

MSF SWEDEN AND FINLAND STRATEGIC PLAN 2022-2025



Information campaign
on preventive measures
against cholera after cy-
clone Idai in Mozambique.

PHOTO PABLO GARRIGOS/MSF

PREFACE

The purpose of this document is to capture and document MSF Sweden's Strategic Plan inclusive of Branch Office Finland (referred to hereafter as Finland), which will guide the work of our section over the next four years. It is an internal document, developed using an inside-out and outside-in approach to ensure an accurate view of the landscape within which we operate.

This plan was developed over a 18-month period leveraging the input and participation of MSF Sweden staff both in the projects and in the office, the Association, the Board, the Management Team (MT), and external stakeholders.

It was developed using a bottom-up approach ensuring that the priorities of individuals, departments and groups were included in the creation of our MSF Sweden priorities, as well as top-down to ensure that the vision for the future that comes from the Board and the MT are appropriately guiding our approach.

This Strategic Plan represents a selection of Strategic Pillars, associated Priorities and Goals to help in focusing our attention, our investments and our efforts against those areas that are most important in helping us fulfill our mission. It also provides a framework for evaluating what we should and shouldn't do as challenges and opportunities emerge.

Given the comprehensive and inclusive methodology in developing this Strategic Plan, we are all responsible for delivering against the defined Pillars, Priorities and Goals included herein.

By having a common roadmap for our office(s), we are effectively fueling the shared ownership and accountability that is required when engaging in such meaningful and important work. We will also implement a process with the MT and Board to help ensure that MSF Sweden keeps the Strategic Plan at the forefront of decisions being made.

Based on the Board-approved Strategic Plan, departmental action plans will be developed against the pillars, priorities and goals set forth by the Strategic Plan. This will simplify the process to develop and action the plans, decrease the 'silo' mentality that can create chasms in collaboration and allow for outsized impact towards our priorities and goals as we are all aligned on the way forward.

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1. LETTER FROM THE PRESIDENT & GENERAL DIRECTOR

Finalising a strategy is a satisfying moment. However, it is just the beginning of it all and where our joint work starts. With the agreement to share the creative process with the board, the scope of fundamentally changing how we build strategies together was a new approach to how we work together. We were also at the start of a pandemic and feared that our ambitions to be as inclusive as possible in building the strategy would be impossible. Today, we believe that we all succeeded in this work, and you dear reader are holding the final strategy in your hands.

What you are looking at is a collection of imaginative ideas, pragmatic needs and an inventory of our context and reality, put together over the course of a year and a half. Despite the challenges, it was an inclusive process with staff from everywhere ranging from Sweden to our projects, volunteers, association members, and with other internal and external stakeholders. Surveys, workshops, external consultants, and our own strategic project manager kept our minds open and our ambitions strategy oriented. A huge thank you goes out to all of them – and all of you.



»No matter how the future will look, we need to adapt and improve our ways of working.«

Now it is time to look forward. Uncertainties remain as the pandemic is not over and we continue to be constrained by financial limitations, scarce resources, and the complexities of the contexts we work in. No matter how the future will look, we know for certain that we need to continuously adapt and improve our ways of working. We do so to save-guard our social mission and contribute to our humanitarian medical care and our patients the best we can. With the organizational priority of future proofing MSF Sweden and Finland, we aim to continuously improve and share within the movement. For this, we have set three pillars to guide us. They were chosen, just like the organizational priorities or goals, from a multitude of possibilities. It was difficult boiling it all down from many very relevant choices to come to three.

We deem that engaging in meaningful ways was and is extremely important to succeed. This includes understanding who we engage with, be empathic and see engagement from other perspectives, through the eyes of those we are engaging with. Likewise, we work on a more introspective pillar by optimizing MSF Sweden and Finland, to find more efficacy and efficient ways of working, for and with people as much as systems. To break out of our own bubble, we wish to learn, use best practices, share our experiences, democratize knowledge, and catalyze change within the movement and beyond. This also comes with accountability, taking responsibility for what we do and how we use or share learnings.

All of this, and more, you will find in our strategy. It is shared, joint and overarching for all of us – no matter if you are in the office, in a project country, in the association or somewhere else. We are in this together and for the first time also our action plans are united under this common strategy. This is the framework that helps us decide on limited resources and it is the umbrella over our combined efforts. While everyone does what they do: all of our day-to-day actions build on this joint foundation thanks to the strategy. This way we are united in our strategic ambition to help care for people and to help people care. Together.

OLIVER SCHULZ
General Director

PETER MOBERGER
President

2. OUR STRATEGIC FOUNDATION



A Covid-19 patient is carried to the ambulance shortly after the start of a heavy rain in Tefé, Brazil. PHOTO DIEGO BARAVELLI

OUR MISSION

Defined by the Movement, our mission to Save Lives, Alleviate Suffering and Restore Human Dignity is a powerful reminder of the importance of what MSF does in the world. It guides our decisions; it provides inspiration for our people and it serves as a constant motivation to do as much as we can to achieve this mission.

OUR PRINCIPLES

Also, defined by the Movement, our MSF Working Principles of Impartiality, Independence, Neutrality, Bearing Witness and Transparency & Accountability are necessary guideposts that direct how we operate as a movement ensuring that we remain true to our mission.

OUR PURPOSE

At MSF Sweden, we see our role within the movement, and specifically in Sweden and Finland, is To drive the medical humanitarian imperative, engage people in a meaningful way and reinforce the movement medically, strategically and financially to help us fulfill our mission.

»To help care for people.
To help people care.«

OUR AMBITION/OUR RALLYING CRY

As we look to engage every person within MSF Sweden and Finland to embrace our purpose, we have declared our ambition: To Help Care For People. To Help People Care.

OUR VALUES

Our core values of Respect, Empowerment, Trust, Accountability, Integrity and Transparency remain a guiding light for MSF Sweden and Finland. This foundation is the bedrock upon which our strategic plan rests.

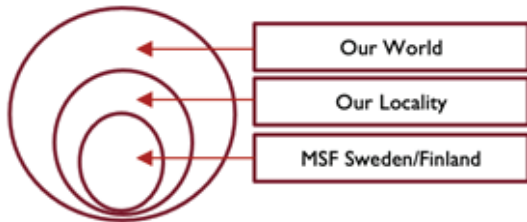
It is with this as our guide that we set out to develop the strategic plan that will allow us to fulfill our mission, purpose, and ambition.



MSF's medical team checks the status of a child suffering from cholera in Beira, Mozambique.

PHOTO CARL THEUNIS

3. LANDSCAPE ANALYSIS



As we consider the world in which we operate, we look at three levels – our MSF Sweden and Finland office, our locality and the broader world. By looking at our context through those three lenses, we can consider the implications to our ability to fulfill our mission and identify the areas that will be most important for us to address as we consider our four-year strategic plan.

MSF SWEDEN/FINLAND

After 28 years MSF Sweden is a mature Association in both absolute (length of its existence) and relative terms (as new entities continue to be added across the movement). We represent a stable provider of funds and other contributions that enable the social mission and we are widely considered one of the most reputable humanitarian aid organizations in Sweden.

The feedback on the culture and camaraderie within MSF Sweden is generally very positive and there have been improvements on developing a constructive and collaborative atmosphere over the past year along with a sustained effort to be accountable to the Association. Our strengths continue to be our determined humanitarian spirit, our resourceful and creative approach to problem-solving and our sense of common purpose.

That said, there are internal challenges that could impact our ability to be as effective moving forward if not attended to. Specifically, departmental silos that limit the ability for seamless collaboration, a lack of clarity in decision-making as a result of aiming for consensus, tempered engagement of our Association, out-dated systems leading to inefficiencies and a tension in the struggle between operations/HQ in terms of perceived recognition, support and authority.

We also believe there is opportunity to do better in regard to diversity, equity and inclusion as well as overall satisfaction of all members of the MSF Sweden and Finland community.

These opportunities for improvements, are just that, opportunities - they are less of a condemnation of where we are and more of a vision of where we can be.

OUR LOCALITY

MSF Sweden continues to be a strong partner section due in large part to the culture and cultures of the country. Equality and fairness are highly valued at all levels of society as well as a culture of “lagom”, to remain balanced and moderate in positions and actions without losing track of a clear ethical conviction.

Sweden has a strong academic scene with focus on issues of high strategic relevance for MSF operations such as peace and conflict, women's health and SRHR (sexual and reproductive health and rights) as some of the most prominent. Feminism and gender equality are very prominent in domestic politics while sustainability, climate change and environmentalism have a key role in policy and social debate. Sweden also has cultural diversity and large diaspora groups from MSF operational contexts (Syria, Afghanistan, Somalia, Iraq).

However, much like the rest of the world, there is an undercurrent of rising nationalism alongside a media landscape that allows for real-time, hyper-divisive propaganda at every turn which can challenge the humanitarian spirit and impact the public's support of humanitarian causes.

Additionally, for those who are looking to participate, there is an expectation of new and different ways to engage and, coupled with the increase in non-profit organizations available in Sweden and Finland, our fundraising efforts are being impacted.

OUR WORLD

The number of people in need of humanitarian assistance has grown steadily over the last five years¹, and the average humanitarian crisis has become protracted lasting more than nine years in many cases. In many regions, these crises have been driven by structural weaknesses, conflict and chronic instability.

¹ <https://reliefweb.int/report/world/global-humanitarian-overview-2019-trends-humanitarian-needs-and-assistance>



Former Covid-19 patient Ghanem Qaid Nasser has recovered and is discharged from the Covid-19 centre in Al-Sahul, Yemen. PHOTO MAJD ALJUNAID

This erodes existing health and economic systems, including people's access to basic services and livelihoods, and leads to population movements, outbreaks of disease and excess mortality, and the loss of dignity and insecurity.

The emerging climate crisis is increasing the frequency and intensity of extreme weather events, causing population displacement and escalating conflicts over natural resources². The climate crisis is also causing changes in patterns and spread of certain infectious disease and will have effects on food security and fresh water availability³.

The number of people migrating will continue to increase in the coming years, as they try to escape worsening conflict, poverty and resource scarcity. This will put further pressure on cities, transit locations and destination countries. It has already led to an upsurge in anti-immigrant sentiment and racism, which has

fueled violence⁴.

And while full impact of Covid-19 on the world is yet to be realized, the implications are extreme including everything from widespread infections, illness and

death related to the virus to a secondary effect on access to other health care services including the availability of other vaccines.

Expected results of Covid-19 will range from increases in previously dormant viruses to a challenging fundraising environment to an increase in countries protecting national interests rather than cooperating on a global scale.

We believe that there is more need now than ever for medical humanitarian efforts and we believe that it is our collective responsibility in Sweden and Finland to future-proof MSF Sweden so that we can fulfill our Purpose and our Ambition and deliver on the Mission of the Movement.

2 <https://www.ipcc.ch/sr15/chapter/chapter-3/>

3 <https://www.nap.edu/read/12782/chapter/5>

4 <https://academic.oup.com/jtm/article/25/1/tay040/5056445>

4. STRATEGY-AT-A-GLANCE



5. STRATEGIC ORIENTATIONS

As we define our strategic orientations, it is important to note that these represent the shifts we need to make in order to future-proof MSF Sweden.

These orientations can be seen as complementary to our historically consistent activities that are required in order to fulfill the social mission. These pillars are not in any order of importance.

PILLAR 1 - ENGAGE IN MEANINGFUL WAYS

There is an ugly trend in the world right now towards nationalism and 'fear of others.' In order to continue to fulfill our mission, we will need to rely on the strength of a unified community.

Recognizing the desire among many in Sweden and Finland to defend humanitarian values, we have an opportunity to further engage people in meaningful and accessible ways.

To do that, we can better understand what is most meaningful and will motivate different segments of the population as well as uncover the channels that are most relevant to them.

We can then test innovative new approaches to engaging the public, the Association and all staff in the humanitarian conversation. We can be the platform that turns awareness or even admiration into action to help ensure humanity and solidarity remains a force in our societies.

Priority I: Engage with Relevance to ensure everyone sees their role within the movement

Our story is important, what we do is important but if we cannot engage people in ways that matter to them, we will not succeed. People are motivated in different ways.

Motivated to give, to work or to champion a cause. This pillar focuses efforts on understanding the mindset and motivations for engaging with a medical humanitarian organization.

We have a deep conviction that diversity in terms of gender, origin, religion, nationality and sexual orientation will make our organization stronger and fairer

and better equipped to meet challenges in the future. This implies aligning our efforts in communications, in associative participation, in fundraising, in recruitment and in innovation against those mindsets.

By appealing to each mindset uniquely, we can shift from "MSF Sweden is a worthy organization" to "MSF Sweden is an organization for people like me to... support, work for, volunteer for, donate to, etc."

Goals:

Our Organizational Goals provide direction and serve as a target for what we hope to achieve towards each pillar.

1. Develop and consistently deliver against a unifying brand idea that honestly reflects the what, why and how of MSF while also flexing to be relevant and compelling to different audiences.
2. Increase familiarity with MSF Sweden and Finland among all ages and segments of the population as a credible and courageous medical humanitarian organization.
3. Increase participation and engagement of the public: citizens, politicians, donors, civil society actors etc., Association, employees and staff and Frontline Workers.

PILLAR 2 - OPTIMIZE MSF SWEDEN

To be capable of making our best efforts to enable the social mission, we must ensure that our own house is in order.

While MSF Sweden is a stable organization delivering impact and results to our humanitarian mission, we need to constantly adapt and evolve our models and ways of working.

As we look to sustain or increase our support of the movement from Sweden and Finland and reach our full potential, it is imperative that we address the internal issues that could hinder us and set ourselves up to be more unified, more effective and more efficient.

Any changes we make should be exclusively driven by the ambition to increase the quality, impact and effectiveness of our operations.



MSF training nurse Jessica attends to a young child in the intensive care unit of the hospital run by MSF in Agok, South Sudan. PHOTO PIERRE-YVES BERNARD

Priority 1: Foster a Culture of Inclusion, Equality and Equity to promote a more unified and constructive team and associative environment

Equality and Equitability are cornerstones to how we operate at MSF Sweden. However, our systems aren't always set up to facilitate equality and equitability based on outdated structures.

This priority would shine the light on the many ways we can create a more equitable system that respects and encourages contributions from diverse perspectives.

Our ambition is to create an inclusive, healthy and safe environment for all our staff and association members, where diversity of thought and experience enhance the quality of our work and our engagement. We have a deep conviction that diversity in terms of gender, origin, religion, nationality and sexual orientation will

make our organization stronger and fairer and better equipped to meet challenges in the future.

Priority II: Modernize our Ways of Working so that we optimize output, stay ahead of societal shifts and ensure we are poised for the future

MSF Sweden has grown considerably from a small organization with a handful of co-conspirators to a much larger engine for fundraising, temoignage and operational support. Over time, the processes and technology and system that helped us manage as a smaller organization have become outdated and, in some cases, ineffective.

More agility, security, flexibility and efficiency is needed in our operations, staffing, logistics, information technology, compliance and control, and other support services without an exorbitant price tag.

5. STRATEGIC ORIENTATIONS, CONT.

We need to optimize the way we organize ourselves to support a range of operations and improve the effectiveness of our work. This pillar would have us spend considerable effort toward updating our systems, structures and processes to cultivate more agility, innovation, accountability and creativity.

Goals:

1. Increase satisfaction/NPS (Net Promoter Score) among international mobile staff and locally hired staff, Association, Board and volunteers in Sweden and Finland
2. Ensure diversity, as well as access to and opportunities, within the office and our governing structure are improved by 2025 by defining objectives and implementing policies and frameworks around DEI (Diversity, Equity & Inclusion)
3. Improve operating impact and efficiencies across the organization including Sweden and Finland to allow for more effective contribution to the movement (people, thought leadership & money)

PILLAR 3 - CATALYZE CHANGE WITHIN THE MOVEMENT

MSF Sweden is a strong section within the movement. Not only financially but our medical sophistication, our strategic capabilities and our intellectual capital are a valuable resource we can offer the movement.

Additionally, being a partner section, we have a certain distance that gives us the opportunity to think more holistically about the movement and how it can evolve.

As we look to strengthen the movement and dismantle the euro-centricity that we are clearly a part of, there are areas of change where we can contribute through our action and our influence to ensure a more equal distribution of power and knowledge. Not only changing the movement but changing ourselves first.

Priority 1: Step Up By Stepping Back to create a more equal and balanced distribution of power

There are several initiatives right now around understanding how to best break-down the power imbalance within MSF. From the fact that, in general, international staff continue to hold more decision-making power



Malaria testing in Preah Vihear, Cambodia. PHOTO TIM DIRVEN/PANOS PICTURES

than locally recruited staff in operational projects of the Global South, to the fact that most of the power and policy comes from a euro-centric operating structure.

MSF Sweden has an opportunity to find ways to create more balance within the system by changing our own ways of working and through this, set an example and a case study for positive change across the movement.

Priority II: Democratize Knowledge, Learning and Closer Mutualization Across the Movement to empower all entities within the Movement

We have a strongly developed unique capability within Sweden to help promote learning and information sharing within the movement which could create efficiencies and opportunities.

This priority would hone in on increased evaluation and learning across the movement to ensure that information and knowledge are consistently captured, developed, and made accessible and available.

We will further integrate information and knowledge management into our ways of working and encourage open-source learning for every project that is done within Sweden and Finland which we believe this will have a multiplier effect in terms of the impact that is created.

We will also begin rolling this out within OCB when possible, to ensure that we can promote closer mutualization on a larger scale.

Goals:

1. Enable more resources and agency closer to the projects as well as ensure space to other entities in the movement.

2. MSF Sweden openly exercises accountability by questioning its ways of working, while sharing best practices and lessons learned with the rest of the movement.
3. MSF Sweden voices the need for a culture of continual learning and accountability in the movement.
4. Leverage existing and new synergies to create greater impact with other sections throughout the Movement with a focus on Nordic cooperation.



Nurses and midwives attend the graduation ceremony of the MSF Medical Academy in Kenema. PHOTO VINCENZO LIVIERI

6. CONCLUSION: IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGIC PLAN

Much thought and work has been put into developing a strategic plan that can effectively guide MSF Sweden and Finland over the next four years. The ambition was to be inclusive, listen and transcribe our communalities.

However, for it to have maximum impact, it needs to be a living document, something that evolves over time is reflected on and even changed depending on new circumstances.

IMPLEMENTATION TEAM

The primary tool for implementing this strategic plan will be the MSF Sweden and Finland Action Plan(s) that will be written to support the Pillars and Priorities within this Strategic Plan.

This is the first time we are following this process and as such we must be ready to review and adapt this way of working based on its results.

We will maintain a Strategic Plan Platform working group to address issues or opportunities as they arise. This way of working should simplify and lighten procedures, allowing us to update and further elaborate on an annual basis while also ensuring more shared initiatives driven by our organizational goals.

MONITORING & EVALUATION TEAM

The Strategic Plan will be monitored at the Executive and Board level ensuring that strategic goals are reflected in the workplans and action plans across MSF Sweden and Finland. In addition, they will evaluate the progress achieved towards our organizational goals tri-annually.

Part of their responsibility will be to determine whether enough progress has been made on certain priorities, that we can include new priorities to the plan and/or if a material change in our environment constitutes a new priority being added.



MSF nurse Seraphine prepares to go into the high risk zone of the Ebola Treatment centre in Mangina, Democratic Republic of the Congo. PHOTO CARL THEUNIS



Ali, 18, is doing re-education sessions at the MSF hospital in Mocha. He was injured in the explosion of a mine.

PHOTO GUILLAUME BINET/MYOP

7. APPENDIX

Through the process, we identified many priorities that we feel are important to document in our Strategic plan in the event that upon quarterly reflection, it is determined that we have outpaced our timeline and can incorporate additional priorities into our plan.

The following is a brief overview of those priorities that we did not include in our plan but are still important areas that we feel we should consider as secondary to our stated priorities. In some cases, we feel that we have folded them into the key priorities, while in others they are less represented.

LONGER TERM VIEW:

The nature of medical humanitarian work is that it is unpredictable, urgent and immediate. This creates challenges when trying to take a longer view. This pillar would put efforts against mapping ways to take a more long-term view even while continuing to act on short term needs. This is an important priority, but, ironically so, we have more pressing priorities that require our attention before we can address this priority.

UNITED FRONT:

While progress has been made internally, there is still opportunity to be more unified in our collective conscience. We have to THINK of ourselves as a united front in order to act as one. While important, this priority feels as though by focusing on P1P1 (Pillar 1, Priority 1) and P2P1, we will make great strides towards achieving the feeling of a united front at MSF Sweden/Finland.

SUPPORT DECENTRALIZATION:

The MSF Movement is taking a hard look at how centralized the movement is and how to change the dynamic in terms of the way MSF operates. At MSF Sweden, we believe in the importance of empowering MSFers within regions to provide the care needed. This priority would focus on finding ways that we can promote the concept of care closer to the patient.

This is a specific priority that would commit us to a certain action without having done due diligence. We believe that P3P1 will allow us to think more expansively about the power imbalance.

LEAN INTO SWEDEN'S MEDICAL EXPERTISE:

Sweden has much to offer the movement in terms of medical assistance and expertise. This priority would strengthen the role of MSF Sweden in creating intersections between the movement and the incredible health-care system in Sweden. It would also put accountability measures in place to ensure that recommendations are implemented.

Clearly an asset we can leverage in P1P2 and P3P2, this is more of a tool to achieve our other priorities right now vs. A priority that we will focus directly on. However, it may be something that we choose to raise in our next strategic plan as it allows us to further integrate MSF in Sweden and Sweden in MSF.

CHAMPION A CAUSE OF CLIMATE SMART:

There are several global causes that MSF Sweden currently touches on but there is no leading consistent approach to how. To align our strengths as MSF Sweden against macro-concerns, this pillar would choose one issue to lead the charge on for all of MSF. Clearly an important issue and one that we will continue to work on alongside our partners in Canada and other sections.

While we anticipate playing a large role in this through innovation and research (P3P2) and we expect sustainability to be a core competency of MSF Sweden in P1P2, it is not in and of itself our core focus area for the next four years.

OTHER RESOURCES

- [Context Analysis](#)
- [Internal Stakeholder Survey Results](#)



MEDECINS SANS FRONTIERES
LÄKARE UTAN GRÄNSER