

# MEMBERS INTERNATIONAL NETWORK AGREEMENT (MINA)

MÉDECINS DU MONDE  
INTERNATIONAL  
NETWORK



# PREAMBLE

This document presents the new Médecins du Monde International Network agreement. The members of the Médecins du Monde International Network have joined together to strengthen the international governance of the organisation and to agree conditions and structures to improve the collaboration among all chapters (also referred to as members). In this agreement, we have documented how we will work together. This new agreement shows the commitment that all individual chapters have towards each other in order to build this International Network.

This October 2020 version is a new draft which has been developed by the Governance Steering Group, comprised of presidents, board members and executive directors representing seven chapters. This draft addresses a wide range of issues, such as links with the Brand License Agreement, governance of the Network, actions individual chapters can and must take as part of the Network, and what the Network can and must do for individual chapters, in addition to the rules that govern conflicts of interest. This draft was finalized in 2020 following consultations among its members which were necessary for approval at the Network General Assembly in October 2020.

The MdM International Network Agreement applies to all chapters, at all times. This agreement sets out the norms, rules and regulations that underpin our collaboration within the MdM International Network. As such, all chapters are required to sign this document.

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# PART 1

## OUR IDENTITY

The Médecins du Monde (MdM) International Network has evolved over the years' into a decentralised, but strongly connected and interdependent organisation of members. It is the logical outcome of the organisation's evolution over the last 30 years. However, its core values and objectives have remained the same, and they are all deeply embedded in each chapter. It is on these strong foundations that we are building a governance structure to ensure that each chapter, as well as the Network as a whole, can achieve its mission and enhance its impact on all people's rights to health as we advance into the 21<sup>st</sup> century.

All members/chapters of the International Network underwrite the mission, vision, values of the MdM International Network, as well as its principles, uphold set norms and comply with the rules. All members are part of the MdM International Network Agreement (MINA). A dictionary of the terminology used can be found in annex 2.



### ABSTRACT CONCEPTS

Mission, Vision, Values

#### OUR VALUES AND PRINCIPLES

Provide general guidance of what the MdM International Network considers to be essential and which forms the basics of our intentions

Principles

Norms

Rules

Regulations

#### NORMS

Best practices  
Are behavioural standards derived from our values and principles

#### RULES

Minimum Standards  
Are specified expectations of what to do and not to do

#### REGULATIONS

Pertain to processes and compliance; detailing those processes which need to be followed as well as sanctions in the case of non-compliance

### CONCRETE GUIDANCE

<sup>1</sup>See annex 4 for summary of historical background.

# 1.1. VISION, MISSION AND VALUES

Each member of the Médecins du Monde International Network is committed to the international vision, mission, and values which were endorsed at the international assembly in Paris in 2016 (GA MdM, 2016).

## OUR VISION

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

## OUR MISSION

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

## OUR VALUES



### Activism

As a member of a global movement of volunteers and salaried staff, we provide medical services and bear witness. Strengthened by our diversity, we support excluded people to attain social change.



### Empowerment

We believe the communities we serve are agents of change within their health journey. In partnership with others, we seek to support them to act and exercise their rights.



### Social justice

We believe that all people should have equal access to health, well-being, justice, privileges, and opportunity regardless of their legal, political, economic, or other circumstances, and as such we see social justice as a vehicle for equal access to healthcare, respect for fundamental rights, and solidarity.



### Independence

We are independent of all political, religious, and financial authorities and interests. We are free to choose our programmes and operating methods. We refuse all forms of subordination and foster dialogue with the people and the communities with whom we work.



### Balance

We seek a balance between our national and international actions, our emergency and long-term programmes, medical and lay knowledge, and between public funding and private donations.

## 1.2. PRINCIPLES OF ACTION

### CARING

Guided by medical ethics and with evidence-based advocacy, we strive to provide everyone with proper access to all physical, psychological, and social healthcare based on the needs and cooperation of communities. We provide care to the most vulnerable and excluded in our society, as well as individuals experiencing crises.

We have an ethical and independent approach. We decide to intervene based on medical and humanitarian needs above institutional, strategic, and financial constraints. We recognize the risks related to healthcare and humanitarian activities. Therefore, we uphold the principle of “do no harm.”<sup>2</sup>

We do our best to prevent long-term vulnerability in all our interventions. This includes laying the foundation for rehabilitation and development during an emergency phase and integrating preventative activities where possible.

### WITNESSING AND ADVOCATING

We go where others do not, we bear witness to the intolerable, and we promote the principles of international humanitarian law, and highlight human rights’ violations, particularly in those cases in which access to healthcare is denied.

Beyond outrage and repulsion, we seek to reveal inexcusable conditions, to report and denounce them. We call on national and international authorities to facilitate access to care and promote human rights.

We seek to influence political decisions to provide better health protection to people and communities. We are advocates for health systems organised by public administrations, which are accessible to all, and based on the principles of fairness and solidarity.

<sup>2</sup> “first, do no harm” comes from the Latin phrase *primum non nocere*. It means non-maleficence, and is one of the principal precepts of bioethics.



### SUPPORTING SOCIAL CHANGE

We are convinced that sustainable change rests on the development of people’s power to take control of their health. Their empowerment guides our actions.

### HONOURING HUMANITARIAN PRINCIPLES

We are driven by humanitarian principles and strongly believe that all people should be treated humanely and equally in all circumstances. Each individual deserves respect and has the right to receive humanitarian assistance. We provide our care and assistance to those in need regardless of their nationality, race, gender, religion, political alliance, or class. We prioritise our assistance on need alone, in an impartial and independent manner.

**WE FIGHT AGAINST ALL DISEASES,  
EVEN INJUSTICE.**



MdM INTERNATIONAL NETWORK AGREEMENT

## **PART 2**

# **OUR NORMS AND RULES**

The norms and rules are part of the MdM International Network. They are specified within three areas, namely 1. membership, 2. network functioning, and 3. bilateral and multilateral collaboration. Within the Network, specific other norms and rules exist at an operational level or within specific protocols and guidelines. Due to their specificity, they are not in the MdM International Network Agreement. However, members should also respect these other rules and norms.

## ARTICLE 1: MEMBERSHIP

The International Network of Médecins du Monde is composed of independent members in countries worldwide. Based on a shared charter, they pursue the objectives of providing care, bearing witness, and bringing social change. Membership is open and offered to non-profit organisations who share the vision, mission and values of the MdM Network and who seek to develop humanitarian, medical, and social justice programs in their home country and/or anywhere around the world where civilian populations are faced with suffering, and where their dignity is under threat. All members sign the MdM International Network Agreement and have the right to use the brand, vote, and have a seat at the table.

Each member<sup>3</sup> of the MdM International Network is autonomous. MdM France, as the founder of the organisation, is the owner of the brand. Each member signs the bilateral Brand License Agreement (BLA)<sup>4</sup> with MdM France, as well as the MdM International Network Agreement (MINA)<sup>5</sup>. Both documents are interlinked. The Network General Assembly (NGA) of the MdM Network is the highest authority within the governance structure. Within the MdM International Network, management responsibilities and accountabilities are distributed across the Network (see further 3.2).



## ARTICLE 2: NETWORK FUNCTIONING

All members of the International Network are jointly entrusted with the **stewardship**, in this case, the steering of the MdM Network, and are responsible for **oversight**. It acts as our ethical compass and ensures agreements, policies and frameworks are upheld, outcomes are achieved, and ethical and legal norms, as well as organisational values, are respected. All members are engaged in **management** and implementation. Each member ensures the implementation of decisions made by governing entities as well as further decision-making within the spirit and scope of the original agreements.

### MEMBERSHIP (in which we reference to individual chapters)

#### 1.1. UNITY & COHESION OF CHAPTERS

All chapters (MdM International Network members) are part of the MdM family, strengthening unity and cohesion.

- 1.1.1. MdM France, as the owner of the brand, has the right to grant rights to the logo, as well as withdraw this right. Both decisions are taken at the NGA.
- 1.1.2. All members of the MdM International Network sign a bilateral Brand License Agreement with MdM France, which is then referred to as the License Holder.
- 1.1.3. All MdM International Network Members use the MdM common brand. As such, they respect, protect, nurture, and promote the Médecins du Monde brand as per the Brand License Agreement.
- 1.1.4. Each member (license holder) has the right to translate the name Médecins du Monde to their national language (e.g. Doctors of the World, Medicos del Mundo, Dokters van de Wereld).
- 1.1.5. Each member actively promotes a sense of belonging toward Médecins du Monde International Network amongst its staff, volunteers, and supporters.

#### 1.2. ADHERENCE MEMBERSHIP NORMS AND RULES

To become and remain a member of the MdM International Network, all members must:

- 1.2.1. Adhere to the International MdM Vision Mission and Values (VMV)
- 1.2.2. Comply to Good Governance of Board Best Practices and Minimum Standards (BBPMS) (GA MdM, 2017)
- 1.2.3. Comply with MdM protocols and guidelines, approved by the MdM International Network (see annex 1)
- 1.2.4. New chapters accepted at the NGA meet the entry criteria and are given a three-year timeline to fulfil the full membership criteria.<sup>6</sup>

#### 1.3. MEMBERS FINANCIAL CONTRIBUTION

The functioning of the MdM International Network relies on the compliance of all its members with regards to paying their annual contributions.

- 1.3.1. Each member of the MdM International Network is obligated to pay their annual contribution, and will deliver this contribution<sup>7</sup> within the first quarter of the new yearly plan period (by the end of March). Each member receives a Memorandum of Understanding (MoU) and an invoice (GA MdM, 2018).
- 1.3.2. Each member of the MdM International Network will cover the cost associated with their chapter's attendance to the NGA and/or other International Network meetings, including fees related to transportation and accommodation (GA MdM, 2009).<sup>8</sup>

<sup>3</sup> The MdM International Network acknowledges that within the MdM field of work there are different entities who are entitled to carry the brand of MdM; administrative license holder, or program registered offices. However, only those entities who have signed both the BLA and the MINA are members of the MdM International Network.

<sup>4</sup> With no international legal entity in place, the Brand License Agreement is a currently the sole legal document in existence. It details the agreement between MDM France and an individual chapter.

<sup>5</sup> The MdM International Network Agreement is multi-lateral agreement detailing the agreement between an individual MDM chapter and other chapters within the Network in terms of obligations to the Network and support from the Network that comes with a full member status.

<sup>6</sup> For details see paragraph 3.3.

<sup>7</sup> The mechanism for calculation of the annual chapters' contribution was agreed upon in the NGA of 2019. An update to this mechanism will take place following decisions at consequent NGAs.

<sup>8</sup> When members are unable to cover cost and therefore jeopardize attendance at the NGA, the member can request support at the NEC who then, will make a judgement on a case-by-case basis.

### MEMBERSHIP FUNCTIONING

#### 2.1. NETWORK GENERAL ASSEMBLY

The MdM International Network is committed to combining efforts to maximize Network impact. The annual NGA is our platform for debate and approval of the Network's annual plan and budget.

- 2.1.1. All members of the Network President Council (NPC) and the Network Executive Council (NEC) must participate in the annual NGA.
- 2.1.2. Each President of the board has the mandate to represent their chapter and vote at the NGA, following the voting mechanism determined by the NPC.
- 2.1.3. The NGA approves the annual MdM Network Plan and the annual MdM Network Budget. The NEC has delegated supervision of both budgets and plans, which must be reported back to the NPC.
- 2.1.4. The NGA approves Network agreements, protocols and position papers, which concern or affect the MdM Network as a whole, and which are scheduled for consideration during the NGA (GA MdM, 2018).

#### 2.2. ENGAGEMENT IN MDM GOVERNANCE DYNAMIC AND STRUCTURE

Our governance model strives to be democratic and equitable so that the structure empowers diverse members to engage and contribute.

- 2.2.1. All chapters (members) assign their President<sup>9</sup> of the board and Executive Directors (ED) to take a seat in the NPC and NEC. Each MdM International Network member will ensure a minimum attendance rate of 70% annually.
- 2.2.2. All chapters' staff, volunteers, and/or associative members should engage in steering groups (SG), communities, and task forces.<sup>10</sup>
- 2.2.3. The chair of the SG is an ED position for which each ED can apply. During the annual NGA, chair positions are appointed or extended.
- 2.2.4. The standard/working language within the MdM International Network is English. For the NGA and other official voting records, documents (and meetings) are translated into French, Spanish, and English.
- 2.2.5. Each member respects and complies with the Network Budget Guidelines, Travel Policy and Templates (GA MdM, 2018).
- 2.2.6. Members provide information related to annual plans promptly following requests by the NEC, the Network Executive Committee (NexCom. or relevant SG) and will submit a request(s) for approval before engaging in any expense that has not yet been approved in the annual plan and associated with the Network activities (GA MdM, 2019).
- 2.2.7. Members provide the following MdM International Network documents to NexCom and/or relevant SG on an annual basis:
  - The BBPMS at the specified time (GA MdM, 2017).
  - Financial accounts at the closing of the year, approved by an external accountant, the annual budget for the year to come, and MdM International Network institutional fundraising requests and opportunities (GA MdM, 2018).
  - An overview of the chapter's domestic and international programs by the end of the first quarter (SG Operations).

<sup>9</sup> In case of necessity a mandated board member can substitute the president at the NPC and NGA.

<sup>10</sup> For further specification of rights, responsibilities and functioning see paragraph 3.2.



## ARTICLE 3: MULTI- AND BILATERAL COLLABORATION

The MdM International Network is looking towards the future to build cooperatively on domestic programmes, standard policies, a united voice, and fundraising strategies by sharing individual members' knowledge<sup>11</sup> and experience. Through collaboration, we strengthen both global and individual initiatives/programmes.

<sup>11</sup>Individual chapters have developed strong policies and procedures, such as protection against sexual exploitation and abuse (PSEA), and the right to privacy policy. All members are strongly encouraged to share their policies with the network.

## MULTI- AND BILATERAL COLLABORATION

### 3.1. COMPLEMENTARITY AND HARMONISATION

- 3.1.1. Each member is autonomous and ensures alignment to the MdM International Network vision, mission and values within their multiyear/strategic plans (GA MdM, 2016).
- 3.1.2. Each member works complementarily with other members within the MdM Network when working in the same country or region and ensures that their actions do not negatively affect other members' activities and longer-term programmatic impact.
- 3.1.3. Members commit to harmonising policies and respecting common standards and quality control procedures set up by the MdM International Network.
- 3.1.4. Members commit to managing organisational risk and work together to prevent sexual exploitation and abuse, as well as continuously harmonising and improving risk management structures to protect the individuals with whom we work, including our staff, partners, and affected population.

### 3.2. ONE VOICE

Each member is part of the international voluntary movement of Médecins du Monde, in which a united voice strengthens our positioning and effective action.

- 3.2.1. Each member ensures that all undertakings towards international bodies are consistent with the Global Voice Protocol (GVP), and that any public statement by a member is consistent with the GVP and current position papers (SG Global Voice).
- 3.2.2. Each member shares their advocacy strategy with other members present in the same country and strives to achieve a joint advocacy strategy with other members located in their country when relevant.
- 3.2.3. Per the global voice protocol, each member applies the principles and mechanism ensuring consultation and information sharing before any launch or external communication that can affect other members present in the same country or even region.
- 3.2.4. Each member complies with the one-voice principle regarding representation and coordination at the country level at clusters and coordination mechanisms. It is expected that members set clear agreements.

### 3.3. MUTUAL ACCOUNTABILITY AND TRANSPARENCY

Médecins du Monde strongly believes in the value of diverse Network Members working together and trusts in its members to respect mutual accountability and transparency.

- 3.3.1. The MdM International Network does not seek growth as a specified goal. Fundraising strategies and organisational growth goals are rooted in the needs we encounter in our programmes (GA MdM, 2018).
- 3.3.2. All members ensure they are fully accountable to donors and relevant authorities.
- 3.3.3. All members are mutually accountable to each other, not limited to the use of funds received from another member, risk management, and the protection of the common brand.

### 3.4. MUTUAL SUPPORT

Our political independence is intrinsically linked to our financial independence. We obtain this financial independence by diversifying our sources of funding and mutual support.

- 3.4.1. Members are committed to an unfettered flow of financial, technical, political, and general information among each other at all appropriate levels. It includes the exchange of information about fundraising activities and relations with donors to maximize funding and fundraising opportunities.
- 3.4.2. Each member ensures that their chapters support each other as much as possible to ensure long-term impact. This does not mean an automatic financial mechanism to cover any loss by the other chapters, but rather a joint analysis and searching for solidarity solutions.<sup>12</sup>

### 3.5. TERRITORIALITY

- 3.5.1. Each member complies with the one-voice principle when present in the same country (or region) in representation to donors, institutional bodies and the public. Members working in the same country and region set clear agreements on external communication. This means that all Network Members operating in the same country will manage one single Facebook/Twitter/Instagram MdM account. Responsibilities regarding the monitoring and the administration of external communication tools are to be discussed between chapters.
- 3.5.2. Each member is responsible for the donors (private and public) having headquarters located in their country. Accordingly, no other chapter can apply for funds in a chapters' country without first obtaining its permission.
- 3.5.3. Each member follows rules of engagement in a country or region where other MdM members are already present. As such, each member ensures relevant information is shared. The MdM member already operating in the country is considered the in-country lead in the case of an emergency.<sup>13</sup>

<sup>12</sup> Within the Board Best Practice Minimum standard specific standards are set regarding Financial Viability in which chapters have the responsibility to have a policy on reserve in place and mechanism for risk evaluation and management. However, it is acknowledged that some chapters will take time to get these safety nets in place.

<sup>13</sup> In which it should be clear that when a chapter starts an operation in a country where another chapter resides, all rules and regulations should follow the national standards of the country of operations, especially in operations within EU territory.

# PART 3

## OUR REGULATIONS

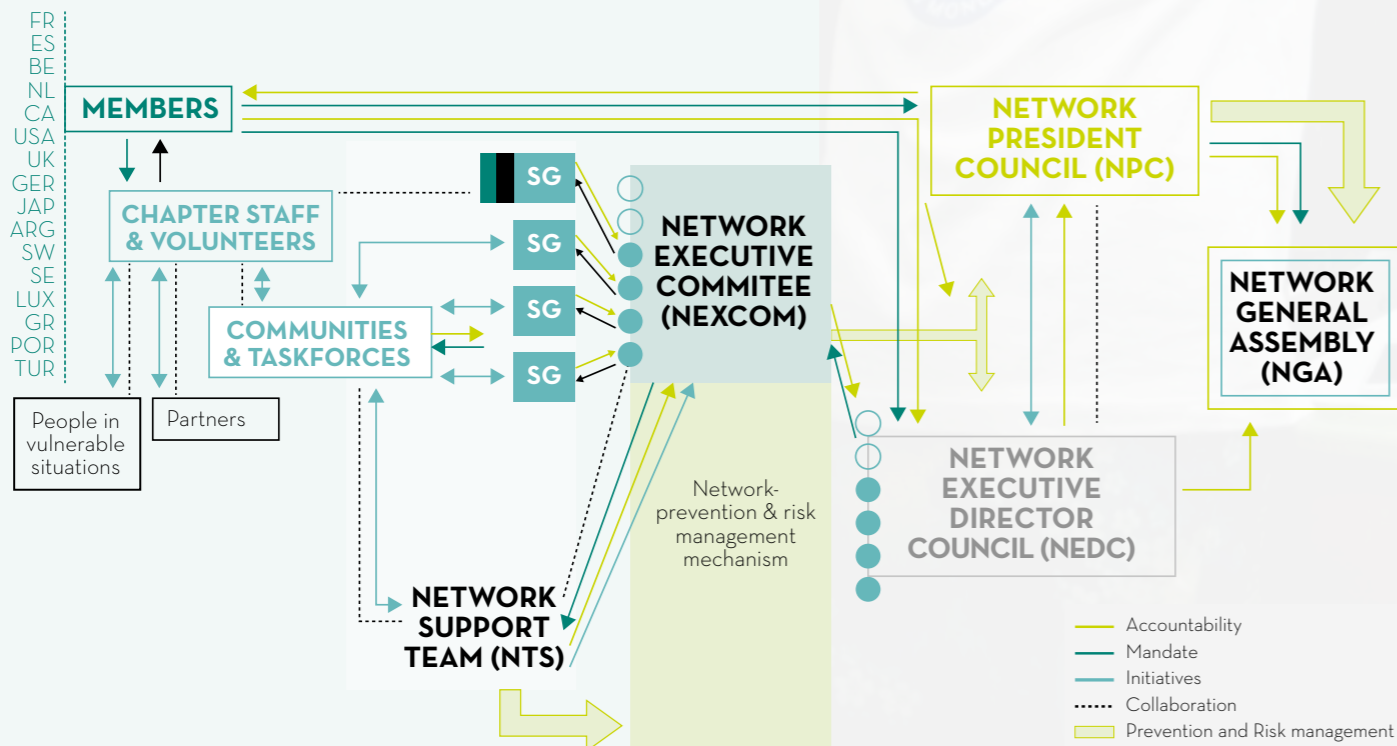
### 3.1. GOVERNANCE STRUCTURE

The Network Governance Model (GA MdM, 2018) has been adopted by the Network's 2018 General Assembly. MdM International Network members decided on a model that respects the diversity within the Network and the autonomy of each member, while facilitating and stimulating an environment suited for bilateral and multilateral collaboration. The voice of each network member is heard within the various network bodies. They all maintain the same primary purpose of maximising the Network's impact on access to health for all.



MdM INTERNATIONAL NETWORK MODEL<sup>14</sup>

PROPOSAL AMENDED MdM INTERNATIONAL NETWORK GOVERNANCE MODEL



<sup>14</sup>Adaption and clarification of the norms, rules and regulations as well as network bodies' roles and responsibilities required some amendments in the model.



Within this governance model, the Network President Council (NPC) and Network Executive Council (NEC) work in close collaboration to steer and strengthen Network initiatives. Both councils provide strategic direction and leadership, and ensure that Steering Groups (SGs), along with involved Communities and Taskforces, can have their voice heard, implement network actions, and bring forward their insights and ideas. The NEC and NPC mandate the Network

Executive Committee (NexCom) as the key facilitator and catalyst between all network bodies. The NexCom is responsible for and supported by the Network Support Team (NST).

All individual chapters encourage their board members, staff members, and volunteers to actively engage and/or participate in the Mdm Network bodies.



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## 3.2. MEMBERS

The members of the Médecins du Monde International Network consist of individual chapters, which have been recognised as official members of the Network and have signed both the Brand License Agreement (BLA) and the Mdm International Network Agreement (MINA). All members are autonomous and responsible for the good governance of their chapters.

### DEFINITION

A non-profit organisation that shares the Vision, Mission and Values of Mdm International Network, and which seeks to develop humanitarian, medical and social justice programs in its home country and/or anywhere around the world where civilian populations are faced with suffering and where their dignity is under threat.

### POSITION

Mdm International Network's official members have the right to use the logo and vote. They have a voice within the Mdm International Network.

### OPERATING

Each member is responsible for the oversight, supervision, and management of their chapter. Each chapter must have instituted a board of directors and an Executive Director or a General Manager, who is in charge of management.

## RESPONSIBILITIES

- Comply with the MDM International Network Agreement (MINA) and the Brand Licence Agreement (BLA).
- Comply with the Board Best Practice and Minimum Standards (BBPMS) for good governance.
- Perform overall management and ensure the smooth running of their individual chapter's daily operations.
- Design and implement humanitarian and development programs at home and when possible, abroad.
- Take a position on the topic of access to health for all in their community (advocacy, campaigns, and awareness-raising).
- Create and/or contribute to grassroots initiatives.
- Represent Médecins du Monde at the national level and act as a good ambassador.
- Participate in the annual NGA.
- Participate in NPC and NEC meetings.

## FINANCIAL CONTRIBUTION

The Mdm International Network is the sum of its members; it is currently not structured as a legal entity. It is for this reason that the Mdm International Network does not have its own financial structure, nor does it undertake fundraising activities to finance the Network's actions and coordination efforts. The functioning of the Mdm International Network relies on the compliance of all its members to pay their annual contributions.<sup>15</sup>

Since the Mdm International Network is not a registered authority, an Mdm chapter is assigned by the NGA to assume the responsibility of setting up and managing the Mdm International Network's bank account.

<sup>15</sup> For specification of how chapter's contributions are determined see the RSA.

## 3.3. NETWORK SUPPORT TO MEMBERS

### NETWORK MEMBER SUPPORT

The NST and NexCom support all relevant Network bodies, information and sharing platforms, in addition to Network meetings in terms of logistics, infrastructure, and tools. For all online and in-person meetings, resources are made available (according to the budget and plan) to host meetings, rent venues, and organise adequate tools.

Within the Network, the staff are assigned to ensure an adequate flow of information sharing and internal communication to all members. In this, we follow the approved guidelines (for example, emergency protocol and global voice). Also, support is given to the NPC and NEC to ensure that they meet regularly, appropriate minutes are taken, and that actions are overseen.

### NETWORK PEER TO PEER SUPPORT

Each member is welcomed as a full member of the Network and is encouraged to engage in Network activities. Bilateral and multilateral collaboration is encouraged, in which members can seek direct partnership among themselves. Each member can request support from other members to strengthen their chapters and/or to actively engage in strengthening the Network's actions.

All network bodies, members (councils, steering groups, etc.) are enabled to exchange information, create space for strategic discussion and dialogue, engage in mutual learning, and to request support or provide support.

Specifically, this means that network bodies and individual members can obtain support from:

- The Network Support Team.
- The Network Executive Committee.
- Peer to peer support by individual chapters.
- Support through other Network bodies

## 3.4. NETWORK ANNUAL PLAN AND BUDGET

At the NGA, the Annual Budget and Plan are agreed. The NexCom is mandated with the overall supervision of the Network and is responsible for ensuring that the involved Steering Groups execute the plans they were assigned.

An Annual Mdm Network Budget covers the coordination and facilitation cost associated with the Network's coordinated activities, as well as the costs of shared services and utilities linked to the Mdm Network Annual Plan.

The Annual Mdm Network Plan outlines actions brought forward by the Steering Groups and the NEC. In addition to these, actions can be brought for consideration during the NGA, which can be added into the following year's Annual Plan (AP). Once approved, the NexCom ensures that detailed plans are developed with SGs, Communities and Taskforces.

The total income generated from the member's contribution to the Network represents the overall Mdm International Network budget available for action and coordination efforts. Members of the Mdm Network cannot request loans or financial support from the Network, as the Annual Mdm Network budget is strictly limited to the approved AP.

## 3.5. MEMBERS RIGHTS AND RESPONSIBILITIES

### 3.5.1. Network General Assembly (NGA)

#### DEFINITION

The annual joint meeting of the President Council, the Executive Council, and the highest decision-making body within the MDM International Network.

#### POSITION

The President of the board and each chapter's (member) Executive Director are invited to attend the Network General Assembly (NGA). The Network's staff is invited to participate in the NGA as well. The NGA, as the highest decision-making body in the International Network, provides direction regarding the Network's development and evolution, in which it creates a platform to debate on network-wide issues, strategic challenges and approaches, as well as crisis management. The NGA takes the lead regarding the Network's agenda-setting, decision-making surrounding Network plans, and crisis management.

#### RIGHTS AND RESPONSIBILITIES

- Responsible for the stewardship of the International Network, providing oversight and guidance, as well as strategic orientations on issues in line with the MDM Identity, Vision, Mission and Values.
- Decides upon MDM's issues and themes brought forward by the NGA agenda commission.
- Votes on MDM International Network documents and proposals, recommended to the NGA by NPC and NEC.
- Votes on the Network's Annual Plan and Annual Budget.
- Votes on the adhesion of new members into the MDM International Network.
- Votes on the actions and/or decisions of the Network's conflict resolution mechanism.
- Votes on the removal of members from the MDM International Network and enables MDM France to terminate the BLA for the removed member.
- Facilitates an environment that favours exchanges, mutual support, and lessons learned.
- Requests and analyses status reports concerning individual members' compliance with the Board's Best Practices and Minimum Standards, and when necessary determines the Network's actions.
- Ensures all members can claim their right to vote and have a voice.
- Ensures a neutral environment in which political and power dynamics are tackled and addressed.



#### OPERATING

##### Participation and hosting

- Convenes yearly. Every year, one member volunteers to host the NGA. During the NGA, members decide the location of the following year's NGA.
- The host member will receive support from the NST and NexCom.
- An NGA Organisational Committee is instituted consisting of the host member ED, NexCom representative, and NPC representative. This committee oversees logistics and facilitates the NGA event.

##### Agenda setting

- An NGA Agenda Commission is instituted before the NGA. The host member and NexCom are allocated seats on the NGA Agenda Commission.
- The NGA Agenda is drafted in consultation with NPC, NEC, NexCom, Steering Groups (including the input from communities and Taskforces), and the NST.
- The Chair and Discussion Leaders selected for the NGA are chosen among Presidents, EDs and Network staff, as proposed by the Agenda Commission.
- NPC and NEC approve the final draft Agenda at least eight (8) weeks before the NGA.
- All chapters receive the final agenda and reading package six (6) weeks before the NGA.

##### Voting at the NGA

- Every President is mandated by their chapter's board to vote on behalf of their chapter.
- Each chapter has one vote; a quorum is 4/5.
- Voting must be done in person at the NGA (unless otherwise approved prior to the NGA).
- In the exceptional case that insufficient members to fulfil a quorum are present at the NGA, decisions are delayed.

##### Organisation of the NGA

- All members should cover their transportation and accommodations costs.
- The Network Annual Budget covers costs associated with the venue, translation, reading package, two dinners and lunch at the venue unless communicated otherwise.
- The NGA follows the approved NGA agenda; during the NGA, no new items can be added to the NGA agenda. However, the organisers have the flexibility to propose issues that require further debate prior to the NGA and can consequently make revisions to the NGA agenda if a 4/5 quorum agrees.
- NGA minutes are drafted and shared for approval both at NPC and NEC level.

## 3.5.2. Network Presidents' Council (NPC)

### DEFINITION

Each chapter's President of the Board<sup>16</sup> has a seat on the Network President Council. Each President represents their chapter and stewards the International Network as a community of shared values and principles.

### POSITION

The NPC reports to the NGA and provides strategic directions to the Network while working in close collaboration with the NEC and NexCom as an advisor and leader. The NPC ensures overall oversight on the legislative affairs of the Network. The NPC ensures it is well informed about key Network developments, initiatives, risks, and opportunities in which it creates space to stimulate strategic discussions. When required, the NPC will suggest to the NEC and NexCom that topics be included in their agenda and ensures reporting on further developments or proposals.

### RIGHTS AND RESPONSIBILITIES

- The NPC is responsible for the stewardship, providing oversight and guidance, of the International Network following the approved plans from the NGA, and may provide strategic directions in line with set Network objectives.
- The NPC, along with NEC and NexCom, ensures that decisions are implemented or otherwise applied.
- The NPC, NEC and NexCom determine the Agenda of the NGA.
- The key platform for decision-making is the NGA; the President Council can, however, throughout the year, be solicited by the NEC or NexCom for decision-making on pending issues and policies with supporting documentation.
- Vote on documents/issues that are on the approved NGA and NPC agenda.
- The NPC approves amendments to the design and usage guidelines for the shared MDM logo, on the recommendation of the Network Executive Council.
- Meets regularly for information exchange.
- Meets exceptionally for stewardship decisions at the request of the Network Executive Council.
- Strengthens the relationship between the Network President Council and the Network Executive Council.

### OPERATING

The NPC meets monthly via telephone conference and meets annually in person at the NGA. The NPC is responsible for setting the NPC Agenda and tracking actions set during these meetings.

The NPC monthly calls are chaired by one of the Presidents. This position is a one-year renewable position with a maximum of three years, rotating every twelve months. All presidents can apply for the position of Chair. NPC determines extension and or new nomination for the Chair position.

The NPC can request support from the NexCom and Network support staff to set up the infrastructure required for these meetings, drafting minutes and organising the meetings. The NPC ensures agenda setting

input has been gathered and fine-tuned by NexCom and NEC. NexCom representatives participate in the NPC call (unless decided otherwise).

The NPC agenda and minutes are shared after their approval with the NEC and NexCom. The NPC Chair calls and NexCom representatives ensure actions, requests, and strategic issues raised by the NPC will be addressed in relevant platforms and reported back on.

## 3.5.3. Network Executive Council (NEC)

### DEFINITION

The Network Executive Council is composed of every chapter's Executive Director (ED). The Executive Directors represent their respective chapter; they lead and facilitate the International Network's plans and proposed actions.

### POSITION

The NEC reports to the NPC and provides leadership in the execution of the Network's Annual Plan and Budget. The NEC works in close collaboration with the NPC and NexCom. The NEC seeks alignment among all chapters following common Vision, Mission, Values, and Principles. The NEC stimulates dialogue, exchanges, and joint action in line with Network's AP. The NEC provides strategic direction to NexCom and the Steering Groups on the Network's issues, development, sustainability, quality improvement, and impact. The NEC is consulted during crisis management and provides direct leadership to executive bodies while operating in close collaboration with the NPC and NexCom.

### RIGHTS AND RESPONSIBILITIES

The NEC has the following duties and mandates:

- Design and propose Network strategic priorities during the NGA.
- Monitor and evaluate Annual Plan and Budget's progress, mitigate risk, follow up and adjust plans if needed, and report back to the NPC.
- Adhere to the Network's conflict resolution mechanism, in which NEC advises NexCom, and/or consults NexCom regarding the following steps.
- Advise and further develop Network guidelines, policies and initiatives, and bring forward the NPC.
- Meet regularly for information sharing.
- Meet exceptionally for stewardship decisions, as requested by the President Council.
- Strengthen the relationship between the President Council and the Network Executive Council.
- Throughout the year, the NEC can be requested to decide on issues brought forward by the NexCom.

### OPERATING

The NEC meets monthly via telephone conference, one week before the President Council conference. An ED chairs the meetings. A 6-month rotation is applied, and all EDs can apply for the Chair position. The Chair, in collaboration with NexCom, drafts the NEC meeting agendas. All members are invited to bring forward agenda items. The agenda and meeting minutes (once approved) are to be shared with the NPC.

During online meetings, NexCom presents a progress update on the Network Annual Plan, in which action items or issues are discussed and tackled, input for the NPC is gathered, new members are welcomed, and the ED can use this platform to share (major) developments within their respective chapter with their peers, purely for information sharing or to stimulate mutual support.

The NEC meets annually before the NGA (during the same week) to monitor and evaluate Network Plans and Budget, gather lessons learned, address (pending) issues, and set new priorities and plans for the upcoming year. Additional meetings may be scheduled during the year, as deemed necessary.

The NEC is responsible for the Network's budget management. Day to day control and supervision of the Network's Annual Plans and Annual Budget, however, are delegated to the NexCom.

## 3.5.4. Network Executive Committee (NexCom)

### DEFINITION

Every ED who chairs a Steering Group, along with MDM France and MDM Spain's EDs, sits on the Network Executive Committee (NexCom). An ED cannot fulfil any more than one position within the NexCom at the same time e.g. an ED cannot represent as chair of a SG and as ED of MDM France. ED's of smaller chapters are strongly encouraged to chair a SG, and consequently partake in the NexCom. NexCom members are mandated by the NPC and NEC and appointed for additional tasks and duties.

### POSITION

Nexcom reports to the NEC and NPC. It is a committee of 4 to 6 Executive Directors who sit on the NexCom. The NexCom is a facilitation and leadership team within the Network's governance structure. It is interlinked with the NPC, NEC, and Steering Groups. It is responsible for managing the Network's staff. The NexCom is primarily responsible for the day-to-day management and supervision of the Network's Annual Plan and Budget. Taking a central place within the governance structure, it plays a key role in prevention and risk management (see 3.7). The NexCom is supported in its tasks by the NST.

### RIGHTS AND RESPONSIBILITIES

- The NGA delegates the control and supervision responsibilities of both the Network's Annual Budget and Annual Plans to the NexCom, and the NexCom reports back on these to the NEC and NPC.
- Draft the agenda for both the NPC and NEC.
- Draft the agenda for the NGA.
- Prepare and supervise the elaboration of all relevant documentation required for decision making during the NGA, and at NPC and NEC meetings. Ensure these documents are available and shared before the meetings.
- Monitor the progress and process of SGs' Action Plan and their Communities, and report back to NEC and NPC.
- Surveillance of key risks and ensure preventive measures are in place.

- Inform the NEC and NPC regarding the identified risks that impact the Network.
- Ensure members follow the Network's protocols and guidelines (reaching out, clarify and follow up on non-compliance and severity rating).
- Encourage active engagement of all members in the different structures within the international movement, roll out initiatives to improve participation, and flag issues to NEC and NPC as they arise.
- Ensure members pay their financial contribution and manage the administrative structure associated with this process.
- The NexCom can play a role on behalf of the President's Council (PC) and Executive Council (EC) in the stewardship and management during emergencies and concerning risk management. The committee has no mandate and can only propose decisions to the Executive Council and Presidents Council. The committee is responsible for adequate information sharing and reporting to the President's Council and Executive Council.
- Coordinates the Network's Support Team.

### OPERATING

The NexCom meets monthly by phone or online, during which members provide a progress report on the Steering Group they are chairing, and bring forward questions raised during NPC, NEC, SG, and within their Communities and Taskforce. The NexCom is responsible for supervising and managing the NST, in which overall management can be a mutual responsibility, or managed by one member of the NexCom. Within this context, NexCom has the mandate to organize and shape the NST in terms of capacity and capability needed to accomplish the Network's Annual Plan within the Network's Annual Budget. The NexCom is responsible for creating an environment where the individual Network staff members feel a part of the Network Support Team through the facilitation of structural meetings, ensuring information and communication flows, providing terms of references with clear roles, and responsibilities and reporting lines for individual NST staff. The NexCom ensures follow up on NST staff monitoring and evaluation.

The NexCom drafts the Network's Annual Plan and Budget for feedback at NPC and NEC levels, and submits it for a vote during the General Assembly. The annual budget is managed by the NexCom, who may request administrative support to accomplish this mandate. NexCom meets 2-3 times a year to evaluate progress and prepare the NGA (July/August), follow up on NGA outcomes (October, during the week following the NGA), and prepare and fine-tune annual plans (January). The NEC and NexCom decide together when full participation of all EDs is required.

The NEC meeting before the NGA is the official meeting where chairs of SG are being re-elected. When needed, new Chairs can be approved by the NEC during the (bi)monthly meeting. All EDs can apply for the position of an SG Chair, and once selected, must take a seat at the NexCom.

<sup>16</sup> The president can be substituted by a mandated Board member.

### 3.5.5. Network Support Team (NST)

#### DEFINITION

A professional support and service team that is responsible for coordinating, managing and implementing the Network's Annual Plan, adopted at the NGA. The Network Team is decentralised and coordinated through the NexCom. The NexCom can delegate a coordination role to an NST member and provides clear authority and margin of action to each NST member.

#### POSITION

Individual network staff members are hired for an NST position for the period of initially one year following the AP approval process, with the intention to extend pending AP the following year. NST members have one hierarchical line manager in the chapter through which they have been contracted. The network support team reports functionally to the NexCom; this could be the specific Chair of an SG or decided otherwise. The Network's Annual Plans and Budgets determine the capacity (required FTE), as well as the specific role of each NST position.

#### RIGHTS AND RESPONSIBILITIES

The Network support staff's priority is to ensure Mdm International Network members, as well as the various bodies within the governance structure, are supported and facilitated to ensure that the Network's annual budgets and plans are approved and respected, and mutual agreements are being met. Where the NexCom is assigned to manage and supervise the implementation of the network plan and budget, they are mandated to contract an NST for the day-to-day management and implementation. They play a vital role in Communities, for SGs, and the overall (administrative) support for the Network.

A detailed term of reference is set for each Network staff member.

#### OPERATING

Within the ideology of "shared responsibilities and services," the NST works on behalf of the Network in various chapters. The NexCom organizes NST team meetings to exchange, provide a progress update, and follow up on issues and development. The NST can sit on SG, Communities and Taskforce, following the specific terms of reference of that specific structure. Additionally, NST members can be assigned to overall support and (logistic) services in line with the agreed Network annual plan and Network annual budget.

### 3.5.6. Network Steering Groups (SG)

#### DEFINITION

A Steering Group is composed of executives, chapter managerial staff, and associative members, as needed, and is chaired by an Executive Director. It is mandated to guide the work within a specific scope. Within the Mdm Governance Model, there are four SGs: SG Operations, SG Fundraising and Growth, SG Global Voice and SG Governance.

#### POSITION

The NPC during the NGA has the mandate to institute an SG or withdraw (close) an SG. The chair of an SG is an ED of a chapter. SG Chairs are nominated and voted in at the NGA for a period of two years. The SG chair reports to the NexCom. The Steering Groups (SG) are assigned with the execution of the Annual Network Plan, and Annual Network Budget set for the specific SG. The SG is mandated to manage the Communities and Taskforces linked to their SG.

#### RIGHTS AND RESPONSIBILITIES

The SG's priorities are to operationalise the specific SG annual plans, budget, and mutual agreements, and ensure they are implemented and managed. The SG plays a vital role within the Communities and Taskforces and facilitates and stimulates Network initiatives, collaboration, and discussions. For each SG, a detailed term of reference is set by the NexCom and approved by the NPC. Terms of references follow the Network Annual Plan. The SG creates an environment that encourages dialogue, discussions, gathering lessons learned and stimulates the development (and adherence to) joint initiatives, guidelines, protocols, and tools. The SG contributes to prevention and risk management.

#### OPERATING

The Steering Groups (SG) are self-organised and managed groups that follow the approved Annual Network Plan and Budget. Every SG works within an (online) Community in which members come from different chapters (countries) and bring specific skills and talents to the table to guide the SG and the involved Communities and Taskforces. The SG is a strategic platform as well, where strategic issues and developments are discussed, and new insights and plans are created and brought forward to NEC, NPC, and during the NGA. SG members jointly determine the best way forward to achieve set plans and to ensure the engagement of all Mdm chapters. Additionally, the SG oversees the management and supervision of the Communities and Taskforces. Each SG chair sits on the NexCom and reports back on progress, process, developments and risk (see 3.4.3).

### 3.5.7. Network Communities and Taskforces

#### DEFINITION

**Community:** A skills-based or thematic group that collaborates, builds consensus, and implements decisions on a specific, pre-determined theme. The group might consist of staff from all chapters who specialise in a professional area or a multi-disciplinary group dedicated to a campaign or issue. A Community is directly linked to one of the four SGs. Each Community works according to their set terms of reference. A Community is chaired by Network staff members or seconded staff from an individual chapter.

**Taskforce:** A small team mandated to produce a specific time-bound result using workshops, webinars, calls or other collaboration tools. A Taskforce is directly linked to and supervised by one of the four SGs working under the set terms of reference.

#### POSITION

A Community and a Taskforce both report to the specific SG and each is chaired by an SG member unless decided otherwise.

Communities and Taskforces are platforms where staff and volunteers are invited to participate and engage in Network initiatives and developments. Neither EDs nor presidents participate in these Communities. Active involvement of volunteers is encouraged.

#### RIGHTS AND RESPONSIBILITIES

Communities and Taskforces are composed of diverse members (representatives of different chapters). They are in charge of operationalising the Annual Plan and Budget set by their associated SG. The Communities and Taskforces work according to their set term of reference. Communities and Taskforces contribute to prevention and risk management.

#### OPERATING

The Communities and Taskforces are self-organised platforms where staff and volunteers of all chapters are welcomed to engage and contribute. SG Chairs oversee the operations of Communities and Taskforces, within which the Community members manage each structure's roles and responsibilities.

All chapters are responsible (and encouraged) to assign staff members to engage in different Communities actively. The Communities and Taskforces stimulate mutual learning and joint action to work more closely together by sharing services, working with common tools or improving systems and protocols collaboratively to smooth operations and endeavours.



## 3.6. ENROLLMENT OF NEW MEMBERS IN THE INTERNATIONAL NETWORK

In our desire to be a global network, united and committed with a strong international presence, the MdM International Network strives to grow and diversify its membership. Within this strategy, we welcome new members to the MdM International Network. New members are admitted during the NGA.

Furthermore, eligible members are MdM entities and administrative license holders<sup>17</sup>. The MdM Network encourages these MdM entities, who aspire to be engaged within the MdM International Network, to follow the enrolment process.

Individuals, groups of medical volunteers, civil society organisations and entrepreneurs cannot become members of the MdM International Network. They can, however, be admitted in a partnership with an individual MdM chapter, who is a member of the International Network.

### CRITERIA FOR ENROLMENT

All members of the MdM International Network should comply with the membership criteria as set in the Network Norms and Rules. For new potential members, there are two sets of eligibility criteria, the first being precondition criteria, which must be in place before admission, followed by secondary criteria, which must be achieved within a specific timeframe following their enrolment.



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Precondition	Secondary
Eligibility criteria that must be in place before applying to become a member	Must be achieved within three (3) years following admission
Be a non-profit organisation per the law (or what is applicable in the country of origin)	X
Adhere and commit to MdM International Vision, Mission and Values	X
Accept and adhere to the Network Norms and Rules	X
Compliance to Board Best Practices and Minimum Standards	X Minimum standards
Promise to adhere to the Network Code of Conduct as a minimum standard for its own chapter's Code of Conduct	X
Promise to adhere to the Network's approved guidelines and protocols	X

### ADMISSION PROCESS

The following steps are taken before members can consider a candidate's enrolment request during the NGA. The potential candidate's request for enrolment is first introduced and discussed at the NEC, during which the NexCom provides guidance to the specific partner regarding what information is required and which criteria should be met.

A 'case' is built and presented at the NEC and NPC, introducing the potential candidate working towards the NGA. The NPC is requested to give a 'green light,' which indicates that members of NPC agree that the presented partner has the potential to become a member and can meet the eligibility criteria.

Within this process, the NexCom provides guidance and brings forward information on the readiness of a partner, which risk should be managed, proposes a timeframe, and advises on support required to strengthen a partner to ensure they can prepare for enrolment. The NexCom can assign persons to conduct an in-depth assessment. The NexCom informs NPC and NEC with status updates. Following

the decision upon timeframe, the potential partner is brought forward to the NGA agenda for approval.

Potential partners can request the support of one or more members during their application process and take the required steps.

### ENROLMENT

Once a candidate is admitted into the MdM International Network by its members during the NGA, it will be given three (3) years to reach full compliance on all norms and rules of the Network, with the support of Network members.

Should the new member be unable to comply with the MINA, the NexCom will provide orientation and guidance and will jointly establish an improvement plan with the new member to enable them to move forward. The new member may request advice from the NEC and NPC. In the event of the underperformance of the (new) member and anticipation of non-compliance, steps are taken following the conflict resolution mechanism (see part 3.7).

<sup>17</sup> Who work under the responsibility of one the MdM chapters International Network Members.

# 3.7. RISK PREVENTION AND MANAGEMENT

## 3.7.1. Monitoring

The scope of monitoring is limited to the MdM International Network Agreement (MINA), the Brand License Agreement (BLA), and the frameworks, policies and standards approved by the Network, e.g. Resource Sharing Agreement (RSA), Global Voice Protocol (GVP), Code of Conduct (CoC) and the Emergency Protocol (EP).

Monitoring involves reviewing regular feedback and/or reports prepared by Chapters or the shared executive teams (e.g. regular surveys on implementation of agreed norms and rules).

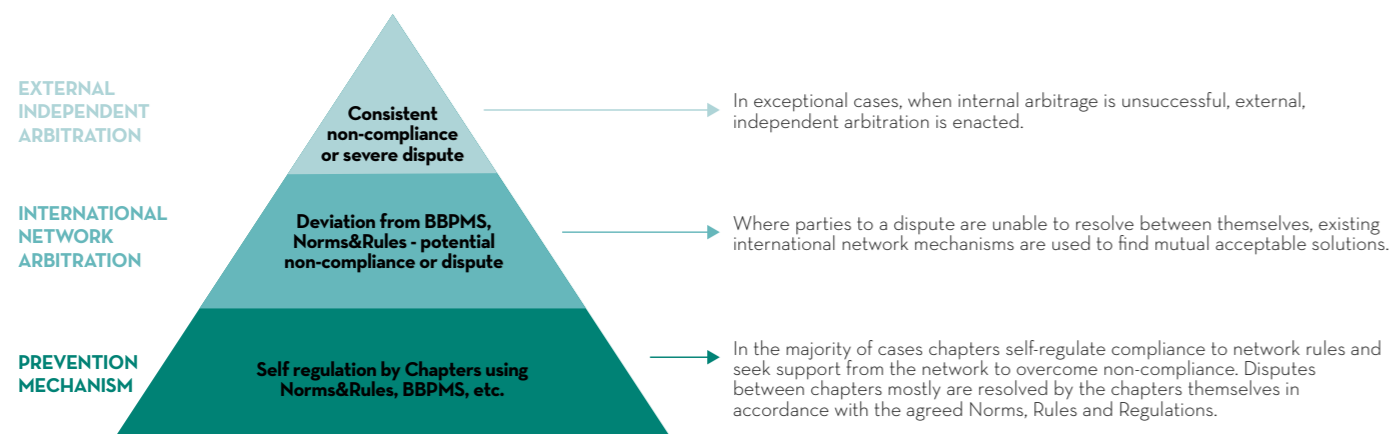
## 3.7.2. Risk prevention and management

The Network Executive Committee (NexCom) is the entry point within the MdM International Network for risk prevention and management, and conflict resolution when potential non-compliance or dispute cases are identified by individual chapters, Steering Groups, the NEC or the NPC.

The NexCom monitors the Network's agreements progress. Where applicable, the Network will support Chapters to achieve such compliance.

In the first instance, for risk management, chapters are referred to the hierarchy of documents for guidance. It is anticipated that the vast majority of issues should be readily resolved by reference to these documents. It is likely that areas of disagreement or dispute will arise as we work through the hierarchy of documents into the detail and interpretation of Operational Rules and Regulations, and which may thus necessitate escalation up the conflict resolution mechanism. In most cases, Chapters voluntarily self-regulate according to the MdM International Network Agreement Norms and Rules. There is a process of escalation to resolve non-compliance cases, conflicts, and disputes amongst Network members.

### MdM INTERNATIONAL NETWORK RISK PREVENTION-CONFLICT MANAGEMENT PYRAMID





### 3.7.3. Conflict resolution

Conflict arises where there is consistent non-compliance with the Network's norms, rules and regulations, such that a Chapter is in conflict with the Network OR where there is a dispute between two or more Chapters OR between two or more Chapters and the Network<sup>18</sup>. Where such conflict cannot be resolved mutually by the parties to the dispute, under the MDM International Network Agreement, the Network will refer the issue to the NexCom. In

cases of consistent non-compliance or escalated institutional risk and conflict, the NexCom seeks to prevent further escalation. When needed, the NexCom can assign an ad hoc internal conflict resolution committee. This committee is tasked to ensure the risks' impact is minimized, and mediation and guidance are given to the involved stakeholders. If all parties cannot resolve the issue, follow up actions are proposed by the NexCom and decided upon by the **NPC**.

#### FOLLOW UP ACTIONS

**1| Exception:** A situation is considered justified as an exception, and a deadline is given for future compliance and reporting.

**2| Supervision:** Assistance is needed to achieve compliance, and a supervisor is assigned to the Chapter. The Chapter then receives a deadline to report back to the supervisor.

**3| No Vote:** The Chapter's vote in the President Council is suspended until compliance is demonstrated, with a deadline for reporting.

**4| No Voice:** The right to independent public communication in the name of MdM is suspended until compliance is demonstrated, with a deadline for reporting; an assigned supervisor must approve all public communication before dissemination.

Chapters involved in a conflict can dispute the decisions made by the internal resolution committee. They can appeal the outcome to the NPC and request a review by an independent external arbitrator. If agreed, the NPC tasks the NexCom to draft a TOR and appoint an independent, external arbitrator to resolve the dispute.



<sup>18</sup> An internal conflict within a chapter is not formally part of the conflict resolution mechanism, though a chapter can request support from the NexCom in resolving an internal dispute.

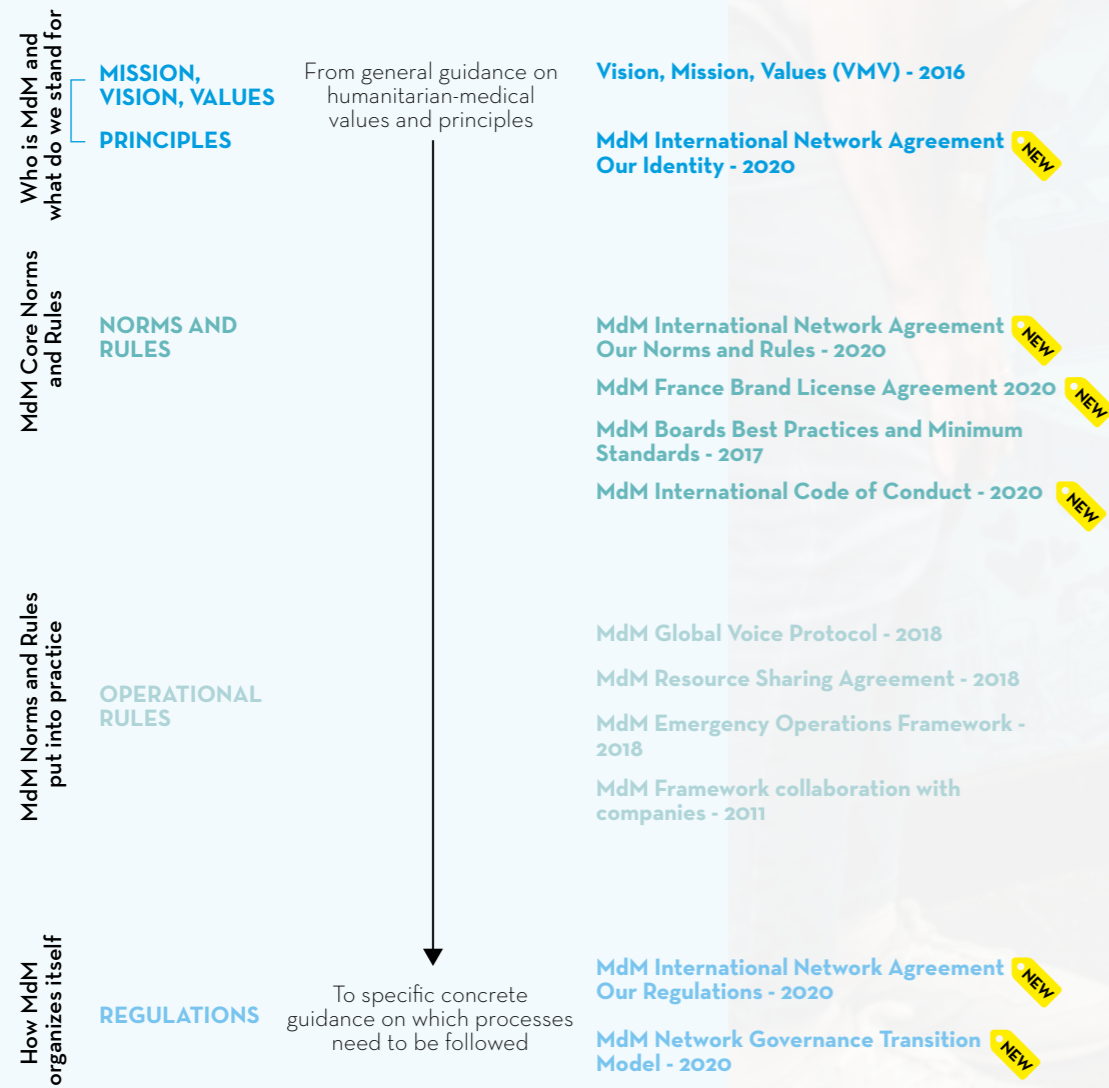
# ANNEX 1

## DOCUMENT HIERARCHY



### MdM INTERNATIONAL NETWORK HIERARCHY OF DOCUMENTS

Sourcing Group Governance | October 7, 2020



# ANNEX 2

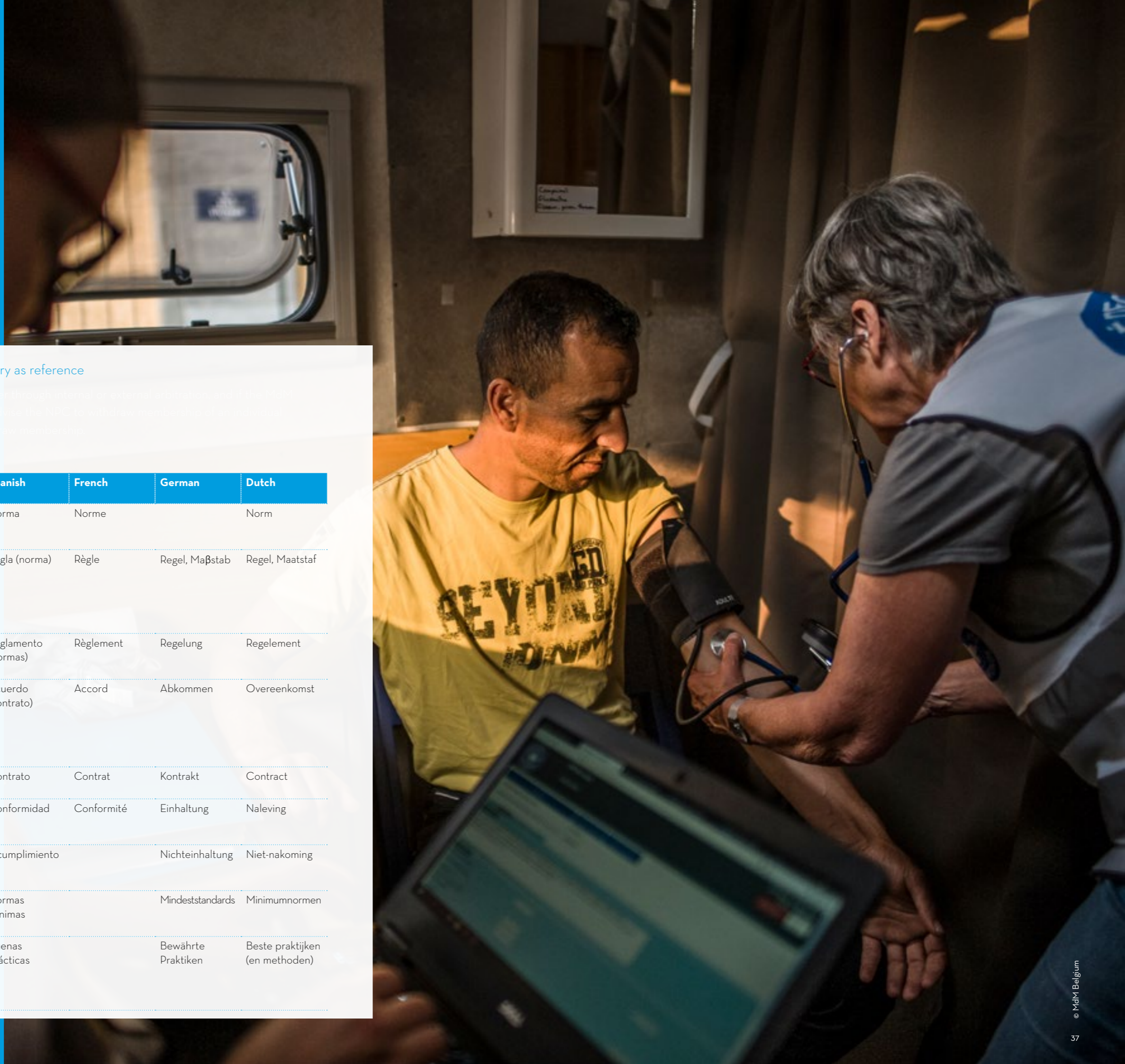
## DICTIONARY OF TERMS

**DICTIONARY OF TERMS** Cambridge and Collins dictionary as reference

The MDM International Network is a voluntary association of Member States, which may be joined through internal or external arbitration, and of the MDM International Network, which may be joined through internal or external arbitration. The MDM International Network may withdraw membership of an individual Member State, and the MDM International Network may withdraw membership.

### What's in a Name

Term	Definition	English synonyms	Spanish	French	German	Dutch
Norm	A standard of achievement or behaviour that is required, desired, or normalised	benchmark, criterion, measure, rule	Norma	Norme		Norm
Rule	An accepted principle or instruction that describes how something is or should be done, or what an individual is allowed to do and what they are not allowed to do	bylaw, regulation, decree, statute	Regla (norma)	Règle	Regel, Maßstab	Regel, Maatstaf
Regulation	An authoritative rule dealing with details or procedure	requirement, governance, control	Reglamento (normas)	Règlement	Regelung	Regelement
Agreement	A formal decision about future action which is made by two or more parties with the understanding and acceptance of reciprocal rights and duties as to each party's particular actions or obligations.	accord, understanding	Acuerdo (contrato)	Accord	Abkommen	Overeenkomst
Contract	The draft or document that records the agreement	guarantee, record	Contrato	Contrat	Kontrakt	Contract
Compliance	The state of conforming to applicable orders, rules, and requests	conformity, consent	Conformidad	Conformité	Einhaltung	Naleving
Non-compliance	The failure or refusal to comply with applicable orders, rules, and requests		Incumplimiento		Nichteinhaltung	Niet-nakoming
Minimum Standards	The lowest level of quality or achievement that is possible, allowed, or required.		Normas mínimas		Mindeststandards	Minimumnormen
Best Practices	The recognized procedures that are accepted or prescribed as being correct or most effective way to run the organization or provide a service		Buenas prácticas		Bewährte Praktiken	Beste praktijken (en methoden)



# ANNEX 3

## LIST OF ABBREVIATIONS

AP	Annual Plan
BBPMS	Boards Best Practices and Minimum Standards
BLA	Brand License Agreement
ED	Executive Director
GVP	Global Voice Protocol
MdM	Médecins du Monde
MINA	MdM International Network Agreement
MoU	Memorandum of Understanding
NEC	Network Executive Council
NexCom	Network Executive Committee
NGA	Network General Assembly
NPC	Network President Council
NST	Network Support Team
RSA	Resource Sharing Agreement
SG	Steering Group
VMV	Vision Mission Values



# ANNEX 4

## HISTORICAL BACKGROUND

### LAYING THE FOUNDATION

In 1978, in the South China Sea, a boat was drifting off course with 2,564 Vietnamese refugees on board with no clear destination. A team of doctors, intellectuals, and journalists set off on a hospital ship, the *Île de lumière*, to provide medical assistance and to bear witness to the boat people's plight.

On February 1<sup>st</sup>, 1980, Médecins du Monde (Doctors of the World) was born, aiming "to go where others will not, to testify to the intolerable, and volunteer." To quote one of MdM's founding doctors, the organisation was to, above all else, "create a structure able to address emergencies in the shortest possible timeframe, something which is not always feasible for international institutions."

After MdM France, the following chapter that was created was MdM USA, in 1987, with Jonathan Mann (former head of the World Health Organization's global AIDS programme). Over the following decade, many delegations were created, such as MdM ES, MdM GR, MdM SE, and MdM CH. At the turn of the century, MdM created the following representation offices with the purpose to raise funds, recruit staff and relay communications: MdM CA, MdM AR, MdM BE, MdM PT (1996-2005), MdM NL, MdM UK, MdM DE, and MdM JP (2006-2015). During an MdM International Network meeting, members decided to create a distinction between Delegations (who have the right to vote) and Representation Offices (who do not have the right to vote).

Acting upon the strong desire of several representation offices to become independent, the International Network decided to encourage these offices to implement domestic programmes and become financially independent. Institutions previously labelled as Representation Offices became Delegations as early as 1999. Most recently, MdM Turkey joined as a Delegation in 2018.

### GOVERNANCE DEVELOPMENT

The MdM International Network launched in 1991. Before that time, MdM France organised international meetings, but there was no official global governance structure in place. Since then, the MdM family has evolved, going through 6 different phases along the way (see Historical choices and experiences of the MdM Network since its origins) (MdM Network, 2018).

While the initial phases of the organisation's history were characterised by organisational growth and chapter development, we then observed the effect of shared decision-making at the network-community level, and formalisation through the introduction of committees dedicated to Network Affairs. The logo and the brand were designed and registered, as were documents developed to describe the ethics as well as the internal rules and regulations of the Network.

More recent phases of the Network's evolution demonstrate the further refinement of existing governance structures with the establishment of the International Executive Board in 2003, composed of four presidents, with MdM France and MdM Spain as permanent members. This evolution continued in 2006 with the establishment of a committee of Executive Directors and the International Executive Committee. The creation of these committees represents the first attempt at power-sharing mechanisms between entities that had various levels of maturity. Soon after, in 2009, the *Secrétariat international* (SI) took on the new name of International Network Head Office (Direction du Réseau International, DRI), which was created to support the Network. They focused on field coordination, especially during emergencies, fundraising, communication, and growth support for individual chapters.

Throughout these initial phases, the governance model remained largely the same with an International Board of Presidents, which met

once or twice a year, an executive branch composed of Executive Directors and a small supporting team (SI or DRI) affiliated to MdM France and Spain. Tensions and disputes emerging from conducting operations on both sides of geopolitical conflicts in the same territory and during emergencies required new structural means to resolve disputes. The International Executive Board was dissolved in 2009.

After the Haiti earthquake in 2010, a will to restore confidence in the International Network commenced a new phase. While the chapters value their autonomy, the recognition of their interdependence moved towards a need to collaborate and co-ordinate further. Historically, MdM France, as the founder of MdM, had taken a significant leadership role and carried much of the responsibility of the Network, along with MdM Spain. As the Network and other members have grown, they have become mature enough to share this leadership and commitment. Already, we have seen a shift with increased collaboration, shared responsibility, mutual accountability, and trust. The Médecins du Monde movement was also looking not only to reflect the internal evolution of the Network but also to respond to the evolving external, humanitarian, and developmental contexts.

The time had come to update and formalise the rules and regulations, rights, responsibilities, and to fulfil the expectations of MdM International Network and its members. The Road Map process was launched in 2015 with the objective to co-construct a new governance model. A Network Empowerment Team (NET) was created to support the Road Map. In the following years, the Network of Médecins du Monde approved the statements of Vision, Values, and Mission, the board best practices and minimum standards, key documents, and a Network governance model.

# ANNEX 5

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Date

Name

Signature