



# 2021 in summary MSF-Belgium board

Leen Verhenne  
4/06/2022

**Bertrand Draguez** – Pieter Van Wolvelaer – Sebastien Roy  
André Coulange – Leen Verhenne – Martina Ghelarducci – Sofie Spiers  
Anne Laurent – Benoit Degryse - Yasmine Al Kourdi  
Lieve Creten (coopted)



# Outline

## Activities in Belgium

- Projects in Belgium
- Communication/Advocacy
- Fundraising
- HR

## MSF Supply

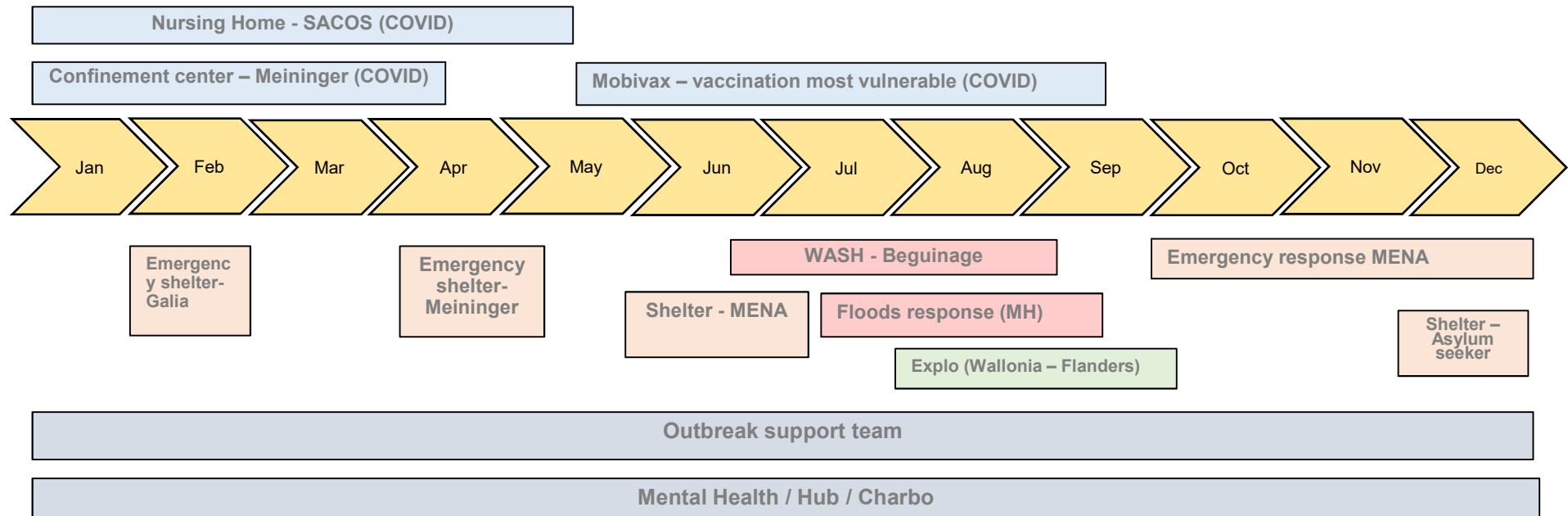
## MSF-B board perspectives



# Activities in Belgium



# 1. Belgian projects: Timeline of activities 2021



# Belgian projects: Migration

*MSF mission in Belgium intends to respond within a multi-disciplinary and collaborative approach to the health needs and their main social determinants, of the migrants and undocumented persons, resulting from generalized conditions of social exclusion and exacerbated by restrictive migration policies, in parallel to pro-actively engage and promote institutional change.*

It means to:

- Consider **migration journey** within Belgium and EU (extra-territoriality)
- Focus on the **invisibles** outside of existing system and on **extreme vulnerabilities**
- Address needs beyond medical and propose **holistic and multi-disciplinary** response
- Address a **fluid** and changing environment and able to respond rapidly to emerging needs
- Propose an **individualized** and **quality** approach
- Engagement on the **long term**
- **Document**, analyze and **advocate**



# Belgian projects: Migration – 2021/2022



## I. Mental Health

- “Outreach approach”: maraude, decentralization
- Referral second line
- Provision of MHPSS care and support to the migrant population
- Capacity building of MSF partners/actors on MHPSS

## II. Outbreak Support Team

- Assessment and monitoring of the situation in squats / informal settings / non official shelters
- Information and orientation of target group to identified and needed services
- Facilitating outbreak control in structured non-agrees places in the Region of Brussels

## III. HUB 3.0

- Merging of 2 structures / joint management
- Main undocumented shelter (600 meals a day)
- Data Collection / Advocacy opportunities



# Belgian Projects: Temporary project mena

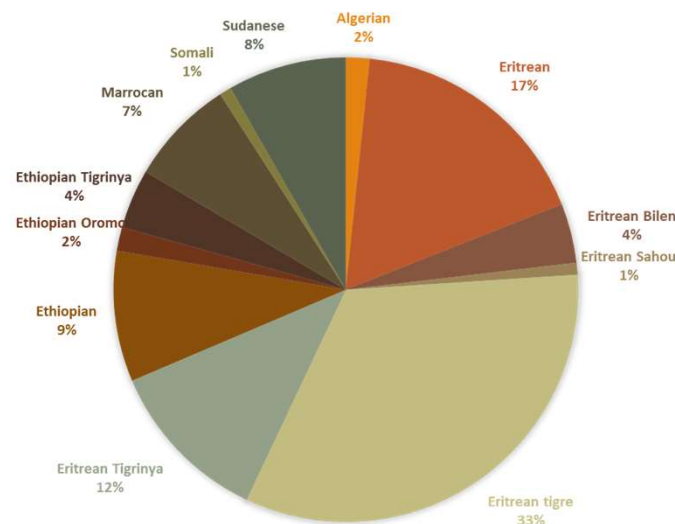


## Multi-disciplinary / adapted approach

- Shelter
- MH/ Primary health care
- Protection / socio legal follow up / information

- 125 admissions since the beginning of the project
- 64 refusals (approx. data) – underestimated
- From 12 to 18 years old (Erythreans, Ethiopian, Sudanese) with main objective to reach UK (ongoing “chance”)
- Youngsters with responsibility vis a vis family (sent by) – limited capacity in space for decision
- Influence of adults +++ on boys / necessity to separate adults/kids

NATIONALITIES OF MENA ADMITTED IN THE PROJECT 11/10/2021 - 31/01/2022



ENTRIES MENA PROJECT 11/10/2021 - 31/01/2022





## 2. Advocacy



- Bi lateral advocacy – Squats / COVID (OST support)
- Shelter: joint letter in Sept / targeted letter to identified cabinet (Oct-Nov) / Joint group
- MH / access to health : Fedasil / Communes / CPAS
- MENA: PR in Sept / project Comms (jan)
- Asylum seeker: Court procedures Nov 21 / Jan 22 / Nov media action
- MSF FR/UK: discussion
- HUB humanitaire: launch on police violence / violence





## Advocacy: Perspectives.

- MENA: pro-active advocacy (model of care / access to primary care) – redefinition of possible projects / clarification partnerships – Parliamentary hearing (Jan 22)
- FEDASIL crisis: ongoing advocacy / intervention?
- Shelter: mobilization post-winter plan
- Strengthening Partnership approach (HUB/PSA)
- MSF FR / UK: joint advocacy
- EU migration mission: the journey perspective



# Communication in Belgium

## Internal:

- Reorganisation of Belgian communication/fundraising
  - Positioning in Belgian society
  - Focus on ↑ monthly donors
  - Link with younger and more divers donor audience (digital)
- Public positioning manager
  - Networking (Belgian authorities and institutions)
  - Link with GD and msf-b board



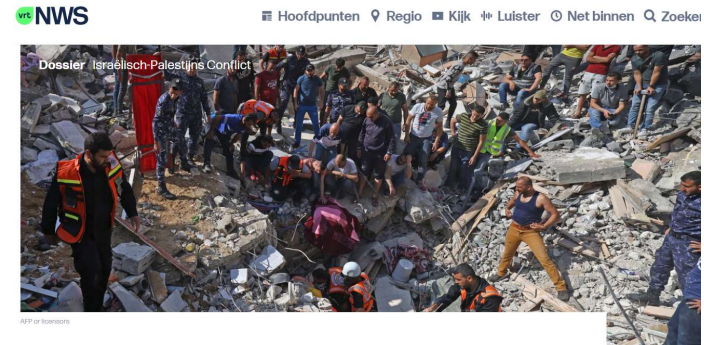
# Communication in Belgium (2)

## Good visibility in the press

- Migration and asylum seekers
- Afghanistan
- Haiti
- Gaza

## Social/digital media becomes more important

- Attractive new feed
- Audit → need to develop strategy



Martijn Donné,  
Sara Van Poucke

**Vlaamse AZG-medewerkster na nieuwe nacht van bombardementen in Gaza: "Nog maar voor 24 uur zakken bloed beschikbaar"**



# Communication in Belgium (3)

## Connect with Belgian society

- Field staff project: testimonials straight from the field

## Events:

- 72h – gamers
- Digitalks

## Set-up of **CRM** system



# Fundraising in Belgium

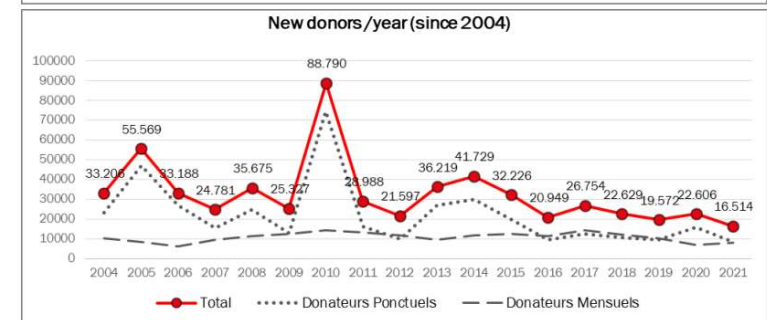
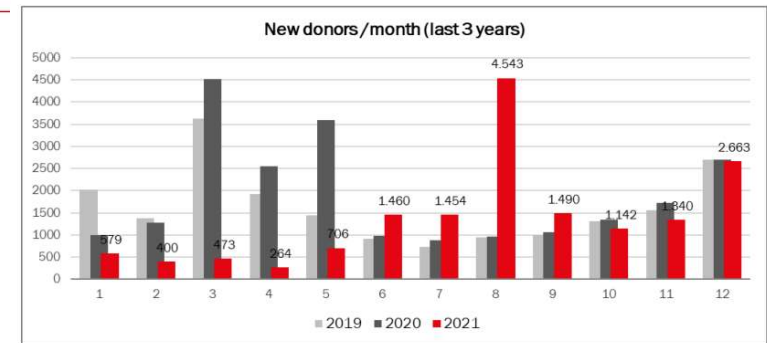
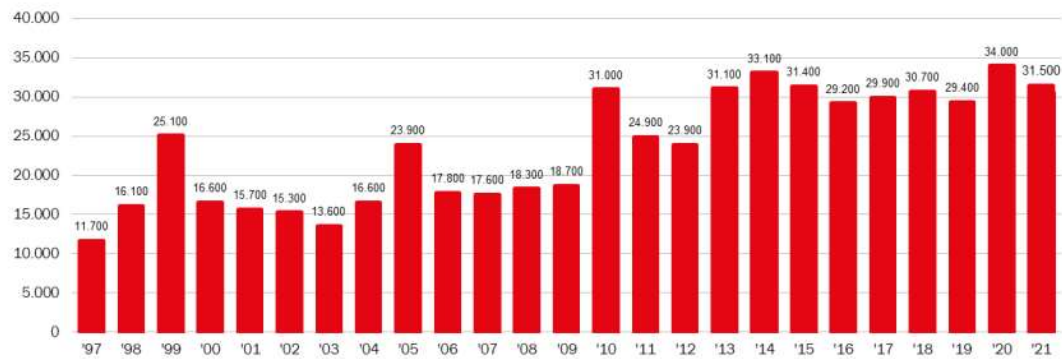
Very good result: **almost 63 million raised** (unprecedented 31,4 million raised through legs)

- 2 large donors:
  - Avaaz (1 million)
  - National lottery (400,000)
- Face to face could restart in May 2021: ↑ average donation, but ↓ monthly donors
- Loyal major donors and good result with corporations
- Main concerns:
  - ↓ new monthly donors and total monthly donors
  - End of year campaign less successful – big competition (floodings → Croix Rouge, Warmste week, Kom Op Tegen Kanker, Viva for Life, Rode Neuzen, Cap48, ...)



# Fundraising in Belgium

History since 1997 (without legacies - in K€)



# HR in Belgium: recruitment

## Belgian residents:

- Total newly recruited in 2021 as International Mobile staff: **30**
  - 75% MED and PARAMED profiles
  - 25% NON-MED profiles
- Total First Missions departures in 2021: **37**

## OCB Locally Hired Staff recruited as International Mobile staff:

- Big investment from Recruitment Unit BE in 2021 in recruitment of OCB Locally Hired staff for the International Mobile pool → doubled applications received (74 in 2020 / 133 in 2021) and doubled successful recruitments (20 in 2019 / 15 in 2020 / 33 in 2021)

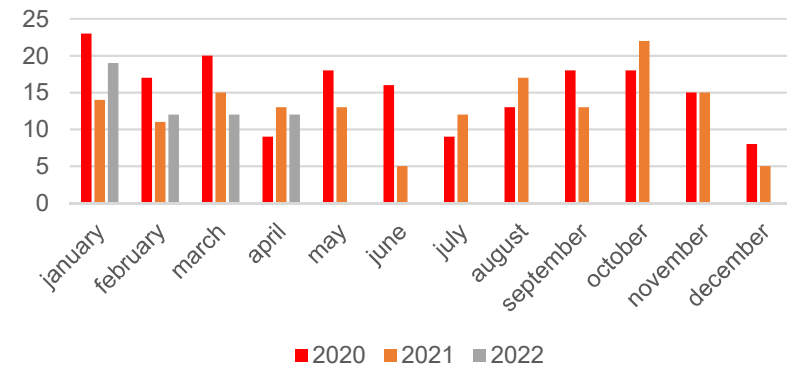




# HR in Belgium: departures

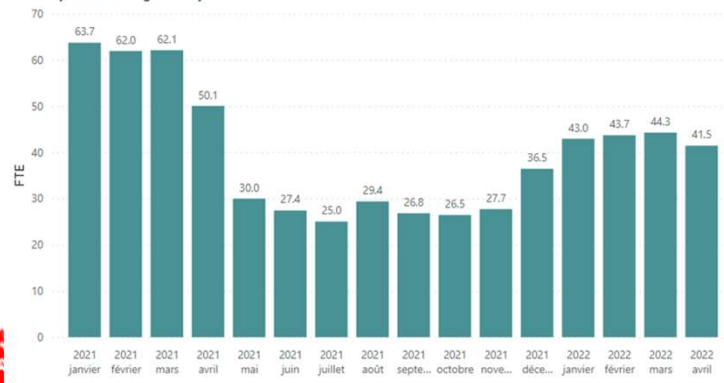
Expats from Belgium: # departures:

Monthly departures of staff with Belgian nationality



Staff in Belgian projects:

Monthly FTE on Belgian Projects



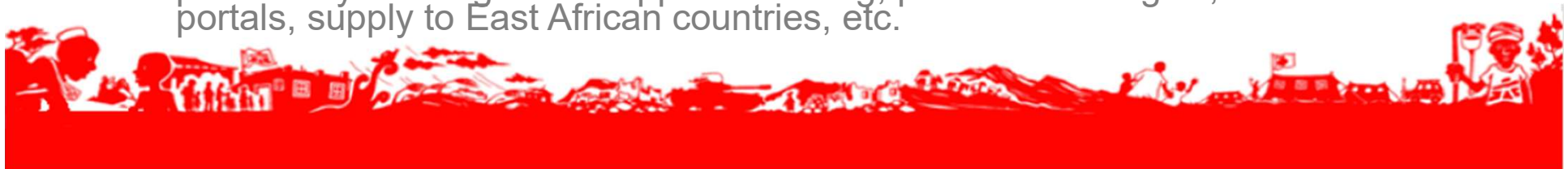
# MSF Supply



# MSF Supply



- Activity was very strong in 2021, particularly in the fourth quarter. +24% vs. budget and +6% vs. 2020.
- OCB's share of turnover (70.5%) is higher than in 2020 (65.4%), as inter-ESC trade has decreased, while the share of third-party clients has remained stable
- With the Ukrainian crisis, the first months of 2022 are on the same trend and the team has demonstrated and is demonstrating once again its great responsiveness and adaptability.
- Increases in transport and product **costs** are unfortunately on the menu for 2022, as are **risks to products availability**, which we are trying to anticipate by increasing stocks in permanent collaboration with Operations
- In 2022, we will continue and strengthen the dialogue with MSFLogistique, particularly with regard to supplier sourcing, prices and margins, order portals, supply to East African countries, etc.

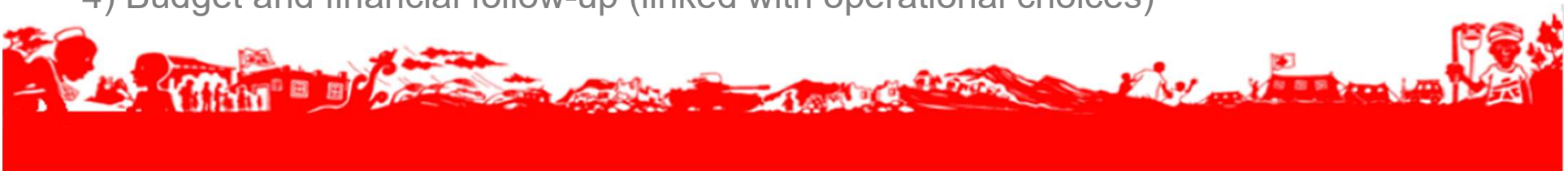


# Board perspectives



# MSF-B Board perspectives

- 1) Governance (msf-b - msf-ocb - msf-international) - with MSF-OCB
  - Analyze different possible governance structures with clear risk analysis
  - Determine roles and responsibilities:
    - Accountability to the workforce in the field
    - Accountability towards the beneficiaries
    - How do we treat common responsibilities?
- 2) MSF we want to be <-> the MSF we are expected to be (stakeholder analysis with beneficiaries as a main stakeholder) - with MSF-OCB
- 3) HR (president)
- 4) Budget and financial follow-up (linked with operational choices)



## MSF-B Board perspectives (2)

### 5) MSF in the Belgian society (with executive)

#### Risk management:

- racism
- climate
- ethical behaviour (general/medical)
- decentralization

### 6) HQ staff

- recentralization
- HQ structure

