

‘Becoming the MSF We Want To Be’

One page-summary of the consultancy work commissioned by MSF’s International Board

Background information

Since 2018, MSF’s International Board (IB) has launched a change process to guide the MSF movement in a common reflection on how the organisation should evolve over the coming 10 to 15 years. The IB’s ‘Call for Change’ (C4C) set out four strategic areas, or ‘pillars’, for change: (a) medical relevance, (b) valuing (MSF) people, (c) public positioning, and (d) work organisation and culture. In moving the discussion on MSF’s future forward, the IB decided to engage in formulating a shared diagnosis to further determine the directions and steps in ‘Becoming the MSF We Want to Be.’ This exercise is one that largely draws on the recent strategic planning exercises undertaken by the five operational centres (OCs).¹ To support the diagnosis’ formulation, the IB commissioned a ‘state of affairs’ analysis to HERE.

Objectives

The objectives of this consultancy were set out as follows:

- To develop a ‘state of affairs’ analysis, which can be used to support a shared diagnosis meeting within MSF;
- To prepare for a workshop on ‘Becoming the MSF We Want to Be’ at the 2020 MSF International General Assembly.

Research questions

In developing a ‘state of affairs’ analysis, the team conducting this exercise took two questions into account:

1. To what degree do the respective OCs’ strategic plans address the four C4C sets of issues: medical relevance, valuing people, public positioning and work organisation/culture?
2. How do the five strategic plans compare on the four sets of issues and the internal and external challenges that confront MSF?

The report that presents the state of affairs analysis will be widely shared within MSF and provide evidence on the further steps that the organisation should consider in ensuring that it not only meets the C4C, but also becomes the MSF it wants to be.

¹ For the first time in MSF’s history, the OCs’ Strategic Plans (SPs) 2020-2023 were developed simultaneously, or ‘synchronised’, and aligned with the fourth generation of the resource-sharing agreement (RSA4).