



STRATEGIC PLAN 2016-2020 |
THE ESSENTIALS



**"As members of Doctors of the World
(Médecins du Monde – MdM),
we want a world where barriers to health
have been overcome
and where the right to health is recognised".**

The Mission Statement adopted at our Annual General Meeting in 2015 reaffirms the principles and values underpinning the actions of Doctors of the World:

- We believe in social justice as a vehicle for equal access to healthcare, respect for fundamental rights and collective solidarity.
- We help empower all socially and physically vulnerable populations to take action within their social environment, to become actors in their own health and to exercise their rights.
- Our organisation is independent of all political, religious or financial authorities or interests.
- Citizen commitment and voluntary work are at the heart of our associative model.
- We seek balance between national and international action, between emergency and long-term actions, between medical and lay knowledge and between public funding and private donations.

The Strategic Plan aims to convert the vision presented in our Mission Statement into action by establishing priorities for the period 2016–2020. It is composed of five strategic areas and two essential requirements.



TWO ESSENTIAL REQUIREMENTS: QUALITY AND INNOVATION

QUALITY

MdM promotes a global approach to quality by:

- Ensuring the quality of the services we provide to affected populations and measuring the impact of our actions;
- Adopting a continuous improvement approach with regard to our existing practices and promoting experience-sharing;
- Raising awareness to the ethical implications of our interventions (humanitarian principles, accountability principles, “do no harm”).

INNOVATION REQUIREMENT

Innovation covers social and political scopes:

- This requirement first covers MdM's current priority areas;
- Projects could emerge outside of these areas;
- Innovation should integrate our support to partners' projects.

AREA 1: PROMOTING HEALTH THROUGH ACCESS TO HEALTHCARE AND CHANGES TO LEGISLATION

MdM is particularly vigilant with regard to access to care and the respect and effective application of legislation. Where legislation does not exist or is unsatisfactory, we work to bring about the necessary changes. Our projects, all built on solid operational foundations, are intended to inspire civil society to take action and to break down legal and regulatory barriers. Therefore, in addition to our core activity of ensuring access to Primary Health Care (PHC), MdM is also developing in France and abroad, operations and advocacy projects in five key thematic areas.

HARM REDUCTION (HR)

Médecins du Monde/Doctors of the World (MdM) designs with concerned population, harm reduction projects related with either the use of psychoactive substances, either sexual practices. Each of these projects offers health care and psychosocial services, involves the people concerned and supports the mobilisation and structuring of community-based groups. They strengthen the quality of existing services, open up new fields of exploration, document experience and develop models in order to disseminate lessons learnt to stakeholders.

> General objectives

- To improve the health of people who take drugs, male and female sex workers (SW), gays and other men who have sex with men (MSM) and transgender people;**
- To break down the legislative and normative barriers that make these populations more vulnerable and isolate them from healthcare .**

> Our advocacy

To bring about changes in legislation and ensure access to prevention and care for these key populations.

SEXUAL AND REPRODUCTIVE HEALTH (SRH)

The objective of MdM's SRH action in France and abroad is to ensure access to a high standard of health care and empower men and women. The specific focus of our interventions are: preventing and managing unwanted pregnancies; addressing SRH needs in crisis situations, including a response to Gender-based Violence (GBV); testing and preventing cervical cancer.

> General objective

To contribute to increasing recognition of and respect for sexual and reproductive rights, including universal access to SRH services.

> Our advocacy

To guarantee respect for sexual and reproductive rights in these three areas.

MIGRATION, HEALTH AND HUMAN RIGHTS

MdM provides support and assistance to migrants all along the migration route until they reach the country where they hope to find shelter and protection. There is a need to redefine reception and medical and psychosocial support models. Victims of violence must be identified by first-line health care providers. Our projects promote community-based and citizen mobilisation and the coalition of stakeholders.

> General objective

To act on the policies and mechanisms related to migration in order to promote fair, effective and access to rights and health care for people on their migration route, whatever their origins or administrative status.

> Our advocacy

To combat all forms of violence and to ensure effective and equitable access to health care and rights for migrants.

CRISES AND EMERGENCIES

In the wake of a natural or manmade disaster, vulnerable population can no longer access to care. MdM wishes to improve its intervention capabilities in situations of chronic or acute crises. To this end, we develop complementary emergency preparedness actions and Disaster Risk Reduction capacity-building for institutions and communities.

> General objective

To re-establish the right to health and access to care in order to reduce the morbidity and mortality resulting from crises and emergencies by strengthening the health systems in place and actively promoting partnerships and International Humanitarian Law (protection in particular).

> Our advocacy

To ensure access to health care and respect for International Humanitarian Law in conflict zones. All direct interventions must be accompanied by public positioning in support of re-establishing the continuum of care, especially Primary Health Care (PHC), and targeting failing states and the International Community.

CROSS-CUTTING APPROACHES

The following three approaches are applied across existing projects and do not have their own specific advocacy objective.

Mental Health and Psychosocial Support (MHPSS)

Mental health is an integral part of health (the condition of well-being). MdM is concerned with the determinants that influence mental health. Our action targets situations of mental vulnerability and not pathologies; we wish to consolidate collective skills and involve the communities in the design and implementation of public health responses.

Childhood vulnerability

MdM has been committed to helping vulnerable children since the organisation was first founded. Alongside our traditional activities (adoption, sponsorship, "Operation sourire"), there are now new challenges to be met, linked to our priority thematic areas: unaccompanied minors; children living in indecent conditions and slums; gender-based violence and teenage or unwanted pregnancies.

Gender refers to the socially-determined roles, behaviours, activities and attributes that a society considers appropriate for men and women. Considering gender inequalities to be health determinants, we adopt a gender-based approach at every stage of a project.

AREA 2: EMPOWERING POPULATIONS TO TAKE ACTION

In addition to health care, MdM is seeking to develop people's capacity to control their own destinies, a capacity which is crucial to social change. We are also endeavouring to empower individuals, community-based organisations, civil society and public to take action, while taking into account the constraints and environment of the people concerned. For MdM, co-constructing these dynamics with the people concerned is an integral part of each stage in the project cycle.

> General objective

To develop the capacities of individuals, communities and organisations to take action (empowered to act, take decisions and influence) in the field of health and its determinants.

AREA 3: FOSTERING COALITIONS OF COMMON CAUSES

We consider operating as a network as the best way to take effective action and influence a complex world.

OPERATIONAL AND POLITICAL PARTNERSHIPS AND ALLIANCES

MdM promotes alliances and partnerships that heighten and extend its influence in all its advocacy fields. We support the capacity-building of partners and advocates at every level (local, national, regional and international) for direct access to institutional funding for its partners.

> General objective

To foster partnerships and alliances which make it possible to support and strengthen the capacities of civil society to become an actor for social change in struggles relating to health.

INTERNATIONAL NETWORK

The 15 members of the international network* are working to create a strong community of stakeholders who defend the vision, mission, values and ambition of Doctors of the World. The whole network is developing: standard practices across programmes; coordination and private and public fundraising mechanisms; a collective approach that encourages each member's growth; a set of good governance practices; the emergence of a global brand.

> General objective

To increase MdM's global influence.

* 15 Médecins du Monde/Doctors of the World: Argentina, Belgium, Canada, France, Germany, Greece, Japan, Luxembourg, Netherlands, Portugal, Spain, Sweden, Switzerland, United Kingdom and United States.



AREA 4: PROMOTING COMMITMENT AND ENGAGEMENT, UNDERSTANDING AND SUPPORTING NEW FORMS OF MOBILISATION

Our commitment and activism are modelled and based on the point where two frames of reference meet – the historical and legal framework set out in the 1901 law; and the policy and organisational framework specific to MdM.

COMMITMENT, ACTIVISM, MOBILISATION

MdM promotes a pro-active policy of mobilisation, recruitment, diversification of missions and career development management for its volunteers and maintains networks and communities of sympathisers and activists. We identify new forms of mobilisation and new networking mechanisms that bring the people concerned into contact with actors sharing the same concerns.

> General objective

To promote commitment and activism, understanding and supporting new forms of mobilisation.

GOVERNANCE

In line with the recent evolution seen in sociology and activist pathway, governance has to adapt to new pathways that feature in individuals' personal and professional lives.

> General objectives

– To open up the governance bodies of the organisation at all levels and to all stakeholders: international network members, associate members, partners, employees, volunteers, beneficiaries and donors.

– To increase transparency and improve and simplify decision-making processes and governance of the organisation.

DECENTRALISATION

MdM is basing more of its decision-making and expertise in to the field and encouraging decentralisation at the international level and regionalisation in France.

> General objective

To decentralise the definition and steering of our actions.

AREA 5: ENSURING FINANCIAL INDEPENDENCE FOR POLICY INDEPENDENCE

Independence is the freedom to choose our partners and networks. MdM affirms that no institution or group shall dictate our policy and operational choices. These choices are made in the sole interest of the populations concerned.

> General objectives

– To adapt MdM's organisation to its strategic plan in order to increase efficiency.

– To put in place global steering of public and private fundraising.





may 2017
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The strategic plan is available in its complete version on the intranet.