Minutes for Board Meeting held on 30th August 2009 at 10h00 – 14h00

Present: Board - Fan Ning, Kenneth Chan, David Wilson, Kate Mackintosh, Meinie Nicolai, Carmen Lee, Stanley Chau, Pan Yuan, Yvonne Chan and Janice Lee by teleconference.

Dick van der Tak (Executive Director), Julie Wan (ALO), Jean-Michel Piedagnel (consultant for 'MSF-HK & Shared Operationality' study)

Absent: Board – Albert Ko, Morpheus Causing

Minutes prepared by Julie Wan

1. Post-AGM 2009 action

a) The Board thanks retiring board directors Laura Lau and Arlene Chua for their valuable contribution to the Board and Association’s development during their 2-year term serving as directors. Congratulations to Fan Ning on re-election and to Yvonne Chan, Morpheus Causing and Janice Lee on joining the MSF-HK Board.

b) We will need to look at the mechanism for board candidacy in preparation for future AGM elections, as HK Law requires all elected board candidates must receive at least 50% of total member votes cast to qualify.

c) Board election voting for office bearers, board management and association activities:-

President: Fan Ning
2 Vice-Presidents: Kenneth Chan, Pan Yuan
Treasurer: Carmen Lee
Association Rep: Kenneth Chan

Office department reps:-
Fin/Admin - Carmen
Fundraising - Carmen
Field HR – Albert, Yvonne
PPAD – Stanley
PDU – Janice, Kate

Action 1: Julie will prepare thank you letters for KPMG and Jones Day for Fan's approval.

Action 2: Carmen will request to KPMG for use of their venue again for next year (AGM 4th Sept 2010)
d) Board/Associative meeting schedule 2009/2010:-

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep, 29 Tue</td>
<td>Jan, 26 Tue</td>
</tr>
<tr>
<td>Oct, 27 Tue</td>
<td>Feb, 23 Tue</td>
</tr>
<tr>
<td>Nov, 17 Tue</td>
<td>Mar, 30 Tue</td>
</tr>
<tr>
<td>Dec, 16 Wed</td>
<td>Apr, 24 Sat</td>
</tr>
<tr>
<td></td>
<td>May, 25 Tue</td>
</tr>
<tr>
<td></td>
<td>Jun, 22 Tue</td>
</tr>
<tr>
<td></td>
<td>Jul, 27 Tue</td>
</tr>
<tr>
<td></td>
<td>Sep, 04 Sat (GA 2010)</td>
</tr>
<tr>
<td></td>
<td>Sep, 05 Sun (Post-GA BM)</td>
</tr>
</tbody>
</table>

e) AGM 2009 Motions:-

(i) MOTION A (APPROVED after motion revised): MSF'S RESPONSIBILITY TOWARDS RETURNED FIELD VOLUNTEERS - PROPOSED BY JAGMOHAN SINGH, SECONDED BY WONG SIEW WEUN

Decision: the Board delegates to Field HR Director. Albert and Yvonne to follow up and feedback progress to Board.

(ii) MOTION B (APPROVED after motion revised): MSF IN THE PHILIPPINES - PROPOSED BY MORPHEUS CAUSING, SECONDED BY REY ANICETE

Action: Meinie to debrief with OCB and feedback with HK Board later

(iii) MOTION C: IC DECISION ON MEDICAL PRESIDENCY - PROPOSED BY GLORIA CHAN, SECONDED BY GRACE YEUNG C
Part a) not approved
Part b) approved

Action to Motion C part b: Board will form a committee to develop mechanism for information dissemination

(iv) D – approved (see point 3 for related Board discussion & actions)

2. Previous Board Minutes dd. 30 July 2009
Action points follow up:

Company Secretary (Kristine Chan, Associate) at Jones Day consulted on Internal Regulations & redrafted IR document sent to all members along with AGM 2009 e-notification pack – completed by Julie

Friends of MSF – Kenneth to follow up

**Decision:** Fan proposed to approve the minutes, seconded by Carmen

3. **Shared Operationality study report, recommendations presented by Jean-Michel Piedagnel**

Next steps recommended by JMP to the MSF-HK Board/Association

1. MSF trend now is consolidation, rationalization, control. A reversal of shared operationality trend (decentralization). Not good time for MSF-HK to push for shared operationality.

2. Sectional Operationality is very subjective

3. Lack of leadership and vision in OCB/MSF

4. South Africa and Brazil office ambitions

OCB’s vision objectives? Fan discussed this with Jean-Marie (OCB President) at the AGM. Jean-Marie said the topic is too big and does not know himself what is the vision for OCB. Should concentrate on social mission of OCB through the Board platform. But the challenge is how to structure the OCB Board for the collective interests rather than sectional concerns.

Dick – Challenge for initiatives and presentations. Frustrations were expressed by members at the AGM. If no one is buying in to all the initiatives and study findings, then what is the purpose? Vision is essential to know what are the objectives of going through the process.

Meinie:-

- half of the Operational Management team changed in Oct-Dec 2008. Focus on operations especially conflict situations, crisis management is very time/manpower intensive and increased frequency of crisis cases this year. New key positions need to be worked on to organize and manage operations. OCB group is 7+2 which means increased complexity in decision making, structure and organisation. The two branch offices (Brazil and South Africa) have grown too quickly and without a vision.
Decentralisation process has not ended, but Luxembourg desk will be returned to OCB/MSF-Belgium. Practicalities and coordination is more complicated, costly with decentralized desks, field level do not see the added value.

MSF-HK has developed well, PDU doing well to support operations. Advocacy Unit in Brussels has no coordinator; Field HR volunteer – 6 sections battling to match volunteers in their pools vs Brussels office. There is a measure of control, but as a result of the unmanaged growth and complexity of the 9 sections/offices. Will feedback discussions at MSF-HK AGM back to Brussels office. Challenge is for the OCB group to work together rather than push their sectional agendas.

JMP: clarified that there are lots of good leaders in the OCB MT, but the problem is more a case of no shared vision.

Fan: MSF culture is at its core intentionally without a ‘shared’ vision. Promoting diversity of action, innovation, development is at the heart of MSF culture! But as we are big, we need to reorganize the structure to keep management small and simpler.

JMP: there is competitive clashes between offices but all must work together

Dick: there is a responsibility for the OCB to support sectional ambitions (rather than compete with each other to push forward) to develop operationality. MSF-HK does suffer with geographic distance and visibility. Culture and understanding is very different.

Peer review: was a mistake to ask each section to assess themselves, was very subjective and created a protectionist stance. Steering group did not have a consensus. OCs group together, smaller partner section created alliance blocks.

Meinie: HK has a unique selling point over the other PS by being in Asia. It is a big advantage for added value within the OCB group. When did OCB officially say that HK was not ‘mature’ enough?

Dick: It was only an expression of the sentiment/feelings rather than an official line from OCB, expressed in shared operationality interview process.

David: South-South collaborations have worked in the past e.g. Brazil and Thailand in access to drugs. What is the solution if we don’t want to create blocks of alliances, e.g. culture of South Africa is to fight. HK should not model on SA but how to find the balance between not being too ‘modest’ but also not within our culture for aggression.

Kate: if initiatives are taken and developed, can be accepted to follow rather than a grab/fighting culture.

Meinie: OCB completely sees the value of HK, but HK must take a more proactive approach to get operational responsibilities. Ops will not give, sections must take but not in the competitive culture at the expense of other partners!
Janice: should we look at how we currently manage operations, how to make the best use of resources. To its credit, MSF-HK has achieved an incredible amount in a very short time. Asians do not shout about achievements, we want to see the point or what are concrete steps we can take? What can we do, what recommendations can Ops suggest?

Meinie: in debriefing in OCB will have a lot to share and can quickly put into action. Definitely MSF-HK has a clear role in emergency preparedness within OCB ops.

JMP: logistics supply is also another avenue for MSF-HK to provide added-value in OCB.

Pan: expense to implement decentralized log supply, would be negated by great savings of Asian regional emergency preparedness.

Fan: MSF-Japan ex-President (Satoru IDA) wants to discuss a possible partnership to support MSF operations in the Asia region.

**Action:** Members of the working group will discuss how to proceed in implementing motion D after Dick is back in Hong Kong, at the end of September.

4. Emergency Preparedness in Asia, presented by Fan Ning

2009 Taiwan Cyclone Exercise 14.

Dick: the MT is already putting into action many of Fan’s recommendations. But in light of the FTE freeze, Dick will have meetings in Europe. ExCoDir meeting: will raise a request for one additional FTE for emergency preparedness office role.

5. MSF-HK Vision for China, presented by Dick van der Tak

The feedback to the Board is a follow up after MSF-HK office’s consultative study conducted by Adrio Bacchetta on ‘MSF’s shared vision for China’.

Initiatives/outcomes as a result of the study:

a) Recruitment and fundraising strategy is being formulated by MSF-HK to explore opportunities in China.

b) Emmanuel Tronc and Fabien Dubuet from the International Office will be visiting HK in November (date not yet confirmed) to discuss advocacy towards the Chinese government on behalf of the movement.

MSF-HK Board Meeting, 30 August 2009
c) MSF-France plan to leave China by December 2010 (not an outcome but a factor to consider).

d) One MSF voice in China can be taken up by MSF-HK.

e) MSF-HK will produce a book collecting reflections from many of our field volunteers from China.

f) PDU: a Zimbabwe field visit is planned for Ken or Anne.

g) The report expressed not being in favour of developing our office into MSF-China. We still have Asian office functions not only in China. Whilst HK enjoys a semi-autonomous position we don't want to change to concentrate only on China, representative of the Asia region. Also it's not the right time for acceptance in China.

6. MSF-HK private allocation to OCA, presented by Dick van der Tak

Summary Proposals 2009 to MSF-HK

MSF-HK is investing 30% of our funds into OCA operations. The board considered the proposal from the OCA allocation committee (Dick, Gloria, Beatrice, David, Arlene)

Decision: The Board unanimously approved the proposal from the allocation committee.

Action: As Arlene Chua has retired from the Board, Morpheus will be asked if he is willing to replace her on the allocation committee.

7. Board Rep / Association Summary

(a) No board rep update

(b) Association Summary, presented by Julie ALO

(i) New association membership applications (August 2009):

New-members_30Au_g09

3 MSF-HK field volunteer applicants: Cammy LUI Wan Yiu (HK) – Log; Jessie KURNURKAR (India) – MHO; Ashay B. KURNURKAR (India) – FieldCo, IEC

Decision: The board approved all 3 members to join the association

(ii) Field HR dept – Assessment Centre to be held in Jakarta 20-23 September. Julie will work with Field HR team to organise an associative gathering/experience sharing session with existing members and peers in the Indonesian network.

MSF-HK Board Meeting, 30 August 2009
(iii) The 3rd Inter-Sectional Association Officers meeting is confirmed to take place in Geneva at the MSF International Office on 09-10 October 2009.

8. Calendar / Event Update

OCB board meeting: 2-3 October, Brussels.
Inter-Sectional Association Officers meeting: 09-10 October, Geneva.
IC Meeting: 11-12 December, Barcelona.

9. AOB

None.

The next Board meeting will be on Tuesday 29th September 2009.

Signed and confirmed by Fan Ning,
Chairman of the meeting