

> How to do MSD procurement:  
practical insights from donors and implementers  
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# MSD Procurement Papers

## > Decisive structures:

Procurement format options for MSD programmes and their different implications

MSD Procurement Series #1

## > Getting off the ground:

Practical lessons for the launch phase of MSD programmes

MSD Procurement Series #3

## > Deepening the relationship:

A stage-by-stage guide to strengthening partnerships between donors and implementers in MSD programmes

MSD Procurement Series #2

## > Fit for Business:

Modifying internal procurement processes to suit adaptive MSD programmes

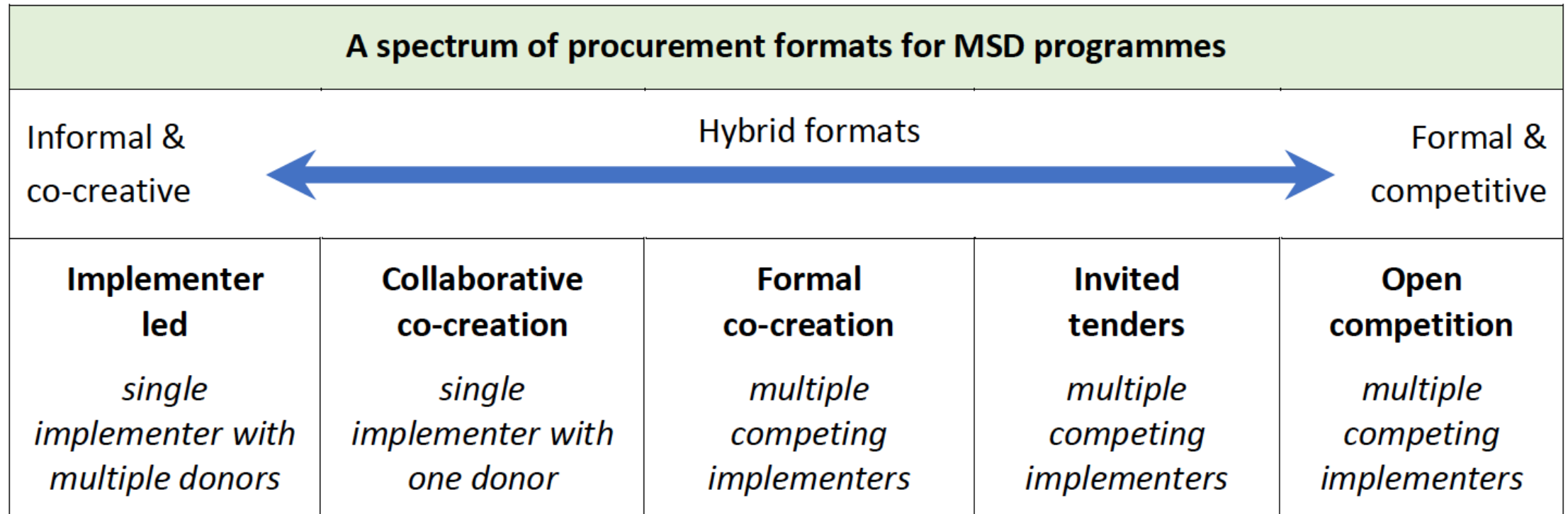
MSD Procurement Series #4



## > Decisive structures:

Procurement format options for MSD programmes and their different implications

MSD Procurement Series #1



## > Deepening the relationship:

A stage-by-stage guide to strengthening partnerships between donors and implementers in MSD programmes

MSD Procurement Series #2

Stage	Examples of guidance
1. <b>Preparation and scoping</b>	How to choose a procurement format that is a good fit for in-country donor staff capacity, ensures relevant implementers can participate in the procurement process and can start assembling teams with the right capabilities.
2. <b>Tendering and bidding</b>	How revised evaluation criteria can send helpful signals to implementers so that they focus proposals on aspects of the MSD process most likely to result in a systemic, scalable and sustainable approach.
3. <b>Bid evaluation</b>	How to set up an interactive assessment process that probes the capabilities and mindset of the key personnel.
4. <b>Inception phase</b>	How to clarify expectations and create an environment for focused learning that sets up the programme for success.



## Getting off the ground:

Practical lessons for the launch phase of MSD programmes

MSD Procurement Series #3

Scenario	Examples of guidance
<b>Quick wins are needed</b>	What to do when project approval delays put pressure on programme managers to meet ambitious targets in the early phase of a programme.
<b>Due diligence is an obstacle to partnership</b>	What to do when strong prospective SME partners lack the systems and procedures to be compliant with procurement rules.
<b>Delays in establishing contracting systems</b>	How to deal with time lags in setting up internal procurement and contracting systems that delay early partnerships with market actors and prompt disbursement of funding.
<b>Structuring payment terms to reduce risks</b>	How to structure payment terms to reduce risks and keep incentives aligned in partnerships that involve significant financial resources.
<b>Difficulty with non-traditional partnership agreements</b>	Adaptive management often leads MSD programmes to develop non-traditional partnership agreements. This deviation from familiar contract templates requires careful navigation.

## > Fit for Business:

Modifying internal procurement processes to suit adaptive MSD programmes

### MSD Procurement Series #4

Area of Change	Guiding Principles
Modifying procurement and contract processes	<ul style="list-style-type: none"><li>a. Contracts with market actors that reflect principles of self-selection</li><li>b. Minimise approvals for changes to interventions/partnerships</li></ul>
Integrating technical and operations teams	<ul style="list-style-type: none"><li>c. Treat operations staff as a valued core part of MSD programme teams</li><li>d. Change workflows to increase technical-operations interactions</li><li>e. Explain the rationale behind policies and procedures</li></ul>
Relationship with HQ: programme managers and global support functions	<ul style="list-style-type: none"><li>f. Create and exploit opportunities for HQ staff to spend time in country</li><li>g. Proactive efforts to build trust on both sides of the HQ-Programme divide adds value to implementing organisations</li><li>h. Develop global organisational policies with some room for adjustment by programme teams</li></ul>
Relationship with donor	<ul style="list-style-type: none"><li>i. Shift from transactional to partnership model</li><li>j. Understand donor incentives, constraints and risk tolerance</li></ul>

- How to do MSD procurement:  
practical insights from donors and implementers



## Questions to the speakers

**Post your questions in the Chat Box on the right**

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