

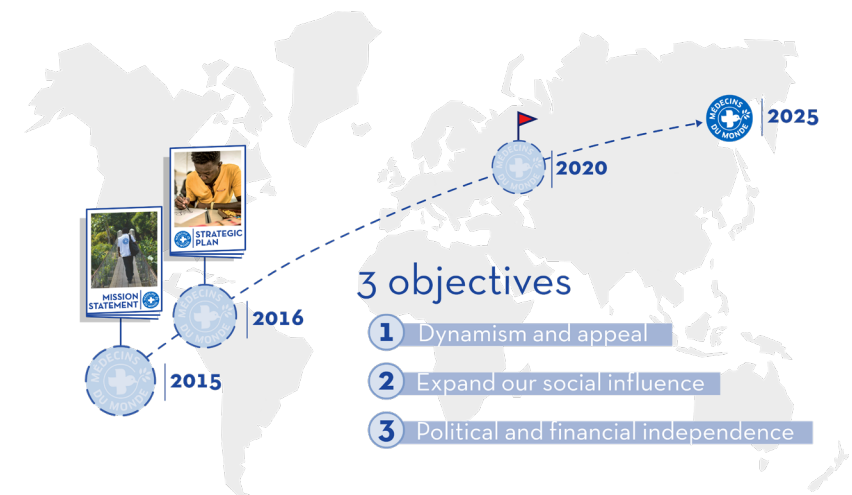
# **HORIZON 2025**



**Transforming Médecins du Monde**

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2025

*Horizon 2025 represents the ways in which Médecins du Monde has to transform itself. It formalises needs and desires for organisational change and, above all, it sets forth MdM's own vision of the future.*

## NEEDED CHANGE

Faced with the challenges of the new century and developments in the humanitarian environment, Médecins du Monde has chosen movement and change. Our association must show that it can adapt while at the same time retaining its identity as an activist organisation. When carried out in a timely manner, these vital adaptations will allow Médecins du Monde to preserve and promote its uniqueness.

## DESIRED CHANGE

"Horizon 2025" also represents all of the aspirations of the association. The **Mission Statement** reaffirms the principles and values underpinning the actions taken by Médecins du Monde. The **Strategic Plan** sets out the association's priorities for the period 2016 to 2020 and is organised around five major strategies and a dual requirement for both global quality and social and political innovation.

**Médecins du Monde's ambition for 2025 is to become a leading international medical NGO, fighting for fairer access to healthcare and rights, at home and abroad.**

To do this, we want:



To strengthen the attractiveness and dynamism of the organisation



To extend the social impact and the reach of our messages, by growing our network



To increase our independence and assert our status as an international activist organisation.

These transformational objectives have been broken down into **7 priority areas**, whose outcomes will enable us to increase tenfold the strike force produced by the efforts and engagement of Médecins du Monde's teams.



[Video presenting the "Horizon 2025" transformation plan](#)



## Dynamics of community life

*The community life priority area will galvanise MdM community by promoting activism, encouraging commitment and developing new forms of mobilisation.*

### IDENTITY, MEMORY, HISTORY

Our current and future actions must be sustainable, have a connection to our past and participate in bringing our identity alive every day.

### COMMITMENT AND ACTIVISM

We want to diversify the potential ways to get involved at Médecins du Monde, to promote activism and to involve people from a wide range of backgrounds.

### GOVERNANCE

Our governance model is part of what makes us special. We want to reenergise it, open it up and clarify our decision-making processes and the role played by the organisation's different bodies.

### INTERNAL COMMUNICATION

We want to reinforce our internal communications to make this a driver to promote and make visible discussions around actions in the field, to bring people together and strengthen cohesion regarding our social mission, to get people excited about the combats being led by the organisation and to support MdM's political vision and strategy.

# PRIORITY AREA 1



## Human project

*A second priority area is dedicated to our Human project. We want to be a modern and attractive employer, enabling Médecins du Monde stakeholders to enhance and develop their competencies.*

### IMAGE AS AN EMPLOYER

We want to enhance our image as an employer, so as to increase Médecins du Monde's appeal and improve recruitment and retention.

### ONBOARDING, CAREER PATHWAYS AND MOBILITY

We want to improve the onboarding and integration of all stakeholders and the management of their skills, plan for future needs and create pathways for engagement, regardless of commitment status.

### TRAINING

We want to develop a training policy, widen the range of training (in particular, topic-based courses) on offer and diversify our learning models.

### WELLBEING IN THE WORKPLACE AND INTERNAL AGREEMENTS

To ensure that all Médecins du Monde stakeholders enjoy good quality of life in the workplace, we must establish appropriate working conditions and environments and develop our internal agreements.

### MANAGEMENT

We want to train managers on all levels on the basis of a core set of skills and to begin a brainstorming process on new ways of working and managing.

# PRIORITY AREA 2



## Regionalisation and decentralisation

*Work is already underway to promote regionalisation in France and decentralisation abroad, and to allow more decision-making at operational level.*

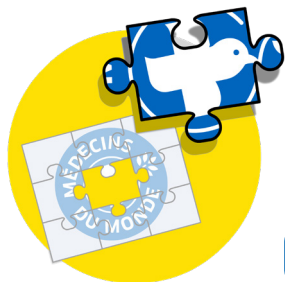
### REGIONALISATION

We want to clarify the outlines set for autonomy among regional offices and the roles and responsibilities of the various stakeholders.

### DECENTRALISATION

We want to examine the feasibility and support the creation of deconcentrated units, with regard to our experience with the deconcentrated unit in Amman and in conjunction with the MdM network.

# PRIORITY AREA 3



## Operational dynamics

*The 4<sup>th</sup> priority area concerns the operational dynamics of our projects. The focus is on the alignment of our projects with our political orientations and the improvement of their quality and impact.*

### FRAMING PRIORITY AND CROSS-CUTTING AREAS

We want to formalise, develop and circulate the policy and operational frameworks for our primary strategic priorities and cross-cutting approaches.

### PROJECTS' STRATEGIC DEVELOPMENT

We aim to achieve innovative and strategic operational dynamics, aligned with Mdm's development goals, to respond to our ambitions and to align ourselves with the new challenges in France and abroad.

### PARTNERSHIPS

We want to detail our expectations, define a global strategy and develop a coordination framework with our partners.

### QUALITY

We want to develop guidelines and a mechanism for monitoring the ethical and quality aspect of our practices, as well as a policy of environmental responsibility.

### NEW CHALLENGES

The world and the humanitarian sector too are changing, with social, economic, climate and geopolitical upheavals impacting all of our societies today. We want to face up to these, to remain alert, to be capable of re-inventing ourselves and integrating the challenges of the 21st century and adapting our strategic plan.

# PRIORITY AREA 4



## International network

*A 5<sup>th</sup> priority area specifically concerns the development of the international network: to federate all Mdm chapters and to promote the increase of responsibilities of other network members so as to make a stronger social impact.*

### MDM FRANCE'S AMBITIONS WITHIN THE NETWORK

We want to improve the knowledge that we have of the network, formalise our strategy and align management priorities with those of the network.

### SUPPORT FOR CERTAIN MDM ENTITIES

We are reworking the existing bilateral agreements and will be defining our reciprocal expectations to achieve successful partnerships.

### REINFORCING OPERATIONAL SYNERGIES

We are reinforcing coordination on common areas of intervention and pooling our resources, in particular concerning logistics, safety and training.

### JOINT REPRESENTATION AND ADVOCACY

To achieve greater impact, we are seeking to define global advocacy programmes and to promote these together.

### FINANCIAL INDEPENDENCE VIA THE NETWORK

Thanks to strategic resource sharing and to good coordination between members of the network, we are reinforcing our financial independence and that of the network.

### CHANGES TO NETWORK GOVERNANCE

We are targeting the implementation of the new network governance model and improved integration of its frameworks.

# PRIORITY AREA 5

# BOARD → EXECUTIVE COMMITTEE

One ambition: "To be a leading international medical NGO, fighting for fairer access to healthcare and rights, at home and abroad"



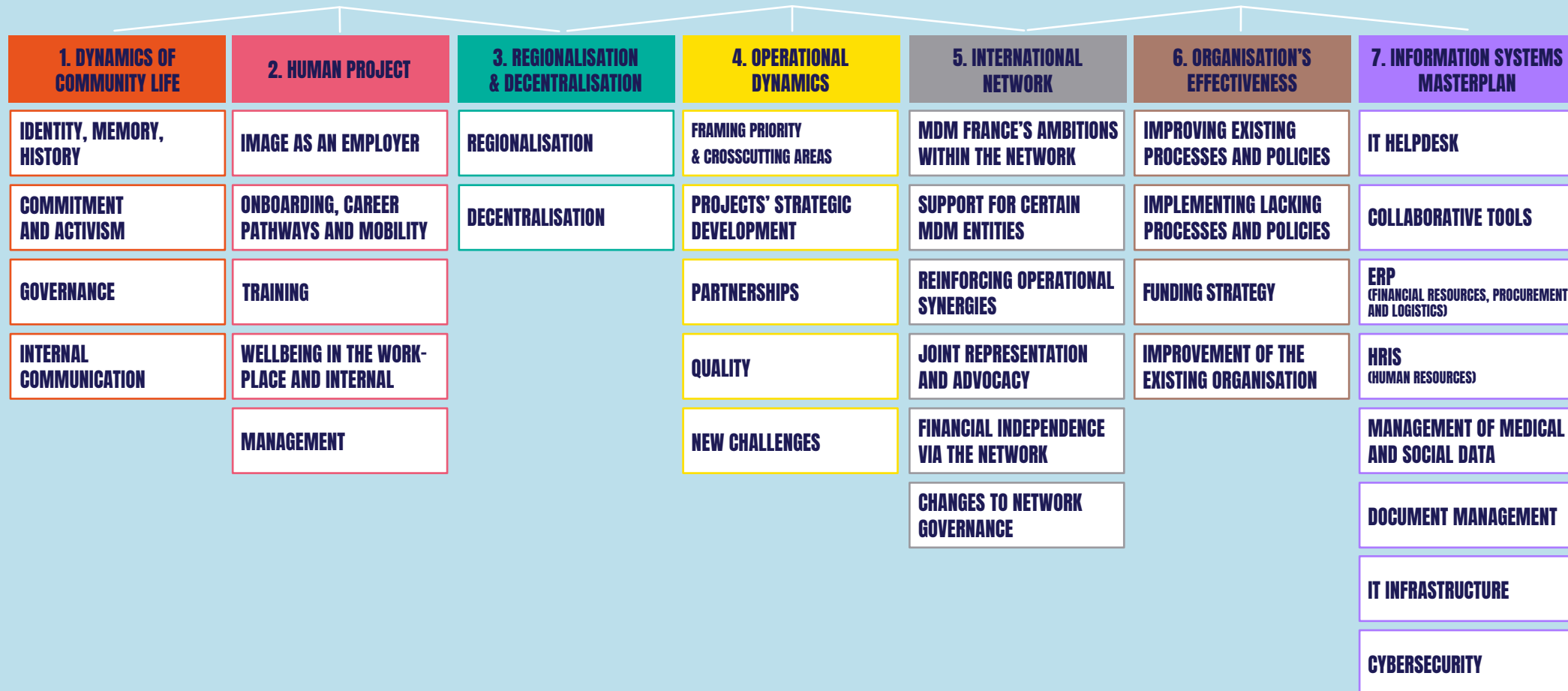
**MAKING THE ASSOCIATION MORE APPEALING AND DYNAMIC**



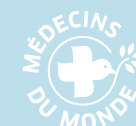
**WIDENING SOCIAL IMPACT WORLDWIDE**



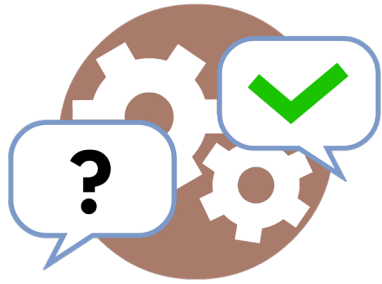
**REINFORCING POLITICAL AND FINANCIAL INDEPENDENCE**



# PLAN FOR THE TRANSFORMATION OF MDM



2025



## Organisation's effectiveness

*MdM must be more effective: we must simplify and facilitate our processes and policies. Our organisation must be efficient and help us live up to our ambitions.*

### IMPROVING EXISTING PROCESSES AND POLICIES

In order to improve our effectiveness, we must harmonise and simplify our existing processes and policies, in France, at Headquarters and internationally.

### IMPLEMENTING LACKING PROCESSES AND POLICIES

We must also ensure we are compliant with all regulatory or ethical standards and implement lacking processes and policies.

### FUNDING STRATEGY

Our funding strategy prioritises international growth, driven by improved cover of our costs by donors, improved strategic dialogue and obtaining increased funding on a multi-country basis.

### IMPROVEMENT OF THE EXISTING ORGANISATION

Our organisation must reflect our ambitions and respond to our needs. We therefore need to continue with our reorganisation, to adjust our methods of operating by department and directorate and create any missing entities.

# PRIORITY AREA 6



## Information systems masterplan

High-performance IT tools

*Finally, a 7<sup>th</sup> priority area concerns our IT tools which must be effective, reliable, adapted and up to date; so as to grant MdM efficient management and global management.*

### COLLABORATIVE TOOLS

We want to improve the way in which all those at MdM take ownership of collaborative tools in order to facilitate communication, high-quality interactions and remote working. These tools will support enhanced cooperation between Headquarters and the field, between France and abroad and also between volunteers and employees.

### ERP

We want to modernise our system for the integrated management of financial resources, procurement and logistics (ERP or Enterprise Resources Planning) in order to facilitate our day-to-day and global management.

### HRIS

We want to develop our integrated human resources management system (HRIS – Human Resources Information Systems)

in order to offer new functionalities to all those within the association and to support them better.

### MANAGEMENT OF MEDICAL AND SOCIAL DATA

The collection and processing of medical and social data within our projects must be supported by high-performance, harmonised tools in order to ensure the quality of our actions, our advocacy and our overall management.

### DOCUMENT MANAGEMENT

We want to reinforce our policy and practices in terms of document management to guarantee that documents are being shared securely and to scan and save our archives, so as to meet the challenges linked to institutional memory, accountability in the context of external audits and environmental responsibility.

# PRIORITY AREA 7

### IT HELPDESK

We want to reinforce and improve the quality and support experience for users, while at the same time increasing visibility and responsiveness to the queries processed by the IT department.

### IT INFRASTRUCTURE

Our infrastructure, servers and IT hardware must be up-to-date, harmonised and secured, to meet the needs of users, applications and the accessibility of information, at head office and in the field.

### CYBERSECURITY

In order to guarantee the confidentiality of our data and those of our beneficiaries, as well as the integrity of our information system, we must protect ourselves against cyber-attacks and data leaks.

# PRIORITY AREA 7

## A TRANSFORMATION MANAGED WITH FLEXIBILITY AND METHOD

Together, these projects for transformation support our ambition which is ***to be a leading international medical NGO, fighting for fairer access to healthcare and rights, at home and abroad***. We are seeking social change on a major scale and the growth and development of our activities, principally on the international stage.

Our transformation plan is updated on a regular basis by its creators, i.e. the Board and the Executive Committee. The goal is to be capable of adapting, to be flexible, to set priorities, to schedule, to highlight interconnections, while at the same time always keeping on course.

These transformation projects are drawn up with the same degree of care and attention as our projects in the field, with a project management methodology which, amongst other things, includes the appointment of a project manager, a formalised framework setting out objectives and coordination within a project team composed of salaried employees and volunteers, depending on the nature of the project, who are responsible for contributing to the ground work, and a steering committee comprised of mid-level managers, which is responsible for making the day-to-day decisions.

Thinking and working together on our transformation means making real the strategic changes that we want, to have greater weight, greater influence and more impact for the communities with which we are working, for social justice, while at the same time remaining an independent and activism-based association.

This is why all those who call Médecins du Monde home are working on different levels to implement the "Horizon 2025" transformation projects which will enable us jointly to come closer to achieving our ambitions. The H25 team is here to support these efforts, to provide coordination, support, an interface and to act in some way as the project coordinator for this major renovation scheme.





## HORIZON 2025

**Progress, for all, across all projects!  
A few examples of our achievements  
since the launch date in 2017**

(Updated on 27/10/2021)

### IN PRIORITY AREA 1

#### Dynamics of Community Life

Creation and structuring of the MdM Community Unit; Creation of a body tasked with resolving conflicts between employees and volunteers; Drafting of an Internal Communication strategy; Redrafting of the articles of association and internal rules and regulations; Redefinition of field representation and roles and mandate of the international pools (RPAI); Organisation of events to mark MdM's 40th birthday.

### IN PRIORITY AREA 2

#### Human Project

Redefinition of expatriation conditions; Drafting of a staff health policy; Drafting of a "PSEA" policy (Protection against exploitation, harassment, sexual abuse, psychological harassment and abuse of power); Classification of occupations for national employees; Classification of occupations for employees governed by French law; Implementation of training for members of the Board (BACA); Implementation of training for the Regional Colleges (BAC); Social and Economic Committee reform; Creation of an agreement on remote working; Management training for directors and heads of departments.

### IN PRIORITY AREA 3

#### Regionalisation & Decentralisation

Definition and validation of a political vision for regionalisation; Clarification of responsibilities within regional offices; For each delegation in France, identification of communication focal persons and definition of their roles; Evaluation of the deconcentrated unit experience in Amman.

### IN PRIORITY AREA 4

#### Operational Dynamics

Drafting of the HR (Harm Reduction) Strategy 2017-2021 and definition of the operational framework; Definition of the Health and Rights of People who use Drugs position; Definition of the Sex Workers Health and Rights position; Drafting of the MEDS (Migration, Exile, Rights and Health) advocacy strategy; Creation of an "Empowerment" booklet; Creation of a "Mental health and psychosocial support approach" booklet; Definition of the Gender policy; Creation of a "Toxic Environments" booklet; Definition of an ethics framework for operational research; Development of brainstorming on the HR (Harm Reduction) - France strategy; Definition of the International Operations Trajectory 2020-2022; Evaluation of the impact of the Healthcare, advice and referral centres (CASO); Definition of the national strategy - France; Mapping of all partnerships, their type and engagement; Creation of a "Partnership Quality" booklet; Definition of an Environmental Responsibility position.

### IN PRIORITY AREA 5

#### International Network

Participation in the reactivation of MdM Italy; Reinforcement of transparency in the financial flows between MdM-F and the Network; Drafting of a pilot study for a multilateral approach (MdM ES, B, UK, NL), British cooperation, and drafting of a SRHR theory of change; Finalisation of the renewal of the Branding Agreements (BLA).

### IN PRIORITY AREA 6

#### Organisation's Effectiveness

Implementation of rules for the allocation of coordination costs/shared costs; Identification of risks concerning the management of pharmaceutical products and recommendation proposals (Pharma Risk SteerCo/Drugs pathway audit); Creation of approval workflows (MOU/partnerships) after definition of the processes; Definition of a policy for the prevention of the financing of unlawful activities; Formal definition of the anti-fraud and anti-bribery policy; Drafting of the policy memo on the development and growth of Médecins du Monde France; Definition of the funding strategy; Definition of the funding charter; Development of the Major Donors and Bequests strategy; Reorganisation of the French Operations Directorate (DOF); Introduction of the Health Advocacy Directorate, with 3 departments; Implementation of the MdM Community Unit (see priority area 1); Implementation of the Horizon 2025 department; Conversion of DRI into NET; Transfer

of the adoptions department; Transfer of the child sponsorship department; Creation of an internal audit department; Creation of an Audit Committee; Creation of a travel department + travel agency; Reorganisation of the Financial Management and Information Systems Directorate (DFSI)/Creation of a "Purchasing/Logistics" entity including travel department + travel agency.

### IN PRIORITY AREA 7

#### Information Systems Masterplan

Implementation of Agora; Definition of the Collaborative Tools strategy; Harmonisation of country SharePoints; New Intranet site; Definition of the ERP Technical Specifications (Log/purchasing, accounting, finance management, etc.); SAGA v8 upgrade; SAGASTOCK upgrade; Creation of a new Volunteers Database; Creation of a Members Portal.

## LINKS



**Horizon 2025 intranet,  
to keep up with the latest news**



**Horizon 2025 update and progress  
report, to see what's  
been achieved**

## THE TRANSFORMATION INVOLVES US ALL



**The transformation of Médecins du Monde involves us all.**

Don't hesitate to contact the H25 team and share your questions, comments and, above all, your ideas and wishes with us, by using:



[the Horizon 2025 questions box](#)

To be found on the home page of the Médecins du Monde Horizon 2025 Intranet



**Horizon 2025, let's build the future of Mdm today!**



**2025**

**HORIZON 2025**





DECEMBER 2021