

TERMS OF REFERENCE

MSF AUSTRALIA STRATEGIC PLAN 2026 – 2031

Commissioned by: Board of Directors

TOR Sponsor: President of MSFA

TOR Manager: Executive Manager

Timing and Duration of the contract: December 2024 – June 2025

TOR Team: MSFA Board & Executive

Role Title: Strategy Consultant

1. CONTEXT

MSF Australia is entering into the final year of its Strategic Plan 2020 to 2025, which outlines the strategic vision of the MSF Australia (MSFA) section and provides direction for the organisation.

The MSF movement will be starting a new planning cycle from 2026, with the Movement wide Strategic Planning and Resource Cycle (SPARC) in place to provide a framework for members to align with.

MSFA will also start a new strategy for 2026 – 2031. Consideration needs to be given to its alignment to the strategies of SPARC, Operational Centre Paris (OCP), Operational Centre Geneva (OCG) and the Movement and is taking the opportunity in 2025 to both reflect on the current strategy and its achievements, consideration of the vision and mission of the organisation as well as looking forward to the priorities for 2026 and beyond to ensure alignment of the organisation's goals with the evolving need of patients.

2. OVERALL OBJECTIVE AND PURPOSE

Our MSF Australia Board has a critical role in setting and overseeing our strategic direction. Determining our vision is a critical part of this strategic thinking, and to do this we should be asking ourselves - "What is our preferred future?"

The MSF Australia Board is looking for a Strategic Consultant who will support the Board to fulfill these responsibilities.

In the period from December 2024 to June 2025 the consultant will support the MSF Australia Board and Executive in the development of the vision and overall goals for 2026 to 2031 as well as to provide the Board with oversight of the development of the strategic plan to ensure that it aligns with MSF objectives.

The overall purpose of this consultancy is to assist in the key strategic planning analysis, guide the process for development of the vision statement and key goals, and support the Board and the Executive in the delivery of the strategic plan for the period 2026 to 2031.

Both our Board and Executive have responsibilities in determining and setting our strategy and this high-level strategic planning needs collaboration, co-ordination and integration of our governance and executive roles. We want our Board to work with our executive to ensure that MSFA has clearly established long-term goals, and clearly defined strategies for achieving these goals. To support the understanding of respective roles and responsibilities the table below can be used as an indicator of lines of responsibility.

FUNCTION	BOARD	EXECUTIVE
<i>Determine sustainable purpose of MSF A</i>	<i>Lead</i>	
<i>Vision, values and strategic goals</i>	<i>Lead</i>	
<i>Propose strategic options and priorities</i>	<i>Either</i>	
<i>Develop strategy</i>	<i>Together but led by Executive</i>	
<i>Approve strategy</i>	<i>Yes</i>	<i>No</i>
<i>Implement strategy</i>	<i>No</i>	<i>Yes</i>
<i>Monitor and Control</i>	<i>YES</i>	<i>Report</i>
<i>Refresh strategy</i>	<i>Together</i>	

3. KEY QUESTIONS

Following tasks will be undertaken by the Consultant in close collaboration with the Board and Executive which will guide the development of a robust and well thought through strategic plan.

1. **Current State Analysis**

- *Undertake a SWOT analysis of the current status of MSFA. What are the strengths and weaknesses of the current strategic plan?*
- *Assess the MSFA performance over the past five years against the prior strategic plan. How have internal and external factors influenced the organisation's performance over the past five years?*

2. **Stakeholder Engagement and analysis**

- *What are the expectations and needs of key stakeholders including other members of the MSF Movement?*
- *Undertake a Problem Tree Analysis that is informed by these responses.*
 - *How can the organization better engage with its donors and respond to donors?*
 - *How can the organisation ensure enhanced quality of care with patients*
 - *How do we make sure that we are best looking after our staff?*
 - *How can we ensure staff are empowered and equipped to deliver our mission?*
 - *How can we improve staff retention and engagement?*

3. **Future Trends and Challenges**

- *Assess key emerging major trends and challenges that are likely to impact the organization in the next five years?*
- *Prepare a risks and assumptions framework for the strategic plan. How can the organization adapt to these changes to remain relevant and effective?*
- *What do we know of the global strategic direction and how does this support and inform the SPaRC discussions.*
- *What do we understand of the OD in Asia ambitions among our regional colleagues, do we want to work with them through a consultative strategic process?*

4. **Vision and overall goals**

- *What would a successful vision look like over the longer term (e.g. the next ten years) for MSFA– what would we be proud to achieve in 10 years' time?*
- *What should be the strategic goals for the organization from 2026 to 2031?*
- *How can this direction be aligned with the organization's mission and vision?*

4. EXPECTED RESULTS AND INTENDED USE OF THE PROJECT

The main expected results will be:

- SWOT Analysis
- Comprehensive Stakeholder Analysis
- Problem Tree Analysis
- Future trends and risks analysis
- Updated Vision and Strategic Goals

These can be developed through a process of:

- **Collate, reflect and analyse:** *Global external analysis (the world), Movement internal analysis (MSF movement), existing strategic priority, influence and expectations analysis (OCP and OCG), and lastly a regional analyse including Australia / New Zealand. (much of this has already been completed and should be available by the end of 2024)*
- *Review MSF global strategic priorities, as defined through the SPARC and its supporting documents and agreements*
- **Review MSFA current strategic plan:** *accomplishments and learnings from the current strategic plan and its outcomes*
- **Propose strategic plan development framework and follow the writing of the Strategic Plan to ensure it remains on target**
- **Guide Board in the process of developing an updated vision statement, strategic impact and key directions**
- *Support executive with input for a strategic planning communication plan.*
- **Liaise with stakeholders** *to gather insights and feedback*
- **Act as a focal point for the Board** *to align the development of the strategic plan to the original vision and direction*
- **Liaise with the Executive** *to ensure a robust monitoring and evaluation methodology for the strategic plan cycle*

Key Deliverable would be a document (max 10 pages) which outlines:

- *Analysis of performance against the goals set out in the current strategic plan and of key insights from external and internal review*
- *Proposed vision statement, strategic impact and key directions for 2026 to 2031 aligned with the Movement*
- *Oversight of the writing of the final Strategic Plan to ensure it reflects the findings of the analyses and agreed content of the Board and Executive.*

5. PRACTICAL IMPLEMENTATION OF THE PROJECT

The project consultant will report to the President of the MSFA Board of Directors with day-to-day admin support provided by the Board Advisor and Business Operations team, with any documentation and strategic support provided by the Executive Manager.

It is anticipated that the following time commitment would be required: 30 days (+/- 5 days) spread between December and June.

A report will be shared by the consultant with the Board of Directors by end of March 2025.

Proposed methodology would be:

December 2024

1. **Project Kick off** meeting with President and Board to outline project scope, objectives and timeline

January 2025

2. **Data Collection and Analysis** reviewing existing strategy documents, annual reports and other relevant documents.
3. **Workshops** with Board and Board + leadership team.

March 2025

4. **Delivery of vision and key directions** to the Board and Exec to enable sufficient time for the further development of the full strategic plan with priorities, actions and KPIs.
5. **Present to the OCP Group** the MSFA vision, strategic intent and key direction for the next strategic plan cycle.
6. **Share with our OCG partners** our MSFA vision, strategic intent and key direction for the next strategic plan cycle.

April 2025 onwards

7. **Ongoing support and liaison** with the Board and Exec to ensure the strategic plan development is in line with the above expected results.

6. DOCUMENTATION FOR READING

MSFA 2020 to 2025 strategic plan
SPARC
RSA4 Review
OCP & OCG strategic documentation
Global, Movement, OCP and OCG Environmental Analyses

7. STAKEHOLDERS AND INTERVIEWEES

Key stakeholders and interviewees include:

MSFA Board of Directors
MSFA Executive & Leadership team
Association members
OCP
OCG

8. PROFILE/S OF CONSULTANT/S

What qualifications, experience and skills are required of those involved in order to be able to successfully complete the relevant work. Here is an example table you may wish to use.

Experience	Strategic Planning Experience <ul style="list-style-type: none">• Proven track record in developing strategic plans for organizations of similar size and complexity.• Experience in facilitating strategic planning processes, including stakeholder engagement and consensus building. Sector-Specific Knowledge: <ul style="list-style-type: none">• In-depth understanding of the sector and any peer networks to MSFA• Familiarity with current trends, challenges, and opportunities within the sector.• Working within MSF Movement is desirable
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	<p>Project Management Expertise:</p> <ul style="list-style-type: none"> • Demonstrated ability to manage complex projects, including planning, execution, and monitoring. • Experience in using project management tools and methodologies to ensure timely and successful project delivery. <p>Analytical and Research Skills:</p> <ul style="list-style-type: none"> • Strong analytical skills to conduct SWOT, PESTLE, and other relevant analyses. • Experience in collecting and analyzing quantitative and qualitative data to inform strategic decisions. <p>Communication and Facilitation Skills:</p> <ul style="list-style-type: none"> • Excellent communication skills, both written and verbal, to effectively convey findings and recommendations. • Experience in facilitating workshops, meetings, and focus groups with diverse stakeholders.
Skills	<p>Strategic Thinking</p> <ul style="list-style-type: none"> • Ability to think strategically and develop long term plans that lay with the organisations mission and vision • Skill in identifying and prioritizing strategic goals and objectives. <p>Stakeholder Engagement:</p> <ul style="list-style-type: none"> • Strong interpersonal skills to build relationships and engage effectively with stakeholders. • Ability to gather and synthesize stakeholder feedback to inform the strategic planning process. <p>Problem-Solving:</p> <ul style="list-style-type: none"> • Excellent problem-solving skills to address complex challenges and develop innovative solutions. • Ability to anticipate potential issues and develop contingency plans. <p>Project Management:</p> <ul style="list-style-type: none"> • Proficiency in project management, including planning, organizing, and managing resources. • Ability to manage multiple tasks and deadlines simultaneously. <p>Analytical Skills:</p> <ul style="list-style-type: none"> • Strong analytical skills to interpret data and draw meaningful conclusions. • Ability to use data to support strategic recommendations and decision-making. <p>Communication Skills:</p> <ul style="list-style-type: none"> • Excellent written and verbal communication skills to articulate ideas clearly and persuasively. • Ability to create clear, concise, and compelling reports and presentations. <p>Facilitation Skills:</p> <ul style="list-style-type: none"> • Skilled in facilitating discussions and workshops to achieve desired outcomes. • Ability to manage group dynamics and ensure productive and inclusive participation