipated and was heavily constrained by the technical capabilities of the current tool. These limitations restricted the developments that had originally been planned.

NEXT STEPS

As part of the new strategy and the modernisation of our information systems, a complete redesign of the country data sheets has been approved in order to fully meet the needs of our teams. As for the platforms, the main challenge now is to ensure their sustained use and to embed them within the teams’ day-to-day practices.



AMBITION 5
**Communication
 and MSF Supply's image**

85%

SPECIFIC OBJECTIVE 1
Develop an appealing image of MSF Supply

70%

SPECIFIC OBJECTIVE 2
Increase our visibility within OCB

100%

ASSESSMENT OF THE AMBITION

The primary objective was to strengthen MSF Supply's image among our external partners and to improve understanding of our areas of expertise. This was achieved through the use of targeted communication channels and initiatives aimed at presenting our organisation more clearly.

MAJOR ACHIEVEMENTS

- Improved external visibility of the building through by installing a new banner.
- Inclusion of articles highlighting MSF Supply's achievements in the Supply Department newsletter.
- Creation of the new MSF Supply website.
- Development of a brochure presenting MSF Supply's key figures, which is distributed during site visits.

CHALLENGES ENCOUNTERED

The large number of existing communication channels required us to find innovative ways to communicate effectively without overloading staff. These constraints led us to adjust our initial plans.

NEXT STEPS

As part of our next strategy, a review of the different communication channels will be carried out. A working group will be established in order to become even more effective.

Through the use of targeted channels and initiatives that present our organisation more clearly, we have also developed dedicated channels for sharing our projects and strategic priorities.



Strategic pillar: Partner Collaboration

OCB departments, international platforms, and MSF Supply centres. Together, we pool our efforts and resources, optimise costs, share and strengthen our expertise, and address new challenges and constraints.

AMBITION 6

Pooling efforts with MSF procurement centres:

jointly harmonising processes, making shared decisions to improve operational coherence, and implementing more effective solutions

97%

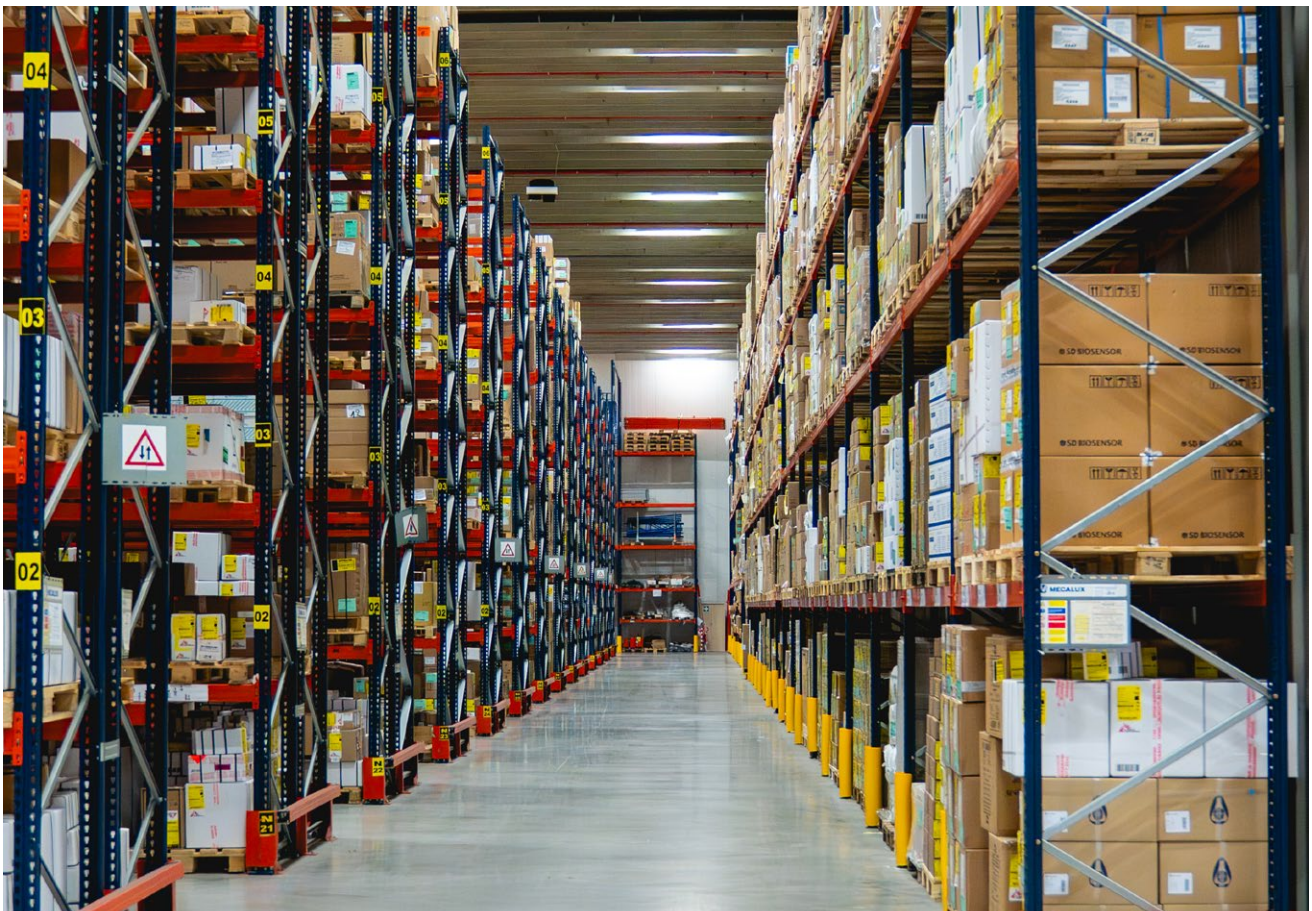
SPECIFIC OBJECTIVE

Reach agreement on shared principles between the MSF procurement centres in order to guide joint collaboration.

100%

ASSESSMENT OF THE AMBITION

The letter of intent signed between our two procurement centres represents a clear and lasting commitment to work together in the same direction. Among the various interoperability initiatives, of which the review of our information systems is the central component, maintaining continuity is essential in order to preserve and strengthen the various efforts already under way. All actions, as well as ongoing and future projects that provide real added value, are documented within this framework. This letter was formalised during a transition period, marked by the appointment of a new General Manager at MSF Logistique.



AMBITION 7

100%

Taking a proactive role in shaping and implementing the strategies of the MSF procurement centres and the OCB Supply Chain,

particularly in relation to regionalisation and reduction of our carbon footprint, in order to strengthen cohesion and consistency in our engagement with partners

SPECIFIC OBJECTIVE

Reach agreement with the Kenya Supply Unit (KSU), Supply Network East Africa (SNEA), and the OCB Supply Chain on the framework for collaboration. Become an active contributor to regionalisation as part of the international supply strategy.

100%

ASSESSMENT OF THE AMBITION

MSF Supply Kenya forms part of MSF's regionalisation strategy and aims to strengthen the efficiency of the supply chain in East Africa. Following a successful pilot phase for OCB in 2023, the Nairobi entity gradually expanded its stock, increasing from nine initial items to around sixty in 2025, with the aim of reaching seventy over the course of 2026.

MAJOR ACHIEVEMENTS

- Expanding MSF Supply Kenya's scope to include the operational centres OCP, OCG, OCBA and WACA, enabling service to seven countries in the region and strengthening cooperation between different entities of the movement. This organisation has already demonstrated its efficiency, notably during an emergency response in the Democratic Republic of the Congo, where road transport from Nairobi made it possible to save €160,000 in transport costs while significantly reducing the carbon footprint.
- MSF Supply Kenya's operations are integrated within MSF Supply's governance, while further analysis and discussions regarding the implementation of additional activities are ongoing.
- MSF Supply has become a key actor in the regionalisation process, working in partnership with the International Office and other procurement centres, notably MSF Logistique (including its regional platform in Dubai). This approach aims to harmonise practices and consolidate a shared strategy in order to improve overall operational performance.

NEXT STEPS

Regionalisation will remain at the heart of our next strategy. Regionalisation enables MSF Supply to develop appropriate responses to the challenges faced in Brussels, including warehouse capacity management, alternative sourcing, CO2 emissions, and transport costs.

The entity must therefore actively seek innovative solutions by leveraging existing and emerging regional initiatives, in partnership with the International Office Supply.

By positioning itself as a proactive contributor to this transformation, MSF Supply aims to help build a more efficient organisation that can respond to needs more consistently and play a decisive role in shaping the future strategy.

AMBITION 8

Strengthening collaboration with all OCB departments, international platforms, and MSF procurement centres

70%

in order to work upstream on various needs and provide better support to missions, particularly through forecasting

SPECIFIC OBJECTIVE 1

Compile the existing formal and informal relationships with our partners (OCB and the International Office (IO)).

70%

SPECIFIC OBJECTIVE 2

Clarify how MSF Supply operates and its position within the Supply network for stakeholders, thereby eliminating any remaining ambiguity, particularly with the Medical, Logistics, and Pharma departments at OCB.

70%

SPECIFIC OBJECTIVE 3

Gather partners' needs in terms of collaboration and communication in the short (2025) and the long term.

70%

ASSESSMENT OF THE AMBITION

During the cycle, active participation in the various formal and informal collaboration forums with partners across the Movement helped improve understanding of their expectations, strengthen strategic alignment, and reinforce our institutional positioning.

MAJOR ACHIEVEMENTS

- Regular platforms (finance, procurement, management team, etc.).
- Bi-monthly PMO exchanges.
- MSF Association: increased exchanges with MSF Supply.
- Communication on MSF Supply's projects and strategy.

NEXT STEPS

Meetings with key partners at OCB have reaffirmed the importance of maintaining the current collaborative momentum. This will be a key focus in the next strategy.



Strategic pillar: Processes and Systems

MSF Supply aimed to absorb new constraints, such as import restrictions in certain countries, in a smooth and flexible manner. It also sought to reduce the environmental impact of its main activities.

AMBITION 9 Systems (flexibility)		33%
SPECIFIC OBJECTIVE Prioritise actions and projects that improve the services MSF Supply provides to missions and address major operational bottlenecks.		33%
MAJOR ACHIEVEMENTS <ul style="list-style-type: none"> • The Depacking project represents a significant achievement. It helped optimise management of physical flows by clarifying the unpacking stages, ensuring traceability of products returned to stock while also facilitating financial controls. It also strengthened warehouse operations by standardising practices and improving coordination between teams. • Despite constraints linked to the launch of the Information Systems Review project and the cancellation of certain IT projects, the cluster still delivered several outcomes that will contribute to our future ERP/WMS. It also enabled the development of key operational processes, such as OP/AC confirmation and the MOQ/MOV process, which improve the quality and reliability of our operations. 	CHALLENGES ENCOUNTERED The objectives had to be revised following the launch of the Information Systems Review project.	
NEXT STEPS Our priorities will be to strengthen collaborative tools, involve analysts more closely, clarify certain projects, and appoint a dedicated lead. These measures will be implemented in 2026 with the creation of the SIS unit, which will bring together IT, analysts, and project managers.		



AMBITION 10

Systems (interoperability and pooling)

90%

SPECIFIC OBJECTIVE

Develop synergies and joint projects with MSF Logistique as part of the Information Systems Review, where there is clear value in pooling resources or ensuring interoperability for MSF Supply (such as the Portail or Nodhos systems).

90%

MAJOR ACHIEVEMENTS

- Collaboration with the two other procurement centres has intensified over the past four years, with a growing number of joint projects, some initiated at the international level by SPINCO. The project management methodology has also been revised, along with the adoption of a shared platform for project and portfolio management. These experiences have shown that regular communication is essential and that harmonising processes upstream can sometimes prove easier than executing the projects themselves. This may be explained by an initial underestimation of the complexity involved or by more challenging interactions with technical providers for projects involving two procurement centres.
- Even before the strategy concluded, these areas for improvement had already been identified and a constructive dynamic had been initiated. Following the failure of the “Portail” and Extranet Migration project (primarily due to the provider’s inability to fully understand and translate our needs), a “lessons learned” review was commissioned in order to better understand the situation and improve the way we collaborate between procurement centres.

CHALLENGES

MSF Supply and MSF Logistique operate with different organisational cultures and structures, leading to distinct visions, working rhythms, and modes of interaction. This diversity can introduce additional complexity in the implementation of certain projects.

NEXT STEPS

These challenges must not overshadow the benefits of pooling resources and ensuring interoperability, nor the many successful initiatives already carried out together, which we will continue under the next strategy.



AMBITION 11

Systems (Countries with constraints – Processes, Stock, and Sourcing)

100%

SPECIFIC OBJECTIVE 1

Adapt processes and systems upstream to address country-specific constraints

100%

MAJOR ACHIEVEMENTS

During sourcing and stocking, priority is given to products that can meet multiple types of constraints simultaneously, particularly with regard to origin, the language used on labels and instructions for use, and the availability of batch-related certificates. This approach maximises multi-country compatibility and improves operational flexibility.

CHALLENGES ENCOUNTERED

Certain tool-related limitations prevented the full scaling of this approach.

NEXT STEPS

As part of the Information Systems Review project, a stocking strategy that takes into account the specific consumption patterns of countries subject to particular constraints should be explored, particularly through optimisation of Net Requirements Planning (NRP).

SPECIFIC OBJECTIVE 2

Adapt processes and systems to address country-specific constraints

100%

ASSESSMENT OF OBJECTIVE

A sharp increase in the number of countries with constraints, together with the growing complexity of those constraints, required improvements to MSF Supply's systems and processes. Many analyses related to these constraints were previously carried out manually, which increased both the risk of error and the time required for processing.

MAJOR ACHIEVEMENTS : The "Countries with Constraints" project

- New import constraints matrix for MSF Supply: systematic recording of import constraints, enabling this information to be used directly in order analyses.
- New stock analysis tool: a tool that incorporates import constraints into the analysis of stock levels and pending orders, thereby helping to reduce errors and improve the efficiency of the OP Desks.
- New management tool for allocated OPs: clarification of roles and responsibilities, optimisation of information flows, and generation of supplier orders directly from the tool based on sources validated with regard to country-specific constraints.

CHALLENGES ENCOUNTERED

Very complex developments leading to delays. Limited availability of external providers for the Nodhos developments related to the project.

NEXT STEPS

The new approach to managing import requirements at MSF Supply will serve as a reference for the Information Systems Review project, together with the solution developed by MSF Logistique.

ASSESSMENT OF THE AMBITION

Both objectives of this ambition have been fully achieved, enabling MSF Supply's processes and systems to be adapted and improved in order to better respond to the growth and increasing complexity of country constraints, despite certain technical limitations, with the possibility of further integration within the framework of the Information Systems Review project.

AMBITION 12

High data quality

enabling staff to make strategic and operational decisions with confidence

90%

SPECIFIC OBJECTIVE

Ensure a high level of data quality so that staff can make strategic and operational decisions with confidence.

ASSESSMENT OF THE AMBITION

In recent years, the foundations have been laid for a structured and reliable approach to data management within MSF Supply. Despite a shifting organisational context, the progress achieved provides a solid basis for further improvements in terms of data quality.

MAJOR ACHIEVEMENTS

- Mapping of essential data: the creation of structured mapping, including the definition of data elements and the assignment of responsibilities, helped clarify the data critical for the organisation. This objective was achieved at the end of 2023.
- Data cleansing: an inventory of unused or outdated data was performed. Each data element was then categorised for deletion or update, with the objective of completing the process by the end of 2024.
- Data governance framework: a reference document was drafted and submitted to the Management Committee. It defines essential data, assigns a responsible owner for each element, and specifies mandatory and blocking fields. This governance framework will provide a structured basis for all data-related practices.
- Data monitoring dashboard: an initial dashboard was developed with the IT department, based on quick wins and the data identified as essential.

CHALLENGES ENCOUNTERED

Not all objectives could be fully achieved due to several developments, including the Information Systems Review project and the change in cluster lead during the final year.

These factors slowed or temporarily blocked certain processes. Nevertheless, the progress achieved is significant and confirms the value of continuing the efforts that have already been undertaken.

NEXT STEPS

Several priorities have been identified for the future of data quality:

- Creating future indicators in alignment with the developments of the Information Systems Review project.
- Maintaining and strengthening the data governance framework.



AMBITION 13

Reducing our environmental impact (internal)

SPECIFIC OBJECTIVE

Reduce CO₂ emissions by 50% by 2030.

ASSESSMENT OF THE AMBITION

Over the past four years, a solid foundation has been established to achieve our objective of reducing our carbon footprint by 50% by 2030. The progress made reflects a growing and increasingly structured commitment within MSF Supply.

MAJOR ACHIEVEMENTS

- **Measurement of our carbon footprint in 2021:** this assessment serves as the baseline for monitoring our progress and adjusting our actions in the coming years.
- **Development and publication of our environmental roadmap:** in collaboration with the Climate Action Accelerator, MSF Logistique, and our internal teams, we developed a roadmap that defines our priorities, commitments, and the actions to be implemented in order to sustainably reduce our environmental impact.
- **EcoVadis Certification:** we completed the EcoVadis assessment, an international platform that evaluates CSR practices against 21 criteria across four themes: Environment, Social and Human Rights, Ethics, and Sustainable Procurement. This process enables us to benchmark our performance, identify areas for improvement, and strengthen transparency with our partners.
- **Recruitment of a Carbon Reduction Lead:** the creation of this dedicated role allows us to structure and accelerate our carbon reduction initiatives, improve internal and external coordination, and strengthen the monitoring of our actions.
- **Ecoteam initiatives:** the MSF Supply Ecoteam carried out a range of awareness, mobilisation, and practice-improvement initiatives, thus helping to foster a lasting environmental culture within the organisation.

CHALLENGES ENCOUNTERED

The main challenges were linked to the novelty and cross-cutting nature of the topic, which involved many stakeholders and created dependencies that could slow certain decision-making processes. The recruitment of a Carbon Reduction Lead will help address these challenges by strengthening internal coordination, structuring actions more effectively, and facilitating exchanges with our partners.

NEXT STEPS

In the context of the new strategy, we will continue to integrate responsible practices across all our activities, strengthen our internal sustainability culture through an active Ecoteam, and develop synergies with MSF Logistique, OCB, and our partners in order to coordinate our carbon measurement system and harmonise our environmental actions.



Strategic pillar: Talent

MSF Supply teams operate with a high degree of autonomy, act proactively, and make decisions within their defined areas of responsibility while cooperating with one another. Employees continuously develop their skills. They are versatile and able to step in for one another when needed. Internal communication is smooth, with established and effective channels. Employees feel free to express their views. They are engaged and motivated in their work. Employees are also mobile.

AMBITION 14

Empowerment

ASSESSMENT OF THE AMBITION

Although no cluster was formally launched on this topic, numerous initiatives led by MSF Supply staff have emerged and have had a notable impact on the organisation and efficiency of the structure. These projects, whether addressing identified problems or opportunities, include initiatives such as Depacking, Optimisation of Keep Cool shipments, and Shiptify.

In addition, several useful platforms have been created, including the Warehouse Collaboration Platform (PCM), Ecoteam, and the Collaborative Platform for the Analysis of Cross-Cutting Issues (PCAST).

All of these initiatives were made possible by an internal culture that encourages staff to put forward ideas, combined with management practices that support the implementation of initiatives capable of bringing real added value to MSF Supply. The combination of these two factors creates an environment that fosters empowerment, which is likely to be further developed under the future strategy in order to take it to the next level.



AMBITION 15
Mobility

100%

SPECIFIC OBJECTIVE 1

The framework has been defined and is known across MSF Supply. Official mobility channels (both internal and external) are followed..

100%

SPECIFIC OBJECTIVE 2

Coordinators are aware of the mobility framework, and they support it and facilitate mobility.

100%

SPECIFIC OBJECTIVE 3

External mobility: All new secondment requests are centrally co-ordinated by the Human Resources Department and communicated to the relevant coordinators. This ensures a fair and neutral selection process for everyone.

100%

SPECIFIC OBJECTIVE 4

Operational continuity is ensured (transfer of information, procedures, training, etc.).

100%

MAJOR ACHIEVEMENTS

The cluster's main success lay in the strong engagement and motivation of the group, whose members were proactive and worked according to clearly defined deadlines. There was smooth communication with the Coordinators' Committee (Cocoo) and the extended Cogest.

The main impacts of these achievements are as follows:

- Improved communication and greater clarity regarding mobility, thus helping to reduce frustration and ensure smoother staff rotation.
- Centralisation of mobility requests within Human Resources and the creation of structured channels to be followed.
- Increased awareness among coordinators.
- Better information for employees (through Coffee & Learn sessions, policy updates and publications, dissemination through Qualios, etc.).
- The inclusion of mobility data in the HR reports and indicators presented to the Executive Committee (EC), the Board of Directors (BD), and Cogest.

CHALLENGES ENCOUNTERED

The main difficulties faced were linked to alignment with existing policies across the MSF movement, particularly regarding international mobility (such as differences between operational and development mobility or re-invoicing).

NEXT STEPS

The following recommendations have been made for future activities: encourage open calls for applications when forming clusters, as this helps attract motivated and committed participants, and maintain regular communication (such as through Coffee & Learn sessions), which help summarise key points, close the cycle, and keep employees informed.

Discussions are also currently under way with OCB to further promote internal mobility.

AMBITION 16

Identification and recognition of skills

100%

SPECIFIC OBJECTIVE

Managers and employees are equipped for individual interviews. They form part of a monitored development framework.

100%

MAJOR ACHIEVEMENTS

The cluster established solid foundations for monitoring and developing employee skills. An effective workflow has been put in place between Human Resources and the other departments, covering all key stages: individual reviews (both annual reviews and follow-ups on objectives), feedback from the cluster, and discussions between HR and coordinators to ensure appropriate team and individual follow-up. The skills dictionary provides each employee with a clear understanding of the expectations associated with their role and supports constructive dialogue during performance reviews. Furthermore, the "Personal Improvement Plan" procedure which objectively identifies areas for improvement, helps foster constructive discussions and allows tailored support to be offered when necessary.

The implementation of the HealthBoxHR software, together with the integration of MSF Supply Kenya staff into the same individual review process, represents a major achievement of the cluster, despite the software's limited user-friendliness.

Overall, the impact on HR activities stems from the establishment of a formal, well-structured, and systematic monitoring process, along with the development of a dialogue that benefits all parties involved.

NEXT STEPS

The following future actions are recommended:

- Individual reviews for coordinators;
- A more structured follow-up framework for training plans;
- The introduction of a talent review process.

AMBITION 17

Roles and responsibilities

100%

SPECIFIC OBJECTIVE

Clarifying and disseminating Roles and Responsibilities (R&R).

100%

MAJOR ACHIEVEMENTS

The organisation of roles and responsibilities is a transparent system in which everyone can consult job descriptions that are regularly updated. This enables coordinators to assess the needs of their respective departments and organise actions accordingly.

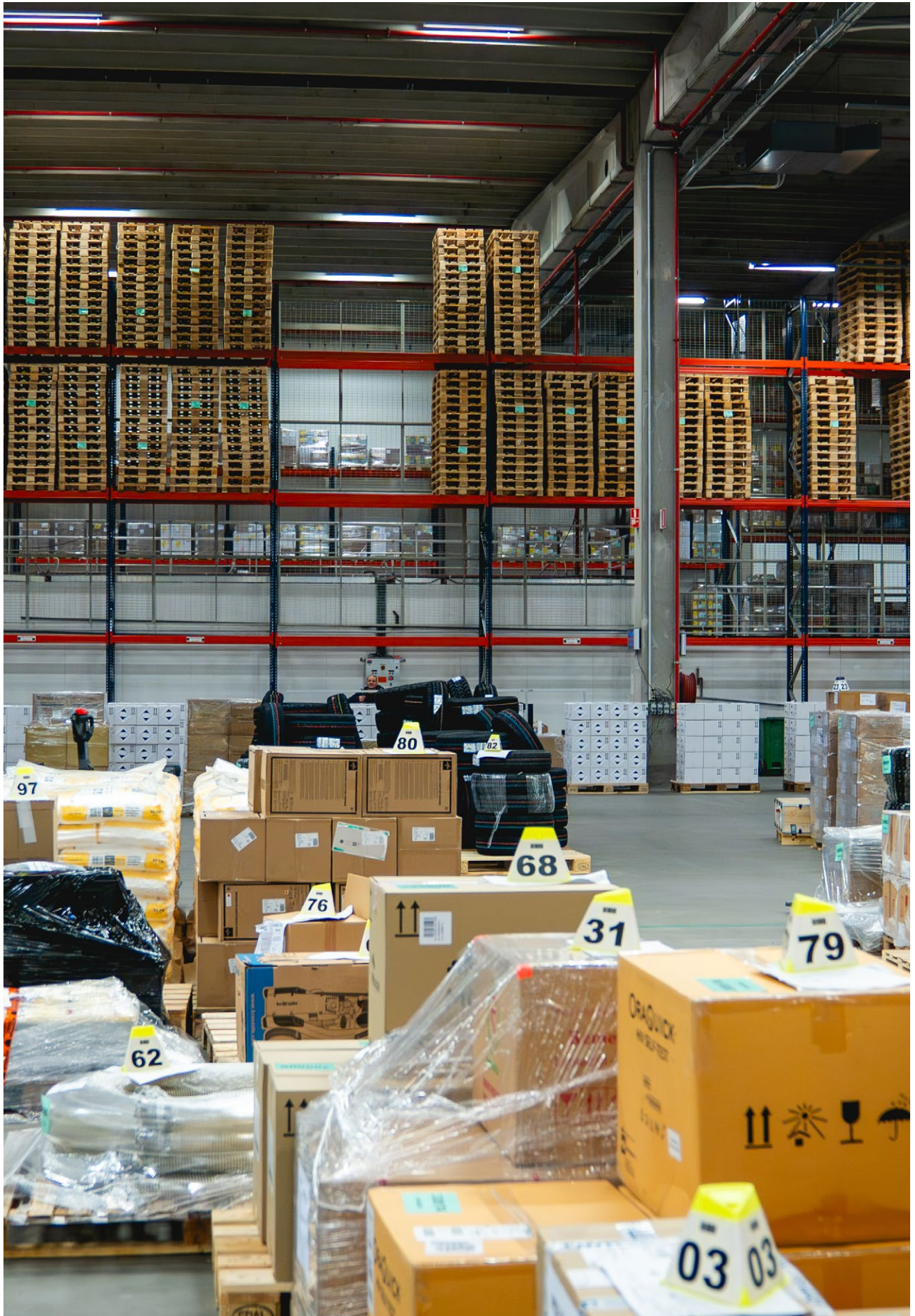
Coordinators have not adopted all the tools in the same way:

- the team charter and mapping remain relatively underused, while job descriptions and R&R are widely regarded as very useful for clarifying expectations, structuring recruitment, and facilitating performance evaluations. This has resulted in greater transparency and a more structured approach to internal communication.
- The evaluation approach, inspired by structured methodologies such as HAY, is seen as helpful and consistent with broader harmonisation efforts across the MSF movement.

CHALLENGES ENCOUNTERED

There are still certain limitations and challenges, including a tendency to rely too heavily on job descriptions, while the benefits are not yet consistently visible in day-to-day operations.

More regular communication, particularly during handovers between coordinators, would help to further strengthen this system.





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