

INTERNATIONAL NETWORK

STRATEGIC PLAN

2023-2025



EXECUTIVE SUMMARY

The Médecins du Monde International Network (“Mdm Network”) strategic plan seeks to embody, reinforce, and further our Network’s shared values and to set the way forward for the Mdm Network. It sets a goal for the network to achieve during the three-year period from 2023-2025 and articulate the paths to achieve this goal.

This first strategic plan for the Mdm International Network sets the way forward for the Network. It is the next logical step for the network building from the previous roadmap.

The goal of the strategic plan is:



By 2025, the Mdm International Network will have consolidated and reinforced the structural foundations of the network, in order to increase its collective strategic impact and influence.

The strategic plan will provide direction to the network . It will serve as a reference document within the network and its component chapters.

This document represents the collective work of the Mdm Network’s 17 current members. The strategic plan was developed collaboratively through the participation of Executive Directors (EDs) and presidents from the 17 chapters as well as inputs from the Network Support Team (NST) and other chapter representatives from Boards and network Steering Groups

KEY PRIORITIES

Our key priorities (A, B, C, D) are elaborated below with related key initiatives. These key priorities focus internally on strengthening the network’s capacity for effective collaboration and collective action, as well as externally on the impacts we can have from our collective action. Together, they will help us act, be and grow together as a network.

ACT TOGETHER

A. IMPROVE OPERATIONAL COORDINATION

→ Establish a common framework for operational coordination across members

Start developing common standard operating procedures and policies for operational coordination across members

Start establishing mechanisms for strengthening coordination across chapters at country level

→ Establish shared systems for ensuring program quality and learning

B. INCREASE THE IMPACT OF OUR ADVOCACY

→ Define a common network-wide advocacy framework

Building on our core mission of “universal access to healthcare to all”, define common positioning for different thematic in order to have a common voice on different subjects

→ Establish the means and mechanisms for undertaking impactful advocacy

Strengthen the structures within the network and each chapter for undertaking advocacy initiatives

BE TOGETHER

C. CONSOLIDATE AND DEVELOP THE STRUCTURAL FOUNDATIONS OF THE NETWORK

→ Implement the structures, policies, procedures, BPMS rules, and regulations already developed and increase the network constituents' accountability to them

Improve knowledge of the network, its constituents and its key documents by new members

Make adherence and compliance with the network structures, policies, procedures, BPMS rules, and regulations a key priority for all MdM members

→ Strengthen the governance of the network

Reaffirm the role of the NexCom to ensure that it has the capacity to accomplish its mandate

Establish a Governance Committee to facilitate the development and support the implementation of best governance practices in the network

Implement governance best practices at all levels in the network

→ Explore establishment of a supranational network entity

Reflect on the development of a supranational network entity

GROW TOGETHER

D. BUILD AN INCLUSIVE AND COLLABORATIVE NETWORK OFFERING EQUITABLE OPPORTUNITIES TO ITS MEMBERS

→ Strengthen connections and relationships across the network and its constituents

Improve our mutual knowledge of the different chapters and foster a culture of collaboration between them

Facilitate individual chapters' involvement in the network

Improve internal communications between the network constituents

→ Foster diversity, equity and inclusion in the network

Develop shared commitments to the principles of diversity, equity and inclusion for the network at all levels

Give voice to right-holders' and service users' representatives in the international network

→ Work together to diversify the network

As previously defined in the MINA, work together for the enrollment of new members in the network, especially from low- and middle-income countries

Ensure an adequate set-up for the expansion of the network to optimize its development, respect equity among its members and reduce risks

MÉDECINS DU MONDE INTERNATIONAL NETWORK STRATEGIC PLAN (2023-2025)

The Médecins du Monde International Network (“Mdm Network”) strategic plan seeks to embody, reinforce, and further our Network’s shared values and to set the way forward for the Mdm Network. It will set a goal for the network to achieve during the three-year period from 2023-2025 and articulate the paths to achieve this goal.

1. INTRODUCTION

The adoption of the vision, mission, and values by the Mdm Network in 2016 was the starting point for a unique and exciting adventure: the Strategic Roadmap, displaying a clear desire to move towards a deeper mutual understanding and collective input on the current challenges the network is facing.

VISION

A world where barriers to health have been overcome, a world where health is acknowledged as a fundamental right.

MISSION

Médecins du Monde is an independent inter-national voluntary movement working at home and abroad. Through innovative medical programs and evidenced-based advocacy we empower excluded people and communities to claim their right to health while fighting for universal access to healthcare.

VALUES

Activism
Empowerment
Social Justice
Independence
Balance

The aim of the 2016-2019 Strategic Roadmap was to provide more effective action, stronger global influence and greater organizational stability. This roadmap, a project fostering closer international

collaboration and dialogue within the MdM Network, started with the network's involvement in emergencies as the area with the greatest potential to pilot network collaboration¹.

The decision to develop a strategic plan was taken at the Network General Assembly (NGA), the all-network annual meeting, which took place in 2021. The plan was developed over the course of 2022. A duration of three years was chosen since the network will be evolving rapidly while implementing the strategic plan and may need another strategic reflection after this period. The development and the implementation of this strategic plan will be aligned with the vision, mission, and values that all chapters of the network agreed on and fully embody.

This 2023-2025 strategic plan is also fully in line with the 2016 roadmap and its goals, while including the notion of growth and structural transformation of the network. It furthermore takes into account the lessons learnt from the challenges experienced in the implementation of the roadmap, such as suboptimal monitoring of indicators and a lack of measures ensuring accountability. Moreover, the starting point is no longer the same: collaboration between chapters has only strengthened, and the network is now developing its own identity premised on diversity, despite an obvious asymmetry in the sizes of the chapters that comprise it. There is a common vision and mission, now shared by all, that allows for reflection on the future. In addition to the values, there are major policies and structural documents adopted by all, such as the Médecins du Monde International Network Agreement (MINA), a code of conduct, and collective reflection on gender equity and ecoreponsibility, and more. The network has solid tools that are now operational: Board Best Practices & Minimum Standards (BBPMS), Network Governance Model, Global Voice Protocol, Resource Sharing Agreement (RSA), Emergency Operations Framework. However, applying these tools rigorously in the Network's activities remains a challenge and is addressed in this strategic plan.

The Network currently comprises 17 member chapters: Argentina, Belgium, Canada, France, Germany, Greece, Italy, Japan, Luxembourg, Netherlands, Portugal, Spain, Sweden, Switzerland, Turkey, United Kingdom, and United States of America. Its functioning is based on several structures: a Network President Council (NPC), a Network Executive Director Council (NEDC), a Network Executive Committee (NexCom), a coordinator, a Network Support Team (NST), and communities which have focused on different themes. A key output from the roadmap was the Members International Network Agreement (MINA) which defines the network's shared identity, norms and rules, and regulations.

2. GOAL OF THE STRATEGIC PLAN

The goal of the strategic plan is:



By 2025, the MdM International Network will have consolidated and reinforced the structural foundations of the network, in order to increase its collective strategic impact and influence.

¹ At the time, the conclusion was clear:

"Our positioning as a network is too weak around MdM in emergencies both at international and national levels and is often done without adequate coordination mechanisms. New mechanisms are needed in order to quickly establish common positions, manage institutional risk on a global scale and communicate MdM's work and concerns in order to optimize our institutional profile, influence and income. We need to maintain public support for humanitarianism in general, protecting the space in which we and our partners work." A Call to action, 09.2016, Version 11

The strategic plan will provide direction to the network for the three-year period from 2023-2025 based on the shared goal and priorities. It will serve as a reference document within the network and its component chapters. Implementation of the strategic plan will be defined in annual action plans, which will serve to articulate the achievable objectives that the network members can work towards and the actions that will help the network achieve its overarching vision. These action plans will help the network coordinator and the NexCom in the allocation and management of resources.

Through the strategic plan, the network seeks to work towards “one Mdm” on its common issues, streamlining our efforts and collaboration towards increased collective impact. This will require openness, transparency, and accountability in everything we do. Reinforcing the network will help potentiate individual chapters’ actions on the specific issues they tackle in line with the network’s vision., the network aims better coordinate its collaborative efforts and provide an effective platform to exchange information and expertise between chapters.

3. METHODOLOGY

This document represents the collective work of the Mdm Network’s 17 current members. The strategic plan was developed collaboratively through the participation of EDs and presidents from the 17 chapters as well as inputs from the NST and other chapter representatives from Boards and network Steering Groups. The process was guided throughout by a Strategic Planning Working Group, composed of 4 presidents, 3 EDs and 3 Board members proposed by chapters and then designated by the NexCom, who provided strategic oversight and coordination; consultants from Collective Mind designed and facilitated the plan development.

The participatory methodology to develop the plan first included opportunities for engagement with all presidents (via interviews) and EDs and NST members (via a one-day workshop) during an initial inception phase (March-April 2022). The annex to this document includes the inception report developed by Collective Mind at the outset of the strategic planning process based on these inputs.

Then, a series of workshops to which presidents, EDs, as well as NST and Steering Groups’ members were invited was facilitated in May and June 2022 to develop, validate, and elaborate shared goals and priorities as the basis of the strategic plan. Two sessions were organized at different times for each of the two workshops and interpretation in English, French and Spanish was offered, to ensure optimal participation. In total, 20 people participated in the first workshop and 29 in the second. The workshops helped identify two overarching priorities, one externally facing and one internally facing. Each priority consists of two components.

1. Increase our collective strategic impact and influence
 - a. Improve operational coordination
 - b. Increase the impact of our advocacy
2. Consolidate and reinforce the structural foundations of the network
 - c. Solidify the network’s foundations
 - d. Build an inclusive network

Using this framework, volunteers from the Strategic Planning Working Group contributed to drafting the plan with further feedback from other network members (July to September 2022). The 17 chapters and the NST were invited to participate in two rounds of revision of the strategic plan drafts, to which they could contribute in English, French or Spanish thanks to translated versions of such drafts and tools to share their comments.

A final version was then shared with all members of the network in mid-October for approval at the Strategic Plan Meeting in late October 2022.

4. KEY PRIORITIES

Our key priorities (A, B, C, D) are elaborated below with related key initiatives. These key priorities focus internally on strengthening the network's capacity for effective collaboration and collective action, as well as externally on the impacts we can have from our collective action. Together, they will help us act, be and grow together as a network.

ACT TOGETHER

A. IMPROVE OPERATIONAL COORDINATION

Our programmatic operations are at the core of who we are and the impact we want to achieve: to ensure health access for all equally and without any discrimination based on nationality, race, ethnicity, gender identity, sexual orientation, religious beliefs, political opinion, or disability. All MDM programs, at their basis, must have a collaborative analysis and address the root causes of why people do not have access to basic health systems and aim to reinforce the local health systems. All MDM chapters now support either domestic or international programs; some chapters are doing both. There are also numerous examples of joint operations between two or more chapters.

In an increasingly competitive funding landscape, humanitarian donors increasingly favor supporting collaborative and consortia initiatives which maximize impact through efficiency and effectiveness. It is essential that MDM network members consider how best to align our approaches and resources in order to maximize long-term impact at both domestic and international levels. Developing specific partnerships with local/national actors is part of empowerment and local ownership but also of the localization: it should be a priority for all MDM chapters operating at the international level.

KEY INITIATIVES TO IMPROVE OPERATIONAL COORDINATION

→ Establish a common framework for operational coordination across members

Develop common standard operating procedures and policies for operational coordination across members

- Create a joint framework for operational best practices and minimum standards in domestic and international operations
- Establish common theories of change for our different fields of expertise/operations

- Strive for synergies between chapters, in domestic or in international operations in order to save costs and improve quality
- Ensure that MdM operations are evidence-based and defined in a participatory manner with beneficiaries

Establish mechanisms for strengthening coordination across chapters at country level

- Develop joint regional and national strategies for multi-chapter programs and countries (i.e. missions where several MdM chapters are active) which are created in a participatory and collaborative manner
- Improve network reflection and coordination on geographical developments of MdM operations
- Review the emergency framework protocol and make sure it is duly implemented
- Establish a joint approach and protocol for security policy and critical incidents management and security protocols

→ Establish shared systems for ensuring program quality and learning

- Encourage further inter-chapter exchange on staffing of international operations (i.e. recruitment, wage and benefits, joint trainings, etc.)
- Facilitate visits to programs by members from other chapters
- Establish systems for sharing information, knowledge, and learning across operations
- Develop a minimum set of common data and mechanisms of exchange of this data
- Identify and exchange best practices on specific topics, including medical ones
- Develop advanced joint training for management and coordination positions

B. INCREASE THE IMPACT OF OUR ADVOCACY

As a diverse international network, the MdM network's main objective is to influence the global public health agenda as well as country-level policies. We seek to be seen as an activist organization campaigning for the values and policies that underlie our vision and mission. This requires strengthening our shared voice and position for greater impact.

Specifically, MdM's advocacy aims to create changes in the policies which affect people's access to health. MdM will need to respond to the changing health environment especially at a time when global targets such as Sustainable Development Goals are being pursued. MdM's advocacy will respect all human rights and ensure adequate participation of vulnerable groups.

Advocacy is already under way at the network level but will seek further to influence public health policy by drawing upon the evidence that we gather from our domestic and international programs. The evidence that we gather should be used to influence public health policy through multiple channels: participation in international fora, publication, participation in policy forums and other platforms where we bring our evidence and perspective to influence international organizations. MdM will also increase the number of joint advocacy and communication activities and strive toward network-wide advocacy approaches.

KEY INITIATIVES TO INCREASE THE IMPACT OF OUR ADVOCACY

→ Define a common network-wide advocacy framework

Building on our core mission of “universal access to healthcare to all”, define common positioning for different thematics in order to have a common voice on different subjects

- Prioritize general cross-network themes and subthemes that are of common concern for all network members
- Prioritize at which level(s) we are seeking to influence and state clearly our ambition and how to achieve it
- Identify common objectives and target groups of chapters’ advocacy plans to build network-wide advocacy strategy coordinated efforts and create synergies
- Strengthen our representation in international fora
- Align communication and advocacy plans at network level
- Reinforce effective mechanisms for linking advocacy initiatives to communication

→ Establish the means and mechanisms for undertaking impactful advocacy

Strengthen the structures within the network and each chapter for undertaking advocacy initiatives

- Reinforce existing processes for proposing and initiating shared advocacy activities within and by the network
- Reinforce existing mechanisms for building consensus across the network on advocacy initiatives
- Establish clear mechanisms to define who is entitled to represent the network and speak on behalf of it
- Reinforce inclusive mechanisms for meaningfully integrating right-holders’ views and voices
- Reinforce effective mechanisms for linking advocacy initiatives to operations across the network including integrating programmatic data and evidence

Put in place a mechanism reinforcing advocacy within the network

- Improve mechanisms for faster consensus.
- Improve quality of data and sharing mechanisms among the network to strengthen our evidence-based advocacy efforts
- Incorporate research and scientific approaches to generate evidence for advocacy by resourcing it or collaborating with academia or both
- Encourage piloting or testing advocacy initiatives
- Clarify a process for monitoring outcomes and evaluating the impacts of our advocacy efforts

C. CONSOLIDATE AND DEVELOP THE STRUCTURAL FOUNDATIONS OF THE NETWORK COLLECTIVELY

Continued work must be done to ensure that the network's structures and systems are not just fit-for-purpose but efficient and effective. This includes updating, implementing, operationalizing, and monitoring the existing policies, structures, and systems, but also creating new ones if necessary. Our network foundations must be strong enough, but remain flexible, to facilitate and bolster our effective collaboration and collective action to achieve our shared vision and mission. This will be possible if each chapter puts into practice the necessary competencies and efforts to participate to the best of its ability in the network.

KEY INITIATIVES TO SOLIDIFY THE NETWORK'S FOUNDATIONS

→ **Implement the structures, policies, procedures, BPMS rules, and regulations that we already have developed and increase the network constituents' accountability to them**

Improve knowledge of the network, its constituents and its key documents by new members

- Define the terms of reference for onboarding activities (taking into consideration the ongoing activities on the matter) with leadership by NST members
- Implement an official onboarding process for all chapter staff and stakeholders including new presidents, EDs, and staff members in priority, but also support chapters' board members' onboarding processes
- Ensure that chapter representatives (e.g. presidents, EDs) inform and update their Boards on network documents and their implications for a chapter's engagement in the network
- Organize activities aimed at improving ownership of these fundamental documents by presidents and EDs.

Make adherence and compliance with the network structures, policies, procedures, BPMS rules, and regulations a key priority for all MdM as referenced in the MINA.

- Ensure that all members (Presidents, EDs, NST, Boards) are able to define which documents related to the network's structures, policies, procedures, BPMS rules, and regulations are fundamental (identify and ensure access to them in an accessible repository, formally ensure adherence to them in the onboarding process, formally ensure compliance to them and regular reporting (due diligence²) on them in the BPMS, mention Presidents and EDs' responsibility to share fundamental documents and their updates with the Board of their chapters)
- Define and implement accountability enforcement responsibilities and procedures in the network and identify who will fulfill them
 - ◇ Define who (network coordinator, NexCom, governance committee) is tasked

²Due diligence is a process that involves risk and compliance check, conducting an investigation, review, or audit to verify facts and information on the chapter

with monitoring chapters' compliance with the fundamental documents, the Brand Licensing Agreement and the BPMS (including annual reporting by chapters on BPMS targets)

- ◇ Create mechanisms to enforce compliance with the fundamental documents during NPC, NEDC and NexCom meetings
- ◇ Reflect and reinforce the conflict resolution mechanism which is already defined in the MINA
- ◇ Ensure transparency around network shared risk by sharing the relevant outputs of chapter monitoring and enforcement activities with all chapters (for example, comments regarding network structures, policies, procedures or reputation)

→ Strengthen the governance of the network

Reaffirm the role of the NexCom to ensure that it has the capacity to accomplish its mandate

- Integrate the network coordinator's tasks and duties and update the NexCom's roles and responsibilities accordingly
- Review the working processes of the NexCom to ensure better sharing of information and collaboration with the network constituents (NPC, NEDC, NST)

Establish a Governance Committee to facilitate the development and support the implementation of best governance practices in the network

- Develop the terms of reference for the Governance committee that defines its roles, responsibilities and composition (e.g. of at least two active presidents and two active EDs), and clarifies the decision-making mechanisms of this committee in relation to the network
- Assess the needs in terms of governance from the network constituents (i.e. standing agenda item at NPC, NEDC, NST meetings) and prioritize them to create a working agenda for the Governance Committee

Implement governance best practices at all levels in the network

- Ensure the rotation of the network decision-making positions (e.g. NEXCOM, NPC leaders, working group leaders, etc.) at an acceptable frequency
- Map, and review if needed, the decision-making processes (e.g., what types of decisions are taken, by whom, how they are communicated) to improve transparency and accountability
- Review the governance best practices in the BPMS and ensure accountability to the network

→ Explore and set up future steps towards establishing a supranational network entity

Reflect on the development of a supranational network entity

- Consult formally all the relevant constituents of the network regarding the development of a supranational entity
- Explore different models of an international legal entity and consult internal and external experts on the matter

- Present a proposal to all chapters in order to solidify understanding and agreement to pursue the development of a legal entity
- Explore the future possibilities of a more collective ownership of the network brand

GROW TOGETHER

D. BUILD AN INCLUSIVE³ AND COLLABORATIVE NETWORK OFFERING EQUITABLE OPPORTUNITIES TO ITS MEMBERS

Strong recognition exists within and across the network that our diversity is our strength and challenge - as long as we can harness it effectively and equitably and respect our sociocultural differences. Ensuring our network is inclusive is the foundation for this. An inclusive network is one in which all chapters have equal voice regardless of size, budget, or operational status. These voices are integrated into one MdM voice that represents the consensus views of all members. Inclusion also means expanding engagement in the network to other staff and stakeholders within chapters and engaging rights-holders and service users.

KEY INITIATIVES TO BUILD AN INCLUSIVE NETWORK

→ Strengthen connections and relationships across the network and its constituents

Improve our mutual knowledge of the different chapters and foster a culture of collaboration between them

- Make information accessible to ensure transparent understanding of each chapter including its strategies, priorities, key activities, strengths, and weaknesses
- Define what is shared by different chapters (i.e. themes and approaches in interventions, communications and advocacy, gains and challenges, etc.) and what is distinct, to facilitate inter-chapter collaborations and to understand on which aspects chapters can form “one MdM”
- Facilitate the regular presentation of projects or initiatives highlighting the activities of individual chapters or multi-chapter groups
- Develop and implement means and mechanisms to facilitate information and institutional knowledge sharing between chapters (presidents, EDs, communities)

Facilitate individual chapters’ involvement in the network

- Carry out needs assessments and structural capacity assessments of all chapters to allow the network, through a collective effort, to support their capacity to fill those gaps and better engage in the network

³Inclusion is an organizational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed. These differences could be self-evident, such as national origin, age, ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organizational tenure, even personality, such as introverts and extroverts.

- Establish processes for effectively and equitably filling roles in the different communities within the network
- Ensure that participation in the network is specified in key chapter documents such as staff and Board members' terms of reference, for Board members to understand the importance of Presidents and EDs to participate in the network

Improve internal communications between the network constituents

- Assess the communication needs among the network constituents to inform the NST's internal communication plan
- Continue updating existing tools (and create new ones if mentioned in the internal communications needs assessment) to make all necessary information and documents accessible to network constituents and support them in their accountability to the network

→ Foster diversity, equity and inclusion in the network

Develop shared commitments to the principles of diversity, equity and inclusion for the network at all levels

- Assess the actual state and develop a shared understanding of DEI⁴ (diversity, equity and inclusion) in the network, using a participatory approach with right-holders and service users and taking into account sociocultural, political and legal distinctions between chapters' respective contexts
- Identify and share best practices amongst the network that can help us realize the shared commitments regarding DEI
- Ensure that chapters' internal DEI policies are aligned with the network's DEI commitments and monitor them via BPMS reporting

Give voice to right-holders' and service users' representatives in the international network

- Reflect on the inclusion of right-holders' and service users' representatives in the governance and working structure of the international network
- Reflect on the inclusion of right-holders' and service users' representatives in the external representation of the network (advocacy, communication)

→ Collectively develop a strategy for the diversification of the network

Reflect on possible additions to the network, especially from low- and middle-income countries

⁴Diversity is the practice or quality of including people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc. Diversity refers to the representation and involvement of individuals from different age, religion, physical & mental abilities, gender, ethnicity, and social background at every level of the organization (Board of Directors, associative members, and staff).

Equity is impartiality, fairness, and justice for all people. This means considering systemic inequalities to ensure that everyone has access to the same opportunities and outcomes. Equity acknowledges that inequalities exist and works to eliminate them. It means that regardless of ethnicity, gender, sexual orientation, economic status, or physical and mental disability, no one should face systematic disparities.

Inclusion: see footnote no. 3.

Therefore, DEI is understood as the approach to identify bias, inequities and disparities affecting different groups (through organizational policies and practices, as well as decision-making processes), and work to close the gaps, create equitable policies and culture, and enable the diversity of voices and perspectives at all levels of MDM chapters and MDM NET.

- Define the network's vision on its expansion (pros and cons, parameters and criteria guiding its expansion, impacts of an expansion on its governance model, etc.)
- Develop a strategy in respect of the network's actual members, key partners and stakeholders' visions

Ensure an adequate set-up for the expansion of the network to optimize its development, respect equity among its members and reduce risks

- Evaluate the impact of the network's expansion on its structure
- Determine the foundations for the network to be amenable to new additions
 - ◇ Define a budget allocated to the support of new chapters
 - ◇ Make the network a culturally safe space for new chapters to join by implementing actions related to onboarding and to DEI as mentioned above
 - ◇ Reflect on gender equity, decolonization and localization in our activities (externally) and governance processes (internally), i.e. by acknowledging, understanding and supporting approaches in place in low- and middle-income countries

5. MAKING IT HAPPEN

Fulfilling the strategic plan will be the shared responsibility of all chapters and stakeholders within the network. The implementation of the strategic plan will be detailed in yearly action plans which will be discussed and developed at the Strategic Plan Meeting (Brussels, October 2022) and every year at the NGA. Indicators will also be established for appropriate follow-up of the action plans. The NexCom will be in charge of managing and monitoring the action plans, while the network coordinator will act as a facilitator in their application and report to the NexCom. Work plans will then be articulated for the NST members, in line with these action plans. The Network communities will also be mobilized with regards to the annual action plans.

We will undertake the following activities in order to facilitate effective fulfillment of the strategic plan.

- Establish a mechanism for developing and monitoring annual action plans
- Develop annual action plans
- Ensure common reporting and accountability mechanisms
- Fundraise and invest adequate resources at network level and for each chapter to fulfill the strategic plan and the action plans
- Encourage alignment between chapters' and the network's strategies
- Foster a culture of compliance
- Integrate and prioritize best communication practices in all our activities
- Establish, when needed, temporary cross-organization working groups or task forces to address specific themes according to needs
- Identify a strategy to update the strategic plan



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