STRUCTURE AND INTEGRATION OF

THE "AMSTERDAM GROUP":

MSF HOLLAND, MSF-CANADA, MSF-UK, MSF GERMANY

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I INTRODUCTION

With the growth of MSF Canada, MSF UK and MSF Germany and the intensified relationships with HQ in Amsterdam, it becomes increasingly important to describe and formalize the structure and the functional work processes of what we will call the "Amsterdam Group".

This document therefore contains:
- a) a statement of direction for the Group
- b) guiding principles to the integration of the Group
- c) an outline of responsibilities per function in the Group
- d) consultative and decision-making procedures within the Group
- e) an outline of functional work processes between members of the Group (will be attached as Annex III)

It should be noted that this document focuses specifically on cross-organisational relationships between members of the Group and does not provide information on the organisational structure of the respective member organisations.

For a comprehensive outline of functional responsibilities, decision-making and consultative structures within MSF Holland, we refer to MSF Holland's policy document Decision-making and Participation: Authority and Consultative structures, April 1993. This document was specifically devised to clarify and define functional responsibilities related to project management.

II STATEMENT OF DIRECTION

Objective
Within the terms and conditions set by the International Council, MSF Holland, MSF UK, MSF Canada and MSF Germany agree to engage in a collaborative structure aimed at providing humanitarian relief to victims of conflicts or natural disasters in need of urgent medical assistance. This collaborative structure should aim at optimal cooperation between MSF Holland and the offices in the UK, Canada and Germany. We will refer to this structure as the 'Amsterdam Group'.

Structure and activities
Within this structure, MSF Holland, MSF UK, MSF Canada and MSF Germany will form an integrated organization. The goal of this organization is to provide emergency medical assistance to populations in danger. The current strategy of the Group is set out in the policy memorandum "MSF Holland in the '90s: Decisiveness, Involvement and Independence". After the construction of the Group and when it is appropriate to update this strategy, the Group will work together to do so.

Within this Group, the office in Amsterdam functions as the operational centre. The four parts of the Group - Holland, UK, Canada and Germany - provide resources to this operational centre. They are responsible for recruitment, fund-raising and public relations and awareness building. The operational centre undertakes the operations and provides
control functions, much as a holding company would to its corporate entities. It would supervise the inflow and outflow of funds from the components, and provide them with the necessary 'corporate' services.

The activities of each of the four parts of the Group and the operational centre will be described in Annual Plans. These Annual Plans should complement each other and be geared to meet the primary objective of the Group.

**Strategy**
The strategy of the Amsterdam Group for the coming years has been described in the policy memorandum "MSF Holland in the 1990s: Decisiveness, Involvement and Independence". The priorities for the medium term as formulated in this document focus on:
(a) further developing the core competences of emergency public health, logistical decisiveness and flexible deployment of sufficient and committed staff
(b) maintaining the independence of MSF which forms a crucial condition for being able to implement the humanitarian work

The growth of the organisation in the next years will be determined by the need to balance the developments of three environmental contexts:
(a) populations in need,
(b) private and institutional donors,
(c) labour markets for volunteers, enabling MSF to link the donors to the populations in need by its humanitarian activities.

The humanitarian activities of the Amsterdam Group focus on enabling basic health services to (re)function in disaster and conflict areas and in refugee camps. The organisation wants to further develop its capacity and capabilities to deal with large-scale interventions and a larger variety of programmes, including basic public health service, medicine distribution, water and sanitation, combatting epidemics, surgery programmes and mental health services. In addition, the Amsterdam Group wants to further develop the activities of nutrition and water and sanitation which provide the framework for the medical activities and are essential pre-requisites for the success of medical aid programmes.

**Relationship with the international MSF structure**
The Amsterdam Group Group wants to achieve an integration of MSF Canada, MSF UK and MSF Germany in the international structure of MSF, within the framework of guidelines developed in the *International Council's Policy on Delegate Offices, April 1992* (Annex II). The definition of the collaborative structure and the description of the working relationships formulated in this document only apply to the MSF offices in Holland, Canada, the UK and Germany.
III GUIDING PRINCIPLES TO THE INTEGRATION OF MSF HOLLAND, MSF CANADA, MSF UK AND MSF GERMANY

1. Criteria/conditions for successful integration

a) Internationalisation Board of Directors of the Group
The Board should reflect the Group-concept and act in the best interests of the Group. Ideally, the Board should reflect the make-up of the Group but if this is impossible because of geographical distance and the frequency of Board meetings, the Board should include at least one member who is specifically commissioned as representative for the Delegate Offices (DO).

b) Effective cross-organizational cooperation
It is the shared responsibility of MT-members and Heads of Delegate Offices (HDO's) to guard and monitor an effective functional collaboration between HQ and DO. Initiatives and problem-solving related to the functional disciplines of HRM, Marketing, Control and Operations should - as much as possible - take place on a horizontal/functional basis between HDO and the responsible MT-member (clusterhead).
This shall be made explicit to both MT-member and HDO.

c) Two MT members in respective Boards of Delegate Offices
In order to achieve an effective sharing of MSF-knowledge and expertise at all levels in the Group-organisation, and also to foster decision-making (long term policy, annual planning, quarterly reports) the national Boards of the respective Delegate Offices shall include two members of MSF Holland's management team.

d) Staffing Delegate Offices
Within each Delegate Office, key positions (recruitment, fundraising, PR) shall preferably be filled with staff who have MSF experience (in the field, at HQ or in another delegate office). Competence prevails above nationality. Heads of Delegate Offices (HDO) should have 1 year experience at HQ level or 2 years experience in the field.

2. Integrating mechanisms

a) Exchange of personnel
Circulation of personnel within the Group is favoured and stimulated:
- from HQ to Delegate Offices (sharing of MSF organisational culture, bring in functional expertise)
- from Delegate Office to HQ (stimulate internationalization of staff at HQ level reflecting the concept of a truly international organization as is already the case in the field)
- from field to DO and HQ: incorporating experienced field staff at office level will significantly contribute to the level of expertise at office level. For delegate offices, integrating field staff in the national organization is one of the most
valuable and effective ways to increase contact and knowledge with the primary process (project management).

from office (DO/HQ) to the field: to stay in touch with the primary process and to better attune office activities to the needs and requirements of the field.

b) Effective cross-organisational communication and collaboration
It is the responsibility of MT-members at HQ and of Heads of Delegate Offices to sustain effective functional relationships between members of the Group. More specifically, MT-members will consider it as their responsibility to inform and advice the Delegate Offices in the area of their respective functional discipline (HRM, Operations, Marketing & Communication, Control).

New communication instruments could be designed, better reflecting the Group-concept (local adaptations to Ins & Outs? Group Newsletter?)

c) Consultative structures
Apart from the regular contact between functional disciplines, the MT at HQ and the Heads of Delegate Offices meet at least twice a year to form the MTplus meeting. During this meeting, discussion will take place around the Annual Plan and the Annual Report of the Group, prior to submission to the Group Board. Subject for discussion will be furthermore: important policy statements, significant deviations from the Annual Plan, cooperation within the Group.

d) Integration of strategy and policy
The medium term policy memorandum is devised for the Group and therefore applies to all member organisations.

The Annual Plan is an integrated document, reflecting the Group concept, internally consistent and geared towards the needs and requirements of the primary process.

e) Direct reporting to Group Director who has an essential task in monitoring the integration process within the Group.
III OUTLINE OF GENERAL RESPONSIBILITIES PER FUNCTION IN THE GROUP

The Board of the 'Amsterdam Group' is responsible for:

- reviewing and approving the Quarterly Reports and Annual Accounts of the Group
- nominating the General Director of the Group
- discharging the General Director of the Group
- discharging Management Team members
- conducting annual appraisal interview with General Director of the Group
- ensuring that the short and long term organizational objectives are met
- ensuring that all statutory and legal requirements are met

The Board and the General Director of the Group are responsible for:

- determining the political-humanitarian vision of the Group
- developing a plan of cooperation with sister-organizations
- reviewing and approving the Annual Plan of the Group
- nominating Management-Team members

The General Director of the Group is responsible for:

- determining and monitoring organisational objectives of the Group
- determining organisational strategy for the Group
- designing organisational structure, communication processes and working procedures for the Group
- creating and developing a professional and political network
- guarding the desired organisational profile for the Group
- conducting periodical progress control regarding the Group’s Annual Plan
- devising the Group’s Annual Report
- reviewing and approving the Annual Plans of the Delegate Offices
- reviewing and approving the Quarterly Reports and Annual Accounts of the Delegate Office

within MSF Holland:

- supervising activities of MSF Holland and the Management Team
- conducting appraisal interviews with Management Team members
- discharging staff members of MSF Holland

The Management Team of MSF Holland is responsible for:

- ensuring/monitoring effective cooperation between functional disciplines in Holland, Canada, the UK and Germany

within MSF Holland:

- supervising activities within the own cluster/discipline
- nominating staff members
- developing initiatives beyond departmental plans

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1. For a complete outline of functional responsibilities within MSF Holland, we refer to MSF Holland's policy document Decision-making and Participation: Authority and Consultative Structures, April 1993.
The **Board of Delegate Office** is responsible for:
- reviewing and approving the Annual Plan of Delegate Office
- reviewing and approving the Quarterly Reports and Annual Accounts of the Delegate Office
- setting up and maintaining a suitable executive structure
- counseling to the Head of Delegate Office
- supporting activities of the Delegate Office, such as gaining financial support
- ensuring that the short and long term objectives of the national organization are met
- reviewing and approving major capital or operating expenditures of the Delegate Offices
- ensuring that all national statutory and legal requirements are met

The **Board of Delegate Office** and the **General Director of the Group** are responsible for:
- nominating the Head of Delegate Office and top-management
- discharging the Head of Delegate Office and top-management
- conducting annual appraisal interview with Head of Delegate Office
- coordinating and monitoring the activities of the Delegate Offices

The **Board of Delegate Office** and **Head of Delegate Office** are responsible for:
- determining and monitoring national organisational objectives in line with the Group’s objectives
- determining national organisational strategy in line with the Group
- appointing staff members
- discharging staff members

The **Head of Delegate Office** is responsible for:
- supervising activities within the national organisation
- developing the functional disciplines HRM, Marketing & Communication and Control
- setting up organisational structure, communication processes and working procedures within the national organisation
- creating and developing a professional and political network
- guarding the desired organisational profile in line with the Group
- conducting periodical progress control on the national Annual Plan
- devising the national Annual Plan
- devising the national Annual Report
- conducting appraisal interviews with staff members
- ensuring effective cooperation between functional disciplines in Holland, Canada, the UK and Germany

**MSF Group EV May 1994**
IV OVERVIEW CONSULTATIVE AND DECISION-MAKING PROCEDURES
WITHIN THE GROUP, BASED ON GENERAL THEMES

The purpose of this overview is to determine responsibilities related to general subjects. Consultation refers to involvement (participation) in the preparation and validation of the subject. Consultation is essential to secure the quality of the decision-making process.

GD: Group Director
MT: Management Team
MT-m: Management Team-member
HDO: Head Delegate Office
MTplus: Management Team + Heads of Delegate Offices
DH: Department Head
Staff: Staff members
<table>
<thead>
<tr>
<th>Subject</th>
<th>Preparation &amp; Validation</th>
<th>Decision-making</th>
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<td><strong>STRATEGY</strong></td>
<td></td>
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<tr>
<td>Determine Group’s political-humanitarian vision</td>
<td>MT/HDO</td>
<td>GD</td>
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<td>Determine and guard Group’s objectives and strategy</td>
<td>MT/HDO</td>
<td>GD</td>
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<td>Determine departmental strategy</td>
<td>DH/HDO + staff</td>
<td>MT-m/HDO</td>
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<tr>
<td>Develop functional disciplines</td>
<td>MT/HDO</td>
<td>GD</td>
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<tr>
<td>Set-up organisational structure, communication processes and working procedures</td>
<td>MT/HDO</td>
<td>GD + HDO</td>
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<tr>
<td>Create and develop professional &amp; political network</td>
<td>MT/HDO</td>
<td>GD + HDO</td>
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<td>Develop cooperative policies with sister organisations</td>
<td>MT/HDO</td>
<td>GD</td>
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<td>Develop safety policy</td>
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<tr>
<td>Guard desired organisational profile</td>
<td>MT/HDO</td>
<td>GD</td>
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<td><strong>PLANNING &amp; CONTROL</strong></td>
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<tr>
<td>Annual Plan</td>
<td>MT + HDO = MTplus</td>
<td>GD + Board</td>
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<td>Departmental plan</td>
<td>DH/HDO + staff</td>
<td>MT-m/HDO</td>
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<td>Quarterly Report</td>
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<td>MT-m/HDO</td>
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<td>Periodical progress control against Annual Plan</td>
<td>MT/HDO</td>
<td>GD</td>
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<td>Guard central budget</td>
<td>-</td>
<td>budgetkeeper</td>
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<td>Guard departmental budget</td>
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<td>DH/HDO</td>
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<td>Annual Report</td>
<td>MT + HDO = MTplus</td>
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<td><strong>OPERATIONS</strong></td>
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<td>Develop initiatives outside Annual Plan</td>
<td>MT/HDO</td>
<td>GD</td>
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<tr>
<td>Develop initiatives outside departmental plan</td>
<td>MT/HDO</td>
<td>MT/HDO</td>
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<tr>
<td>Set up and execute work plan based on Annual Plan</td>
<td>DH + staff/HDO + staff</td>
<td>DH/HDO</td>
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<tr>
<td>Conduct departmental work meetings</td>
<td>DH/HDO</td>
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<td>Tune horizontally across functions</td>
<td>DH/HDO</td>
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<td>Field visits by department heads</td>
<td>DH/HDO + MT-m/staff + HDO</td>
<td>MT-m/HDO</td>
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<tr>
<td>Field visits by staff members</td>
<td>MT/m/staff + HDO</td>
<td>DH/HDO</td>
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<tr>
<td>Request external advice (consultancies)</td>
<td>DH/staff</td>
<td>MT-m/HDO</td>
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<td><strong>HUMAN RESOURCES MANAGEMENT</strong></td>
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<td>Appoint Group Director</td>
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<td>Appoint MT-members</td>
<td>MT</td>
<td>GD + Board</td>
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<tr>
<td>Appoint Head Delegate Office</td>
<td>MT-m/HDO</td>
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<tr>
<td>Appoint Department Head</td>
<td>DH/HDO</td>
<td>MT/HDO + Board</td>
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<td>Appoint staff members</td>
<td>GD + Board</td>
<td>Board</td>
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<tr>
<td>Appraise Group Director</td>
<td>MT-m + GD</td>
<td>GD</td>
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<td>Appraise MT-members</td>
<td>HDO + Board</td>
<td>Board + GD</td>
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<td>Appraise Head Delegate Office</td>
<td>MT-m/HDO</td>
<td>MT-m/HDO</td>
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<tr>
<td>Appraise Department Head</td>
<td>staff + DH/staff + HDO</td>
<td>DH/HDO</td>
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<tr>
<td>Appraise staff members</td>
<td>Board</td>
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<tr>
<td>Discharge Group Director</td>
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<td>Discharge MT-member</td>
<td>GD + Board</td>
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<tr>
<td>Discharge Head Delegate Office</td>
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<td>Discharge staff members</td>
<td>MT/HDO</td>
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THE INTERNATIONAL COUNCIL'S POLICY ON "DELEGATE OFFICES"

1. It is within the sole competence of the IC to open a new section or a new delegate office.

The IC does not intend to open new operational sections. It is considered essential to strictly limit the operational centres to the current number of sections for MSF to remain efficient and coherent.

2. The IC considers three aims as being of great importance: to enhance MSF's international fame, diversify its fundraising sources and increase the recruitment of volunteers of other nationalities.

Volunteers of other countries must be allowed to fit with MSF, both in the field and at headoffices. With the agreement of the IC, they can set up MSF support groups in their home countries to back up MSF's communication and fundraising activities.

3. Delegate offices represent the whole MSF movement. Practically, they are managed by a 'mother section'.

4. The statutes of the new offices are registered by the 'mother section' after consultation with the international office in Brussels. National mother sections act as delegates of the IC.

5. The international office in Brussels is in charge of furthering coordination between delegate offices and ensuring their 'international harmonization' (communication, fundraising, statutes, etc.)

6. Delegate offices must submit their objectives and plans to the IC working group once a year. Operational sections will have the opportunity to take part in some projects in proportion to their investment.

7. MSF needs to diversify its sources of funding. Delegate offices are prime tools to reach this objective.

IC April 10 1992, Amsterdam
CROSS-ORGANISATIONAL WORK PROCESSES: FUNCTIONAL WORK PROCESSES BETWEEN THE MEMBERS OF THE GROUP

(Will be worked out separately by the respective disciplines of PR, fundraising and recruitment in the delegate offices, in collaboration with their colleagues in Amsterdam. This part will be attached as Annex)

The following is an overview of the functional work processes pertaining to the collaborative structure of the Group. It describes those activities for which there is a close interface and a need for tuning between the members of the Group (Amsterdam and the delegate offices). It does not pretend to give an exhaustive overview of all work processes and related decision-making and consultative mechanisms within the Group, but is confined to those activities of the delegate offices which are geared to the activities in Amsterdam.

For a more encompassing and detailed outline of work processes - especially those directly related to the project department - we refer to the document Authority and Consultative Structures, 21-04-1993.

We have discerned 3 core activities in which there is a close interface between Amsterdam, London, Toronto and Bonn: recruitment, fundraising and PR. Each of these core activities contain a number of functional work processes which we will elaborate furtheron.

1. Recruitment and selection of field personnel

2. PR/Communication

3. Institutional fundraising via delegate offices