



MSF Supply
2024
annual review





ia, 11 år, saknar det ID-kort som berättigar till hälsovård.



2024: An important year for MSF Supply

2024 HAS BEEN A VERY CHALLENGING YEAR FOR OUR ORGANISATION. ALL DEPARTMENTS HAVE BEEN HEAVILY INVOLVED IN MAKING PROGRESS ON KEY ISSUES.

BELOW ARE THE MAIN PROJECTS OF 2024:

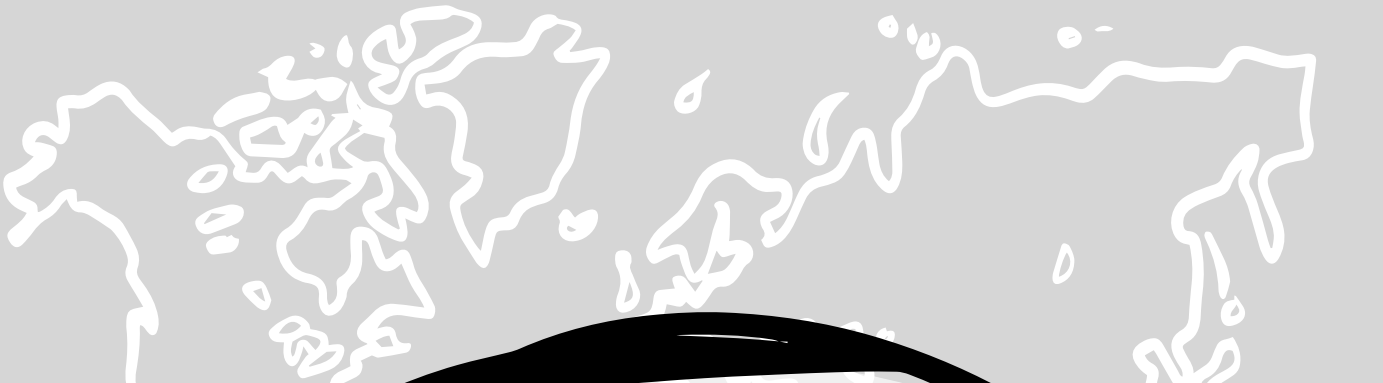
- Adapting to the ever-increasing import restrictions imposed by a growing number of countries.
- Managing emergencies, by adjusting our processes to be faster, more flexible and more innovative in the face of new expectations.
- Carrying out a strategic audit to reflect on the future of our organisation in a rapidly changing global and humanitarian context. What to do to meet the future expectations of the OCB and our partners.
- Participating in International Supply projects (transformational topics) in collaboration with the ESCC.
- Taking the integration of the MSF Supply Kenya Regional Hub to the next level, making it fully operational after the test phase.
- Staying on course to achieve our goals as part of our current strategy, which expires in 2025.
- Modernising our tools, identifying replacement tools for the ERP and WMS, a technical but essential project (to be carried out in collaboration with MSF Logistique).
- Finalising our roadmap (also in collaboration with MSF Logistique) to contribute to MSF's commitments in terms of reducing its carbon footprint.

Working with the OCB departments, MSF Logistique and our external partners on these challenges has enabled us to rethink our methods, simplify our processes and improve our communication and collaboration.

It is also important to note that 2024 was a record year in the field, with a particularly high number of emergencies dealt with.

Finally, a big thank you to everyone. Thanks to your enthusiasm and your efforts, we continue to move forward and support MSF's missions as well as those of other NGOs.

P-P Lamotte
General Manager
MSF Supply



25,500
rush order lines

90%
compliance with the RTS
schedule (80% on time/
10% with an extra week)

78,000
order lines
38 countries, including
25 with strict import
constraints

5,483
items purchased
670 suppliers in
56 countries

15,000
supplier order lines
50% stocks
50% allocated

2,344
new items
validated as at
1 December 2024

1,180 Log
(50,3%)

1,164 Med
(49,7%)

Increase in our
overall storage
volume of
5%
and redefinition
of storage areas
10,934
orders received

EXPORT

3,537
tonnes shipped
1,851 t by air (including
941 tonnes by charter)
954 t by sea
728 t by road
3 t at head office
213 kg by express
delivery

IMPORTS

275
cargoes organised
par MSF Supply
655 t imported
72 t by air
63 t by road
519 t by sea
310 kg by express
delivery

CUSTOMS

1,063
items in transit
managed by the
bonded warehouse
426 imports
in transit
833 exports
in transit

4,514
certificates
managed

829
IT support
tickets

28,691
sales invoices

16,200
purchase
invoices



134
employees
to guarantee quality work

1

MSF Supply highlights

MSF SUPPLY'S OPERATIONS ARE MADE POSSIBLE BY THE ACTIONS AND INITIATIVES OF ALL ITS DEPARTMENTS. MANY OF THEM ARE CROSS-FUNCTIONAL AND REQUIRE THE INVOLVEMENT OF A WIDE RANGE OF RESOURCES. THIS WAY OF WORKING WAS PARTICULARLY EVIDENT IN 2024.

THE SEVEN TOPICS CHOSEN TO DESCRIBE THE PAST YEAR OUTLINE THE CHALLENGES FACED BY THE TEAMS.

OPERATIONS

REGIONALISATION

COUNTRY IMPORT CONSTRAINTS

CENTRALISED POOLING OF RESSOURCES

REVISION OF OUR INFORMATION SYSTEMS

WAREHOUSE DEVELOPMENT

REDUCTION IN OUR CARBON FOOTPRINT

2

Operations

Due to the emergency situations and the fact that orders for missions were placed at the end of the year, we reached our maximum order processing capacity, despite having reinforced our teams. The number of unplanned requests broke all records, resulting in a high stock-out rate of over 25% for the D family.

CONSTRAINTS AND EMERGENCIES

- Throughout the year, we responded to a staggering number of emergencies – notably, in Sudan, Gaza, Lebanon, Haiti and Ethiopia. 50% of the orders processed this year were emergency orders, compared with 30% in previous years. 38 charters were organised in 2024 compared with 17 in 2023.
- The DRC was added to the list of countries with import constraints: all medicines must now be labelled in French. This new rule has had a major impact on order processing in several departments, such as the Replenishment, Product and Purchasing departments, which must now find alternative products. More than 65% of lines processed are now subject to import constraints [compared with 45% in 2023].

The complexity of emergencies has also increased, with more and more demands being made on preparation, in particular. For example, the charters to Gaza organised in collaboration with MSF Logistique (8 in 2024) required non-standard documentation, additional pallet labelling, preparation meetings and dual use management. The same goes for other charters, such as the one organised by MSF Supply (for OCB, OCP and OCA) to Haiti and those organised by HULO (8). 2024 was therefore marked by a significant number of charters organised in collaboration with the other ESCs. These joint charters have enabled us to optimise our resources, reduce transport costs and improve our efficiency and response to humanitarian crises in these regions.

SERVICE TO THE MISSIONS

- Teams platforms have been launched to strengthen our collaboration with the missions and improve our operational efficiency. At the same time, the country file has been revised to make it easier to collect and update information on the specific import requirements and constraints of each country. These initiatives will enable more effective follow-up meetings and better adaptation to the needs of the missions. The collaboration platform integrates the elements of the former SLA in a more flexible way.
- A monthly communication is now sent to the missions, the OCB and other units, as well as to the ESCs (European Supply Centres) to inform them of the risks of stockpile destruction. This initiative has enabled stocks to be disposed of, saving around EUR 80,000 in 2024. In addition, we have warned of the risks of long-term stock-outs, so that missions can make informed decisions.
- The Emergency Stock agreements and composition have been reviewed with our partners, challenging dormant stocks (stock that does not rotate), such as OCA kits. This initiative is intended to optimise the use of resources and ensure better order management during emergencies.



Regionalisation

As part of the strategic objective of regionalisation aligned with the Transformational Topics of the Executive Supply Chain Committee (ESCC), the MSF Supply Kenya project is a response to several major challenges: the integration of the former Kenya Supply Unit (KSU) within MSF Supply, enabling an optimised supply chain from suppliers to beneficiaries, a significant reduction in the carbon footprint and greater proximity to the missions, particularly in terms of improving delivery times.

Following the success of the first phase of the project in 2023, the objectives of phase 2 in 2024 were diverse: to maintain and develop the achievements of the test phase, while improving MSF Supply Kenya's ability to respond to needs in the field.

This was achieved by increasing the number of items (from 9 to 32) pre-positioned in the Nairobi warehouse and distributed to the missions. The ultimate goal is to have 60 items available by 2025, and 80 by 2026. Another major step forward in 2024 was the integration of the OCP, OCG

and OCBA operational centres into the MSF Supply Kenya distribution network, covering the following six countries: Kenya, Southern Sudan, Democratic Republic of Congo, Burundi, Tanzania and Uganda. The integration of MSF Supply Kenya has been further developed this year with regular exchanges of staff between Brussels and Nairobi and the successful integration of MSF Supply Kenya coordinators into the Belgian teams (integration into team meetings and monthly updates). We are continuing to harmonise our processes and tools, while aligning certain key performance indicators (KPIs).

In addition to this key regionalisation project, MSF Supply has played an active role, particularly in the area of purchasing. We participate in ad hoc initiatives such as the South Africa Supply Unit (SASU) monitoring committee.

SUPPORT AND INTEGRATION MISSIONS

BELGIUM



Aluda



David



Muthoni



Muthoni



Agathe



Céline



Clément



Florent

KENYA



Paul



Sharon



Yannick



Thimothée



Philippe



PP

Country import constraints

To cope with increasingly strict import constraints in destination countries (two-thirds of lines handled in 2024 were subject to constraints, compared with half in 2023), three strategic clusters have been launched to work in unison. The term 'country import constraints' refers to all the requirements, prohibitions and obligations imposed by the customs authorities of these countries.

These three clusters have a common objective: to enable MSF Supply to integrate country import constraints into our systems and automate them in order to streamline their processing.

Two initial clusters were launched in parallel in 2022 to lay the foundations and prerequisites for this integration.

The first, on the upstream side (sourcing, purchasing and stock), has enabled us to work on a better range of items in our catalogue and stock to meet as many constraints as possible. For example, a tool designed to improve the efficiency of the process of choosing sources to stock has been put in place, new sources have been identified by the Products department and data for a total of 1,552 items has been collected, mainly in the medical devices (MD) and in vitro diagnostics (IVD) categories. This cluster ended in 2024.

The second cluster, on data quality, aims to ensure the reliability of our data by setting up a system of governance and indicators, a prerequisite for any system automation. For example, a specific dashboard has been set up for countries with constraints, listing the percentages of items meeting the identified constraints.

And finally, the third cluster was launched at the end of 2024. It focuses on the downstream (management of incoming orders) and aims to ensure the speed and quality of our response to the requirements of destination countries by including automatic checks of country constraints in our systems, from order entry to the stocking of the items.

The expected benefits for the missions are faster order processing, a significant reduction in errors associated with the manual processes currently in place and enhanced collaboration to identify new constraints. For MSF Supply, the benefits are expected to be seen on a human level, saving valuable time and reducing the level of wasted goods.



Centralised pooling of resources

As in 2023, MSF Supply has continued to work with the other two supply centres to pool resources and programmes.

We have made progress with MSF Logistique on a number of projects, including:

- The Information Systems Review project, which is described below
- Overhauling the common portal for mission orders
- Implementing the same invoice processing system
- Implementing a common claims management platform

At international level, among all the ESCs, the projects and actions that have made progress are as follows:

- Unimeds: harmonisation/standardisation of technical data from sources of MSF medical items in a single database
- GPU category management: identification of sourcing work with a view to making savings or optimising flows
- Medical Devices Repository: common documentary database on non-batch related documents for medical devices
- HS code: single database for MSF movements via a Harmonised System of customs codes
- Single Data Entry (SDE) using 'data matrix' technology to facilitate the receipt of goods (and the transfer of data issued by ESCs) by missions.

At the same time, inter-ESC collaboration is working, thanks to efforts to prioritise and align purchasing strategies and KPIs, and to harmonise practices. In addition, group purchases and the organisation of several charters in collaboration with MSF Logistique and APU have been carried out, as well as the consolidation of maritime imports with APU. Monthly communication on the risks of destruction and long-term shortages has been organised to minimise potential losses.

By joining forces and harmonising our practices, we can ensure that we provide a high-quality logistics and operational service, which is essential for successful operations in the field.

Information Systems Review

The Information Systems Review is a joint project between MSF Supply and MSF Logistique. Its aim is to identify and set up a new ERP (Enterprise Resource Planning) and WMS (Warehouse Management System) in order to benefit from modern technologies that better meet our current and future challenges.

The first part of the year was devoted to selecting the new tools, made possible thanks to workshops: five full days for each solution (a total of 15 days). These meetings were held between Brussels and Bordeaux. A total of 36 ambassadors from the two ESCs took part, representing all our professions.

Following these workshops, an in-depth summary was produced, enabling each ambassador to formulate a recommendation. These moments of collaboration between the two centres have highlighted our common needs and potential synergies, and have led to a shared vision between the two ESCs.

In parallel with this functional analysis of the solutions, studies were carried out on the technical aspects (in collaboration with the IT teams of the two ESCs), on the project organisation proposed by the suppliers, and on the contractual and financial aspects, thanks to the support of the GPU and the Legal unit. Ultimately, everyone agreed to select SAGE X3 and Ego.

In 2024, we also drew up an organisation chart and a detailed schedule to ensure that the new tools are put in place. It emerged that a team of 35 people, split between MSF Supply and MSF Logistique, would be needed to complete the project over a period of three and a half years.

This team is currently being recruited, with the aim of giving priority to in-house talent. Each department will need to be represented, which will mean substitutions within the two ESC teams. HR departments will therefore be heavily involved.

With regard to funding for the first year, an application was submitted to the TIC, which recommended that the project be approved. We are now awaiting the final decision from Full and Core Excom.

Warehouse development

In 2024, a number of actions were initiated, paving the way for major structural changes in 2025.

Creation and development of new storage areas:

Against a backdrop of ever-increasing demand for storage space, we have started to revise our mapping, creating and developing new storage areas in collaboration with our service provider MECALUX. This project began in 2024 and will continue in 2025 with the creation of more than 1,000 new sites.

Cold room: For the storage of pharmaceutical products requiring controlled temperature conditions (such as vaccines, insulin and any product that needs to be kept at between 2 and 8 °C), we have chosen to work with the VTS Pharmaceutique group, which specialises in storing large volumes in cold rooms. VTS offers state-of-the-art facilities, guaranteeing the security and integrity of sensitive products.

Partnership with THE PACK: At the same time, we have established a partnership with THE PACK for the logistical storage of large volumes, in particular items larger than 3 m². This service provider has a flexible infrastructure, adapted to the specific needs of MSF Supply. Their customised solutions enable us to optimise our supply chain and to respond effectively to the growing demands of our missions.

Optimisation and innovation: The development of these new storage areas is based on the principles of optimising space in our warehouse. Thanks to the analysis of our WASO (Warehouse Analyst Support Officer) and our WMS (Warehouse Management System), we have integrated better stock management, space management and storage automation solutions. This work enables us to continually maximise the use of space, reduce operating costs, improve traceability and the correct positioning of products.





Reducing MSF Supply's carbon footprint

For the past three years, MSF Supply and MSF Logistique have been working with the organisation Climate Action Accelerator to draw up an environmental roadmap. This initiative aims to help us achieve our goal of reducing our carbon emissions by 50% by 2030, a target shared by the entire MSF movement. The roadmap established in 2024 is the culmination of this collaboration. It provides a comprehensive picture of our carbon emissions and proposes practical solutions to reduce them.

In line with the recommendations of the roadmap, a number of actions have already been taken this year that will impact our carbon emissions:

We have increased the use of sea transport for imports for which transport is our responsibility (18 sea shipments in 2023 compared with 48 in 2024). Work has begun on consolidating orders from our suppliers based in India, in order to group together orders from several suppliers in the same container, or to consolidate orders from suppliers we have in common with APU in the same container.

At the Purchasing level and in collaboration with the other ESCs and the GPU, we have continued our efforts to encourage our suppliers to obtain sustainability certification. Today, all suppliers representing 41% of purchasing turnover are certified by ECOVADIS, MSF Questionnaire or another label. This represents around 106 suppliers out of the 243 targeted (suppliers with turnover → €100k).

Finally, we have improved our process for shipping Keep Cool products (2-8 °C) by consolidating the cold chain boxes. This initiative has enabled us to reduce the cost of purchasing consumables, the weight and volume of shipments, the number of temperature monitors used and the volume of waste generated. It has also reduced the number of cold chain failures (large boxes being more stable) and the time spent by MSF Supply preparing and tracking these shipments.

In addition to the annual topics, a recurring topic at MSF Supply is the focus on cost reduction. There is even a Cluster dedicated to it, and once again this year, the various departments have been able to make savings for the movement and our organisation, thanks to their professionalism and creativity.

KNOWN CONSIGNOR

Thanks to our Known Consignor status, our air freight is considered secure on arrival at the various shipping airports. It therefore does not have to go through the cargo security process at airports. In 2024, this enabled us to avoid costs that would have amounted to €425,000.

FUNDED FLIGHTS

Thanks to flights funded by DG ECHO, 168 tonnes of freight were sent free of charge (all partners combined). 100 tonnes to Afghanistan, 18 tonnes to Gaza, 32 tonnes to Niger and 18 tonnes to Yemen. This amounts to savings of over €1,000,000 for all our partners.

CUSTOMS

Our bonded warehouse provides significant advantages to the organisation. It allows us to stock items that we would not 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 €340,000 in 2024).

BASEWARE

This invoice digitisation software was introduced in 2024 and, in addition to improving the invoice validation process, streamlining exchanges between departments and saving 35,000 sheets of paper per year, it has saved a substantial amount of time spent on archiving and encoding. We estimate the total gain at 1 FTE; half an FTE (spread over several positions) having been reallocated to tasks with more added value and half an FTE not having been renewed.

KEEP COOL CONSOLIDATION

The project generated savings of €73,000 in just a few months by optimising the number of cold chain boxes used when shipping goods.

CONSOLIDATION OF IMPORTS FROM INDIA

Consolidating imports of medical equipment from India in collaboration with APU saved €50,000 in 2024.

NEGOTIATING THE PURCHASE OF GOODS

We estimate that buyers avoided costs of more than €500,000 during the various negotiations carried out throughout the year. For example, a saving of €11,000 on prenatal care sheets was made possible by bringing the supplier APU on board and negotiating a highly competitive price by committing to a single annual purchase.

MANAGING EXPIRY DATES

Thanks to the introduction of monthly communication with the OCB (Supply and Medical departments) to anticipate the risks of destruction, it has been possible to avoid the destruction of medicines worth over €40,000 and to manage the donation of a very large quantity of Plumpy'Nut, estimated at over €300,000.

WE CAN THEREFORE ESTIMATE SAVINGS OF ALMOST €2.8 MILLION IN 2024.

2

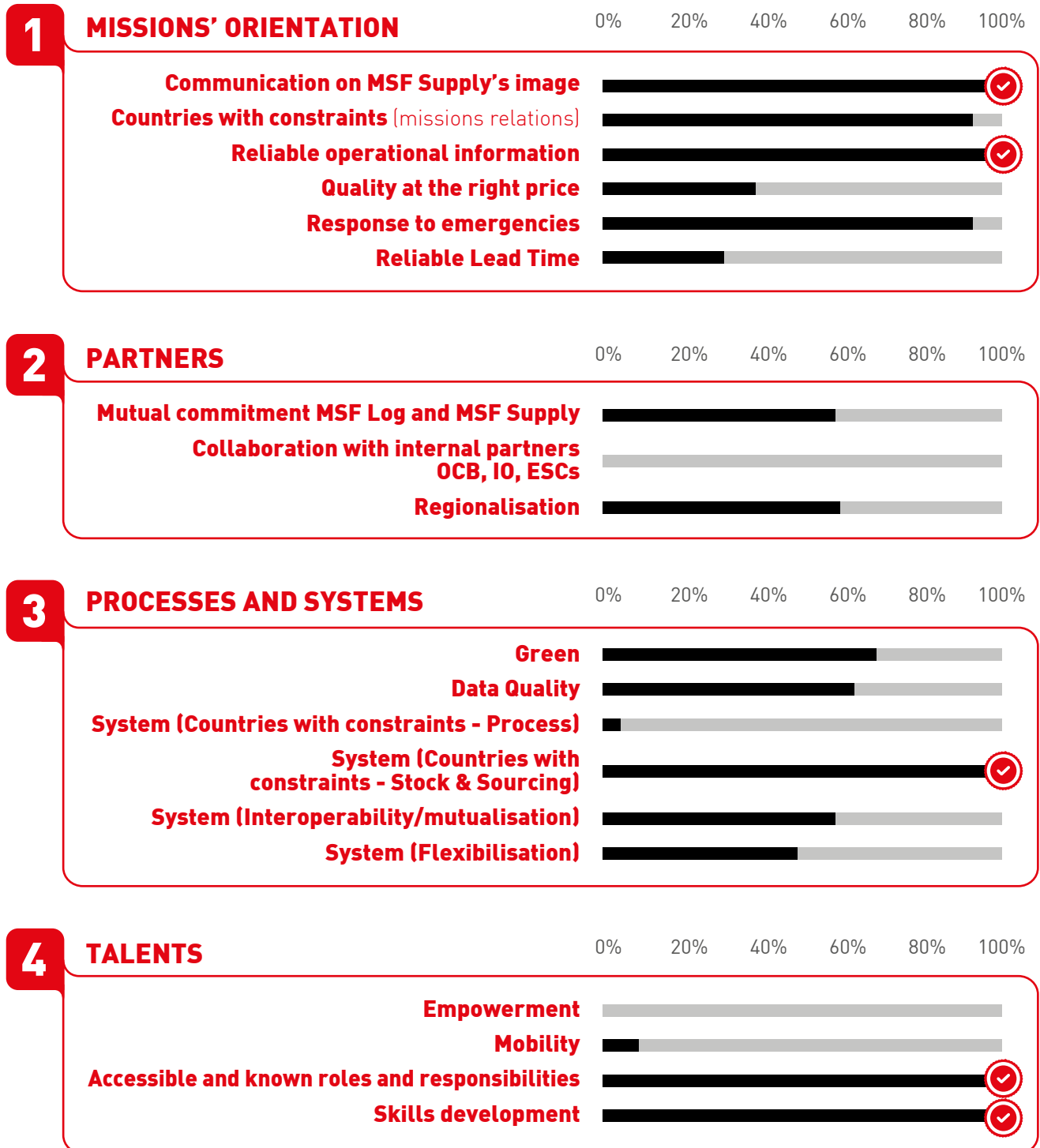
Progress of the strategy

THE STRATEGY REVIEW CARRIED OUT AT THE END OF 2024 PROVIDED AN OPPORTUNITY TO TAKE STOCK OF THE WORK ACCOMPLISHED SO FAR.

Of the twenty clusters conceived over three years ago to meet our strategic ambitions, seventeen have been launched, four completed and one integrated into departmental activities. Every cluster leader is convinced that the targets set by the end of next year will be achieved, marking the conclusion of the 2022-2025 strategy at MSF Supply.



Clusters' progression in 2024



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.

	CLUSTER	STRATEGIC ACTIONS	STRATEGIC PROJECTS
Missions' orientation	<p>Reliable Lead Time</p> <p>The lead time for international orders is fragmented (with various responsibilities), 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 missions to develop an optimised and reliable lead time.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Definition and validation of the segments 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. Communication with OCB scheduled. • Taking into account the RDD when the order is placed and estimating the date of arrival when the order is confirmed. Revision of systems and processes in order to integrate this concept throughout the chain, but potentially reconsidered because of the future ERP. • Segmentation of items by type of lead time (short and reliable, long and reliable, unreliable), in order to announce more realistic lead times to our partners. Semi-automatic tool developed by the Replenishment department, on trial for 3 months. <p>FUTURE</p> <ul style="list-style-type: none"> • Lead time estimates posted online in the catalogue. • Completion of IT developments. 	<p>CURRENT</p> <ul style="list-style-type: none"> • Short Shelf Life
	<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</p> <ul style="list-style-type: none"> • Review of scenarios; Removal of obsolete kits from stock; Discussion session with the OCB emergency pool. • Analysis of the list of items to be offered and adjustment (addition and removal) of OCB stock; Analysis of the financial impact and storage capacity. • Approval of new OCB revised stock. • Upgrading of the Medical Field Hospital (MFH) stock, modified to move from MFH 1 to MFH 2 in conjunction with MSF Logistique. • Establishing a routine for regular monitoring. • Stock management contract signed with OCA for 2025. <p>CURRENT</p> <ul style="list-style-type: none"> • Review of the emergency management procedure. • Rewriting of the job description for the emergency coordinator. • Setting up and monitoring a validation committee for emergency coordinators. • Emergency coordinator support manual (including necessary. contract knowledge) <ul style="list-style-type: none"> ◦ Drafting the 10 initial reflexes in the event of an emergency ◦ Distribution list ◦ Handover framework. 	<p>NA</p>
	<p>Quality at the right price</p> <p>We want to ensure that we buy and sell quality products at a fair price for the missions by optimising financial resources within MSF Supply.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Validation of success criteria with the committee • Analysis of stockpile destruction and expiry dates: committee set up, contact with OCB, methodology established and integrated (regular actions launched, monitoring required) • Comparison of inter-ESC purchase prices via the Power Bi report at Procurement level, integrated into daily analyses. • Validation of the new pricing policy by the Board of Directors. <p>FUTURE</p> <ul style="list-style-type: none"> • Renewal of the organisation's existing contracts (2025). 	<p>PAST</p> <ul style="list-style-type: none"> • Keep Cool boxes consolidation project <p>FUTURE</p> <ul style="list-style-type: none"> • Automation of Overall Costs • Pricing Policy

CLUSTER

STRATEGIC ACTIONS

STRATEGIC PROJECTS

Countries with constraints (missions' 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 Operations and Shipments desks to improve communication flows and dynamically absorb new constraints
- Review of the country sheet to standardise the recording of import constraints.

NA

CURRENT

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

FUTURE

- Evaluation by the missions planned for the 1st half of 2025.



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.

PAST

- Two banners installed on the building.
- Redesigned presentation for MSF Supply visits
- Redesigned website.
- Integration of MSF Supply news into OCB networks and newsletters.
- Building signage.

NA

Monitoring the results of the Cluster:

A committee meets every 2 to 3 months to monitor communication-related issues.

Mutual commitment between MSF Logistique and MSF Supply

PAST

- List of shared projects, interoperability and actions between the two centres
- Regular meetings between departments
- Drafting of a letter of commitment between the two centres, setting out the relationship and common targets
- Harmonisation of project methodology sheets

NA

CURRENT

- Validation of letter of commitment by MSF Logistique

Regionalisation

PAST

- Memorandum of Understanding (MoU) on roles and responsibilities signed between 4 FBOs, MSF Log and MSF Supply
- MoU between MSF Supply and MSF Belgium Kenya (MSF Supply Kenya)
- MoU on operations between OCB and MSF Supply
- Governance MSF Supply Kenya
- Formalising roles and responsibilities

PAST

- Phase 1 MSF Supply Kenya test (9 products, 3 countries, GDP, ERP, process)
- Phase 2 (21 new products and 3 new OCs)

FUTURE

- ESCC action to monitor regional opportunities (2025 funding)
- Monitoring the possible impact of the IS Review at MSF Supply Kenya
- Participation in discussions on the subject of regionalisation at OCB (SASU, LatAm, etc.)
- Monitoring SNEA (Supply Network East Africa)
- Monitoring the creation of new OCs and determining the impact on MSF Supply Kenya
- Integration of MSF Supply Kenya regional activities (excluding Bulky - regional procurement & transit)

CURRENT

- Phase 3 (60 products in total by mid-2025)

FUTURE

- Phase 4, end of integration


Working with partners

Cluster launched at the end of 2024

FUTURE

- Meeting with some of our key partners to determine whether specific needs have already been met by the other aspects of the strategy, as well as those that can be met between now and 2025.
- Creation of a document about MSF Supply within the MSF Movement.

NA

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. • Creation of PCAST (Platform for Collaborative Analysis of Cross-Functional Issues) meetings. <p>FUTURE</p> <ul style="list-style-type: none"> • Drawing up an evaluation grid for the various bottleneck criteria. • Mapping of operational bottlenecks at MSF Supply with the help of existing platforms. • Prioritisation according to mapping. 	<p>CURRENT</p> <ul style="list-style-type: none"> • Unpacking management <p>CANCELLED</p> <ul style="list-style-type: none"> • Confirmation OP/AC <p>POSTPONED</p> <ul style="list-style-type: none"> • New traceability features <p>FUTURE</p> <ul style="list-style-type: none"> • MOQ/MOV phase 1 -Process
<p>System (interoperability/sharing)</p> <p>Creating synergies, in particular through joint projects with MSF Logistique, when there is an interest in pooling or interoperability for MSF Supply.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Validation of the organisation chart for the Information Systems Review project. • Identification of the tool for the Information Systems Review project. <p>CURRENT</p> <ul style="list-style-type: none"> • Update of the 'Transport invitation to tender' tool so that MSF Logistique can also use it. 	<p>PAST</p> <ul style="list-style-type: none"> • MD Repository, Claims <p>CURRENT</p> <ul style="list-style-type: none"> • Portal and Extranet migration, • Unimeds, • Linkage Nodhos - Unidata <p>FUTURE</p> <ul style="list-style-type: none"> • Review of IS Phase 2, 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"> • Kick-off of analysis with KYU consultant and presentation and validation of the work sites. • List of 686 items completed and NOHDOS update. • Review of the A2/A1 sourcing list by the Purchasing department. • Review of the purchasing procedure for rankings, integrating country constraints. • New list of items generated to complete the data and 866 items updated. • Scaling-up of the arbitration tool on the stockpiling of products that meet the needs of countries with constraints. Semi-automatic tool that calculates and suggests in two steps the best source to stock for each code. • Recruitment of Business analyst. • Generation of a new list for buyers to analyse. • Extraction of Super Ax articles covering the 5 'country constraints' criteria and definition of KPIs. • Integration of the 5 criteria into the annual Request for Quotation (RFQ) exercise. • Definition of CLUSTER success criteria. • Identification of the Super source in Nodhos. <p>Monitoring the results of the Cluster: Indicators to be defined by the Downstream Cluster Committee.</p>	 <p>NA</p> <p>Transfer to the Countries with constraints Cluster - Downstream</p>
<p>System (Countries with constraints - Downstream)</p> <p>Adapting downstream processes and systems to meet countries' import constraints.</p>	<p>PAST</p> <ul style="list-style-type: none"> • Recruitment of project manager - Business analyst (in collaboration with the Stock & sourcing cluster) • Analysis of needs with the departments concerned <p>CURRENT</p> <ul style="list-style-type: none"> • Creation of specifications to improve the tools. • Supporting the Operations department by creating tools adapted to specific missions pending the development of the main tool for the related project. • Support for the Quality department in managing batch-related certificates. <p>FUTURE</p> <ul style="list-style-type: none"> • Optimising the management of constraints linked to product lifespans. • Monitoring of IT developments. • Test phase. • Organisation of post-project monitoring. 	<p>CURRENT</p> <ul style="list-style-type: none"> • Countries with constraints

CLUSTER

STRATEGIC ACTIONS

STRATEGIC PROJECTS

Data Quality

We want the data to be of the highest quality so that our employees can take strategic and operational decisions with confidence.

PAST

- Recruitment of a Data Quality Analyst.
- Creating a data governance policy.
- Mapping essential data.
- Communication on governance.
- Setting up a system to centralise and capitalise on requests.
- Initial monitoring of data relating to constraints
- Governance briefings.
- Participation in PCAST.
- Helping the Product team to monitor data quality and customised indicators for each Product Specialist.

CURRENT / ONGOING

- Work on data concerning country constraints in collaboration with the country constraints cluster
- Creating a dashboard with the IT, Quality, Products and Purchasing departments.
- Migration of data sheets to SDMQ (17 validated).

FUTURE

- Definition of a data quality policy at MSF Supply:
 - Pilot phase: 10 test indicators to implement in the status quo tool
 - Phase 2: Modification of the entire tool tree.
 - Phase 3- Implementation of all other indicators.
 - Phase 4- Implementation of visuals (charts).
- Indicators for monitoring kits.

FUTURE

- Dashboard Data quality
- Certificate management, batch related

Green

Achieving the ambitious target of a 50% reduction in our CO₂ emissions by 2030, the Green Cluster is organised around two groups/topics:

- 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

PAST

- Setting up follow-up meetings with the Climate Change Accelerator (CAA).
- End of data collection to build MSF Supply's carbon footprint (2021).
- Creation of working groups to work on the environmental roadmap.
- Eight themed workshops organised with MSF Logistique; 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.
- Thematic workshops: quantified targets linked to the solutions identified.
- Validation of the new Ecoteam mandate.
- Monthly meetings to make our daily lives «greener» on our premises.
- Integrating the OCB environmental roadmap into our strategy.
- Validation of the financial model, resources, levers and responsibilities to be included in the environmental roadmap.
- Drafting of the environmental roadmap.

CURRENT

- Drafting of a job description for a part-time fixed-term contract: Green project manager.

FUTURE



- Identify opportunities to increase MSF Supply's Ecovadis rating.
- Transposing the environmental roadmap into actions and projects.
- Recruitment of the Green project manager.

PAST

- Log & Freeze tags
- Keep cool

FUTURE

- Archiving rules

Talents	CLUSTER	STRATEGIC ACTIONS	STRATEGIC PROJECTS
	<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, Product and Finance departments. Team charter common to all departments (integrated into the work on MSF Supply values). <p>Monitoring the results of the Cluster: Integration into the HR department.</p>	<p></p> <p>NA</p>
	<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"> Staff training and development plan. Individual interviews, cluster meeting (feedback), meeting with coordinators to gather their feedback, analysis of individual interviews. Feedback from the model to employees, updating of individual interview questions, introduction of a Talent Review, introduction of a Performance Improvement Plan. <p>Monitoring the results of the Cluster: Adoption by HR department of the management and monitoring of individual interviews and creation of the annual training programme. Adoption of the Performance Improvement Plan.</p>	<p></p> <p>PAST</p> <ul style="list-style-type: none"> Skills dictionary
	<p>Mobility</p> <p>Mobility refers to both internal mobility (temporary mobility, job swaps) and external mobility</p>	<p>PAST</p> <ul style="list-style-type: none"> Internal action to discover other positions: 'Vie ma vie'. Internal job transfers. <p>CURRENT</p> <ul style="list-style-type: none"> Joint procedure with OCB on movements between organisations. <p>FUTURE</p> <ul style="list-style-type: none"> to be determined. 	<p>NA</p>

The objective of the **'RELIABLE OPERATIONAL INFORMATION' CLUSTER**, which was to transmit all available operational information proactively, was achieved in 2024 without having to set up a Cluster Committee, thanks to the joint work of several departments.

The implemented actions include:

- The transmission to the missions of information on long-term failures, with possible alternatives and ways of resolving them.
- Pre-perimeter information transmitted to missions, other ESCs and OCs to avoid losses.
- Setting up monthly meetings with the missions and analysing performance indicators



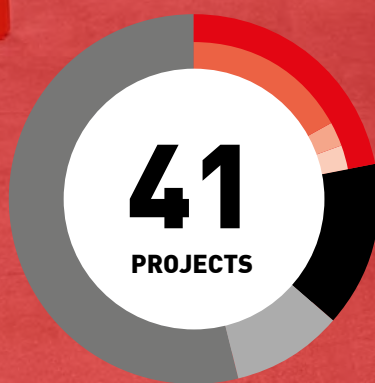
3

Projects at MSF Supply in 2024

A PLANNING COMMITTEE WAS SET UP IN 2023 TO PRIORITISE ONGOING PROJECTS AND FACILITATE THEIR IMPLEMENTATION BY THE TEAMS. THE SEVEN CRITERIA PUT IN PLACE ENABLED US TO MAKE INFORMED AND TRANSPARENT CHOICES.

22

CONCEPTS & SOON TO BE PROJECTS



41

PROJECTS

9

ACTIVE PROJECTS

Classic projects: 7
Agile projects: 1
Simplified projects: 1

6

INACTIVE PROJECTS

Classic projects: 6

4

COMPLETED PROJECTS

Classic projects: 4

In 2024, as part of the preparations for phase 2 of the project to revise our information systems (IS), already mobilising resources in all MSF Supply departments, the planning committee oversaw future projects and concepts. The aim was to specify the requirements of these projects as precisely as possible in order to determine whether they could be launched before the June 2027 deadline.

Once the decision was made as to whether MSF Supply or MSF Logistique would go into production first, the process was accelerated and refined.

The projects that the members of the Planning Committee have chosen to be carried out before the IS review are:

- Replacement of the accounting tool
- Countries with constraints
- MSF Supply Kenya Phase 3
- Pricing policy

Other projects have been validated and, in some cases, already launched, such as the Short Shelf Life and Linkage Nodhos - Unidata projects, because the timetable and team availability of the other projects allowed for this.

Other projects have not been included in the planning because we want to integrate their objectives into the new ERP system. For example, the New Traceability project has a detailed project charter which will be submitted to the IS Revision project team and then to the software issuer.

Projects that are not included in the planning and are not integrated into the new ERP system will be reviewed after the start of production and rescheduled if necessary.

For each project, the Planning Committee takes into account the risks associated with the impact it may have on our information systems, its execution time and the response it provides to our strategy.

It is therefore a matter of balancing obligations, possibilities and opportunities.

List of projects for 2024:

ACTIVE PROJECTS

MIGRATION PORTAL AND EXTRANET
UNPACKING MANAGEMENT
UNIMEDS
MSF SUPPLY KENYA - PHASE 3
HARMONISED SYSTEM CODE
SALES PRICE AUTOMATION - AFFECTED
CONSTRAINTS COUNTRIES
RENEWED ACCOUNTING SYSTEM
SHORT SHELF LIFE

CONCEPTS & SOON TO BE PROJECTS

SHIPTIFY - NODHOS INTEGRATION
NEW TRACEABILITIES
AUTOMATION OF GLOBAL COSTS
MOQ/MOV
AUTOMATION OF GOODS ORDER FORM (BASWARE 2)
DELETION OF ARCHIVES
PRICING POLICY
LINKAGE NODHOS - UNIDATA
DASHBOARD DATA QUALITY
IS REVISION - PHASE 2
BATCH RELATED CERTIFICATES MANAGEMENT
SINGLE DATA ENTRY (SDE)
ROADMAP CAA
UNIMEDS MD
QUALIOS MSF SUPPLY KENYA
POST CONFLUENCE SOLUTION
IMPORT SEA FREIGHT
PRODUCT RELATIONSHIP
AFFECTED CRITERIA (ITEMS PURCHASED UPON REQUEST)
ORPHAN ITEMS
DANGEROUS GOODS
SUPPLIER PERFORMANCE KPIS

COMPLETED PROJECTS

DIGITALISATION OF INVOICE PROCESSING (BASWARE 1)
NEW QUALITY MANAGEMENT DOCUMENTATION SYSTEM (NEW SDMQ)
CLAIMS
KEEP COOL OPTIMISATION

4

Findings for setting 2025 targets

The lessons and proud accomplishments of 2024

In a rapidly changing and increasingly complex environment, both internally and externally, MSF Supply has been able to adapt through the use of new tools and technologies and the resilience of its teams. Recruitment has taken on a very important role in 2024, in terms of preparing for the Information Systems Review and coordinating human resources in an organisation where staff turnover is high. All these adaptations have enabled us to improve our processes and collaboration with our partners. The responses have been innovative and tailor-made and are a source of great pride: improving our supply flow, reviewing storage areas, responding to emergencies, automating and digitising procedures or simply reducing the workload.

Finally, in 2024, the integration of the former Kenyan Supply Unit (KSU) was expedited thanks to a number of technical missions to Nairobi, which brought together the teams from the two organisations.

Plans for 2025

2025 will be the year of continuity and the year when we will finalise our strategy, with major projects such as regionalisation (including the analysis of opportunities), the Information Systems (IS) Review and our sustainable (green) development initiatives. We will also focus on developing our new strategy for the period 2026-2031, in line with the OCB strategy, to best meet the needs of our partners and manage the growing complexity of our operations.

Given the increase in the number and complexity of emergencies, we will be working to adapt our operating methods to increase our ability to respond at any time.

Finally, we will be continuing our efforts to improve communication and strengthen collaboration with the Supply Chain department and the OCB.

ADAPTATION **COLLABORATION**
PERSÉVÉRANCE **RESILIENCE**
RECRUITMENT **MODERNISATION**
COLLABORATION **EMERGENCIES**
RESILIENCE **INTENSITY**
COHESION **CONSOLIDATION** **FLEXIBILITY**
COLLABORATION
CHARTER **EMERGENCIES** **ADAPTATION**

Internal mobility

OCB

(headquarters and missions)

MSF Supply

NAME AND JOB TITLE AT MSF SUPPLY

WIETSKÉ BAKKER
Freight Operator

CLÉMENT BINGEN
Responsible Pharmacist

BARBARA DI ROCCO
Operations Desk

TIMOTHÉE BUTTNER
MSF Supply Kenya Project
Manager, phase 3