



# GOVERNANCE IN MSF

International structure, entities and platforms (2024–2025)



# WELCOME!

The MSF Governance leaflet aims to help both new and more experienced staff to understand **the current MSF governance and structure**.

What has not changed since the creation of MSF in 1971 is our common goal to provide medical assistance to people in need. The way we organise ourselves and work to deliver on our social mission is, however, **constantly adapting to the needs** of the changing and challenging environments where we work.

MSF includes many different (types of) entities. These interact in different dimensions, levels, and keep adapting the way they collaborate to keep up with internal and external changes. As it is almost impossible to capture all dimensions in a single document, we focus here on our associative international governance and structure.

What does this mean? MSF is an association: it has an associative governance that safeguards our mandate and principles, guides and decides on our overall objectives and strategies (through Boards of Directors, General Assemblies, Operational Directorates) and delegates implementation to the Executive.

The executives have their own governance, aimed at putting agreed objectives and strategies into action. The associative and executive parts are intrinsically interconnected and in a constant dialogue.

Have a good reading!

If you have questions, you can always contact your asso team.

## NOTE (SEPT 2024) MSF STRUCTURES

**New definitions for Sections and Operational Directorates have been approved by the International General Assembly in June 2024.** They have been informed by numerous consultations carried out between mid-2022 and early 2024. Definitions for the remaining structures – Branch Offices and Satellites – are being discussed and will be finalised early 2025.

# OPERATIONAL ENTITIES

**Operational Centres** (OC) have been, since around the 2000s, the traditional setup for managing operations. An Operational Centre is a group of entities that provides guidance and support to the operations in the countries where we work. The current 5 OCs have their headquarters in Amsterdam (OCA), Barcelona (OCBA), Brussels (OCB), Geneva (OCG) and Paris (OCP).

However, **there is no longer a single model for Operational Entities**. In 2019, WaCA (West and Central Africa Regional Association) was approved as a new Institutional Member (i.e. MSF Association) "with the right to run operations" by the IGA, MSF's highest governance body. This is the first association of the sort: right now, WaCA is not defined, in the MSF executive governance, as a Section or Operational Centre.

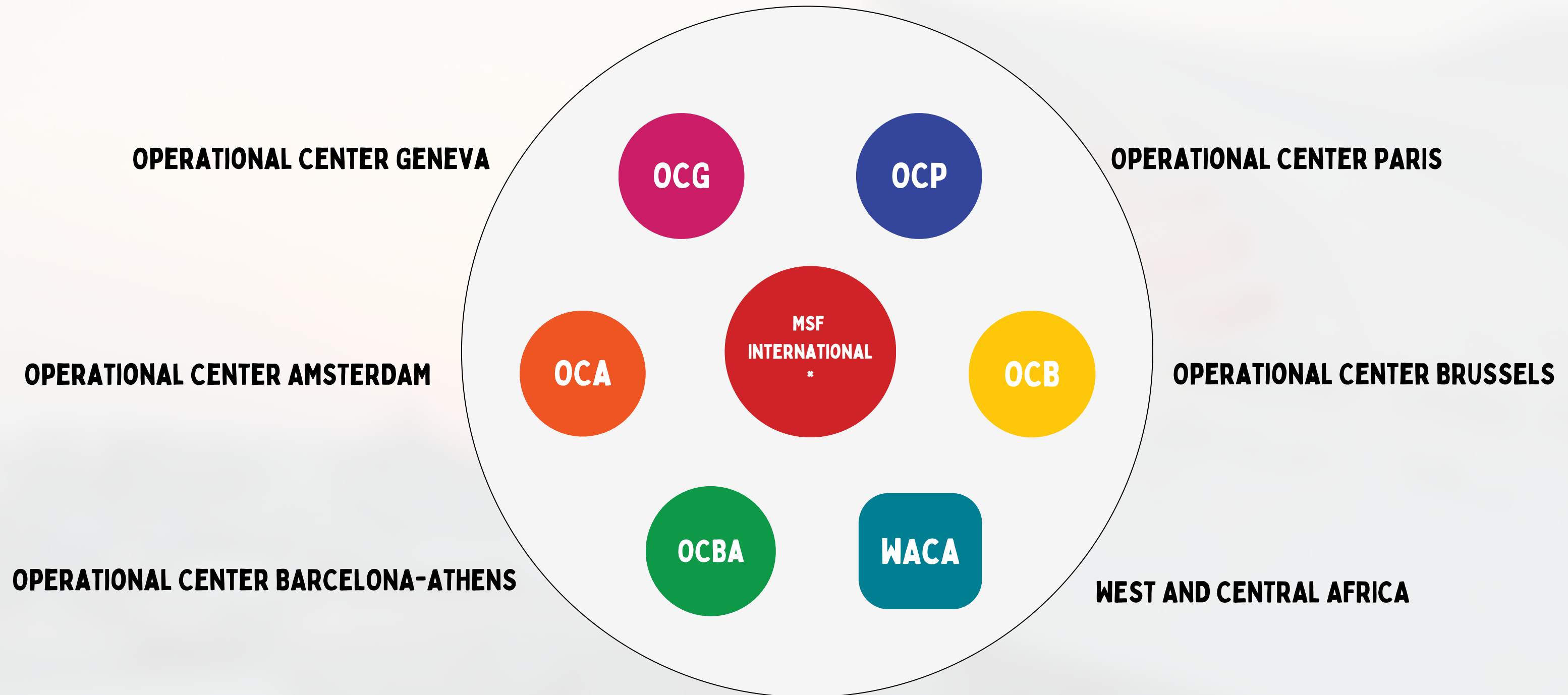
**MSF HAS SIX OPERATIONAL ENTITIES, WHICH WORK IN AN INDEPENDENT BUT COORDINATED WAY.**

Despite not being defined as such, WaCA has established partnerships across the movement as an Operational Association and is managing operations since 2020. (That is why it is represented as a different shape in the graphic).

Each Operational Entity is governed by an **Operational Directorate (OD)** formed by representatives of the different associations that work with that Operational Entity. The main task of this Board is to validate and monitor the Annual plan, budget and Strategic plan of the Operational Entity. Therefore those are: OCA Council, OCB Board, OCG Congress, OCBA Agora, WaCA Board and OCP Group Committee. More information about OD boards is included in the Annex.



# 6 OPERATIONAL ENTITIES



\*MSF International. See page 18



# SECTIONS (S)

All Sections contribute strategically to operations through participating in the governance of operations, human resources recruitment, fundraising, external communications, advocacy and civil society awareness, as well as through units that provide technical support to operations and/or decentralised operational cells.

At the moment, only a few Sections have an operational responsibility: they host the Operational Centres. This has been the traditional way of organising ourselves: through groups called Operational Centers, attached to what was called an Operational Section. However, **this group logic is currently evolving.**

For example, MSF Canada, as other Sections, has already established formal collaboration ties with several OCs, showing that different ways of working together have been developing for a few years.

**24 SECTIONS THAT ARE THE FOUNDATIONAL STRUCTURES OF MSF, CHANNELS OF SOLIDARITY ACROSS BORDERS THAT ENABLE OUR SOCIAL MISSION.**

Further changes are now possible in the future: **new definitions have been approved in 2024**, which conceptualise a bit differently the way Sections are organised, partner and share responsibilities in terms of steering MSF's social mission. For example, the new Sections definition formalizes that a **Section's activities can span multiple countries**; it also clarifies that the **movement is responsible for ensuring the funding of the activities of all sections.**



# SECTIONS (S)

All MSF Sections are **made up of an association that has an executive** to which they delegate the management of the organisation. At the annual General Assembly, the association members of each Section vote to approve the accounts of the previous year, the Annual Plan/report, the budget for the coming year and the Strategic Plan for their Section (if applicable), as well as motions and new members to the Board of Directors. The Board oversees MSF's identity and compliance with MSF principles, appoints the General Director and supports and supervises the executive team.

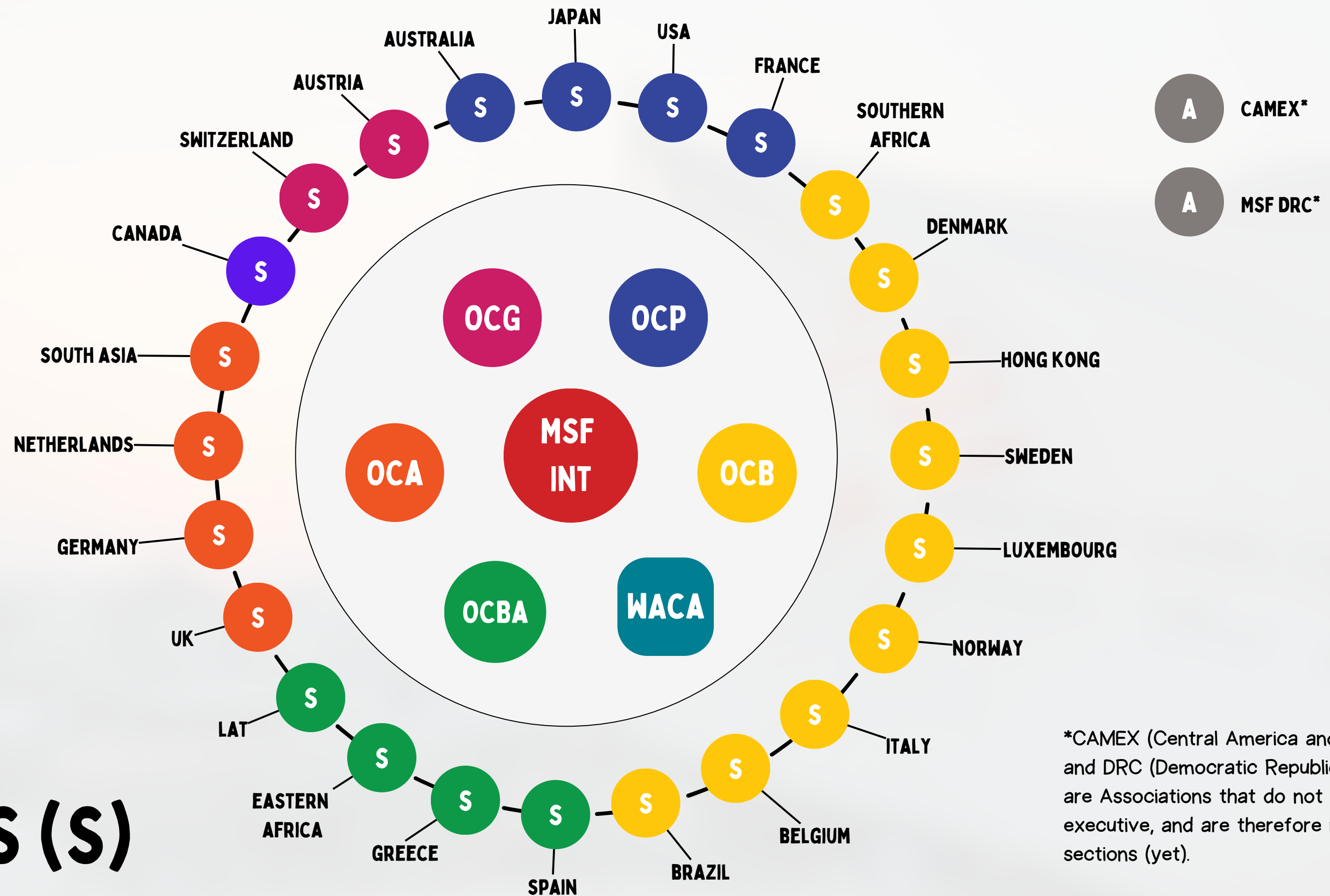
Note: Before the new definition was approved in 2024, there were two types of Sections: **Operational Sections and Partner Sections**. You may still find these references in older MSF texts but there is only one type of section now."

## LIST OF SECTIONS (2024) BY ALPHABETICAL ORDER

- Australia
- Austria
- Belgium
- Brazil
- Canada
- Denmark
- Eastern Africa
- France
- Germany
- Greece
- Hong Kong
- Italy
- Japan
- LAT (Latin America)
- Luxembourg
- Netherlands
- Norway
- South Asia
- Southern Africa
- Spain
- Sweden
- Switzerland
- UK
- USA



# 24 SECTIONS (S)





# BRANCH OFFICES (BO)

Branch Offices (BO) are another type of MSF entity. Branch Offices **are not separate associations** and so it is the section they are attached to that is responsible for validating their annual plans, budgets and also for appointing their general directors.

**Usually, they are managed by one section only:** An exceptional case is Portugal, managed between MSF Spain and MSF Brazil.

These offices not only help to guarantee an inflow of human resources and funds, but also do external communications and advocacy. In some cases, they can also support operations and/or host an operational cell.

Some Branch Offices are only dedicated to fundraising, such as Uruguay. Others are mainly dedicated to managing institutional relations, such as Moscow.

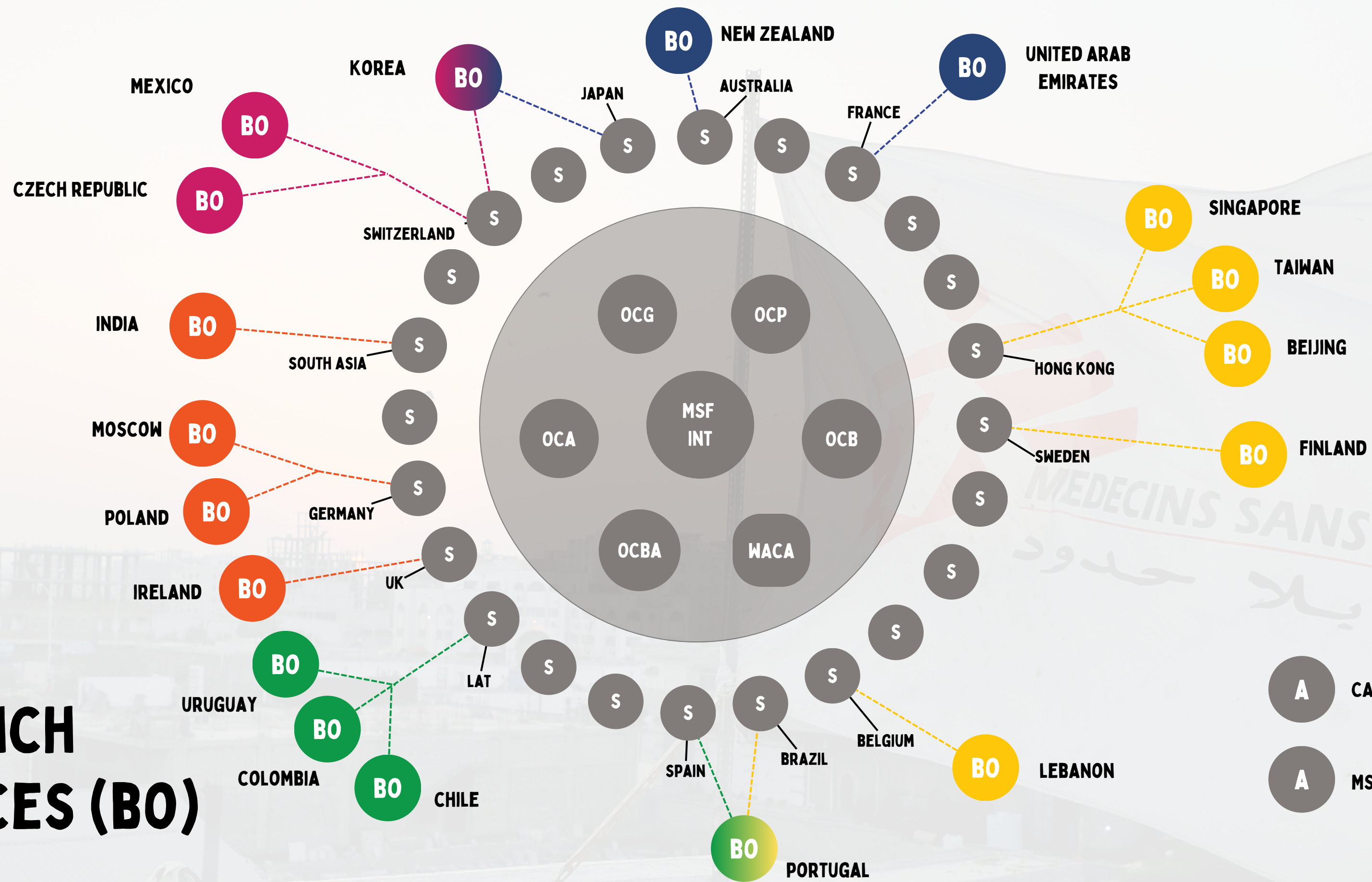
**18 BRANCH OFFICES THAT HELP GUARANTEE AN INFLOW OF RESOURCES TO FULFILL OUR SOCIAL MISSION**

## LIST OF BRANCH OFFICES (2024) BY ALPHABETIC ORDER

- Beijing
- Chile
- Colombia
- Czech Republic
- Finland
- India
- Ireland
- Lebanon
- Mexico
- Moscow
- New Zealand
- Poland
- Portugal
- Singapore
- Korea
- Taiwan
- United Arab Emirates
- Uruguay



# 18 BRANCH OFFICES (BO)





# OPERATIONAL CELLS & UNITS

**MOST OPERATIONAL ENTITIES MANAGE THEIR OPERATIONS THROUGH OPERATIONAL CELLS, WHICH ARE RESPONSIBLE FOR OVERSEEING OPERATIONS IN A NUMBER OF COUNTRIES.**

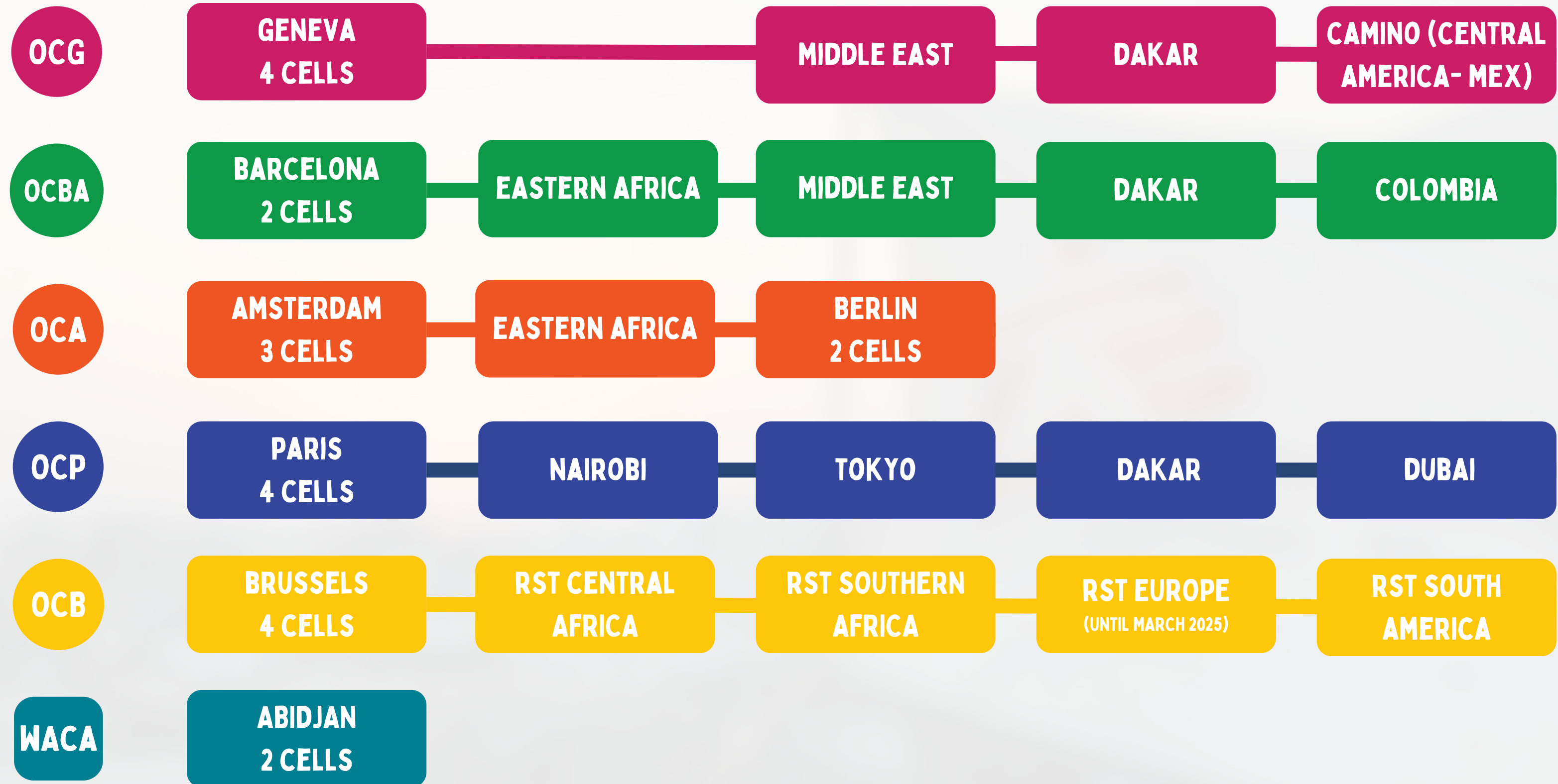
With the aim to deliver a better service to the projects, improve efficiency and bring decision-making closer to the countries where we work, the Movement is exploring new ways of managing operations. While operational cells used to be gathered in the headquarters of the then called Operational Sections, they have **progressively been decentralized**.

Some of them were moved to other Sections, like for instance Japan (OCP), or Germany (OCA). Other cells have also been moved to Branch Offices like UAE (OCP).

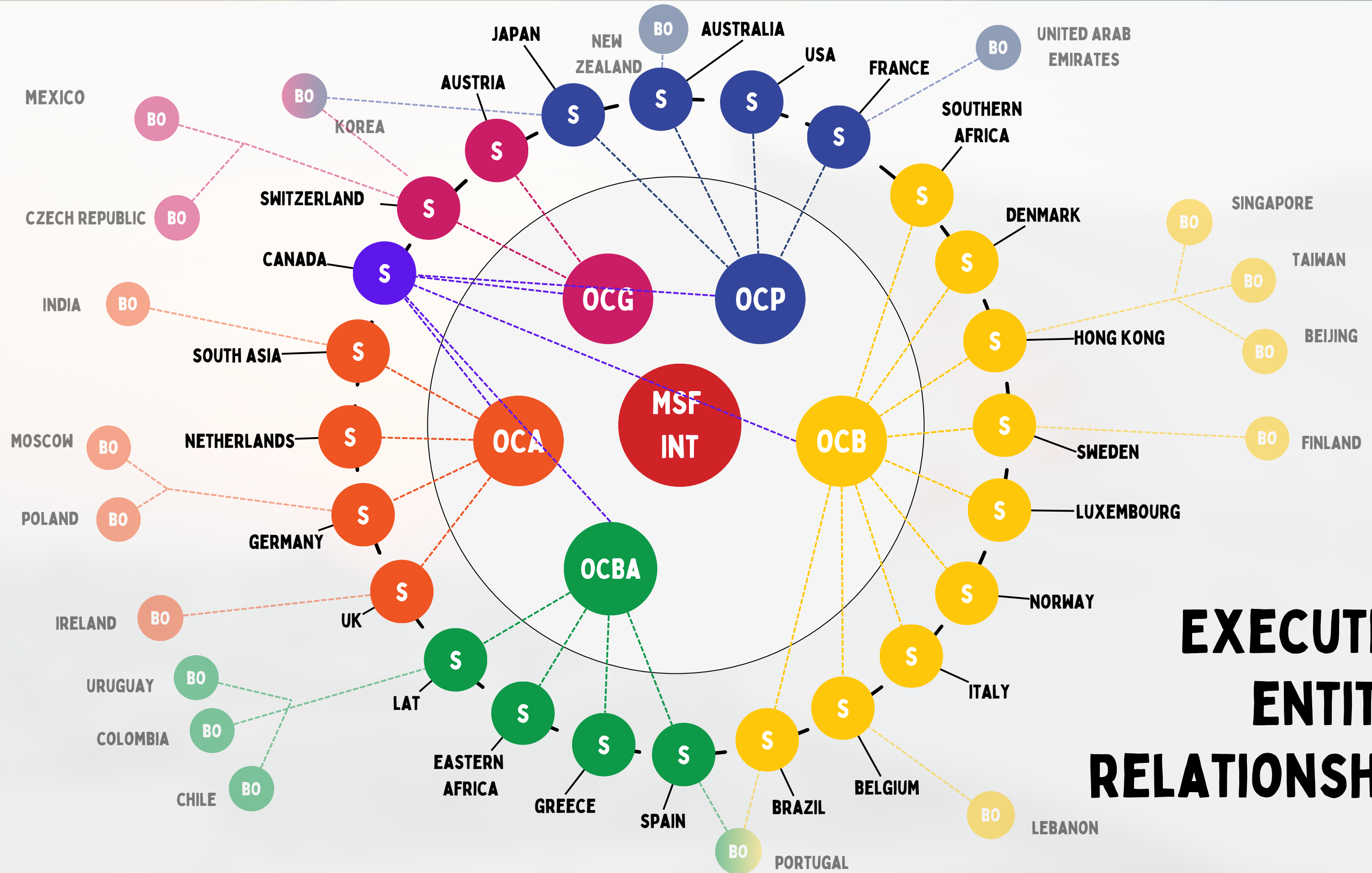
There are also some units and other offices that give operational support to the operational entities, like the intersectional office in Dakar (OCG, OCBA, OCP & WaCA) and the Middle East Unit, Amman. OCB has created the Regional Support Teams (RST), responsible for several countries. They contribute to moving operational gravity towards the countries of operations, as part of a "field recentralization process". Another example of a new model is CAMINO, that is, the "Central America and Mexico Integrated Office", based in Mexico.

## OTHER MSF ENTITIES/STRUCTURES

MSF has also created throughout the years other entities to support operations directly or indirectly, such as the Access Campaign (now Access to Products for Healthcare or APH), the logistics centres (MSF Supply and MSF Logistique), or Epicentre, which we won't explain in this governance leaflet.







# EXECUTIVE ENTITIES RELATIONSHIPS

# MSF ASSOCIATIONS

Since it was first created, MSF has been an association with an international vocation. Its members subscribe to the principles and values established in the MSF Charter. The commitment of each member of the MSF movement is not limited to complying with their individual role in an assignment, but also **implies their active participation in the associative life of the organization.**

**All MSF staff are part of the Association, even if they are not members.** They receive news and can actively participate in debates and conversations. However, they do not have the right to vote during the General Assembly.

The **annual General Assembly** is a major event for each MSF Association. At the GA members can elect their representatives to the **Board of Directors**. It is also the time to discuss and validate (or not) the moral and financial reports and motions.

**WE'RE CURRENTLY 27 ASSOCIATIONS. SINCE IT WAS FIRST CREATED, MSF HAS BEEN AN ASSOCIATION WITH AN INTERNATIONAL VOCATION.**

Following the La Mancha process of reflection (2006), MSF decided to open itself up to the voices of colleagues that were not represented in the original associations. As a result, in 2011 the association of Brazil was approved as well four **regional associations**, that have been evolving into Sections over the years, like, for example, Latin America (section "LAT" since 2020) and Eastern Africa (section since 2020). Since then, additional regional (and non regional!) associations outside of the "Global North" have emerged.

The area covered by a regional association is not limited to a country but includes a whole region. Hong Kong was the first one, born in 1994.



# MSF ASSOCIATIONS

MSF is made up of individuals who bring their ambitions in the Association. But the MSF Association is also governance set up, with two heads: the executive and the associative.

The **Associative** is made up of all the MSF members represented by the Board of Directors. The role of the Board is to set out the main orientations of MSF, which are implemented by the executive. The Board validates the strategic plan and the budget and guarantees that all MSF actions are taken in accordance with its identity and Statutes.

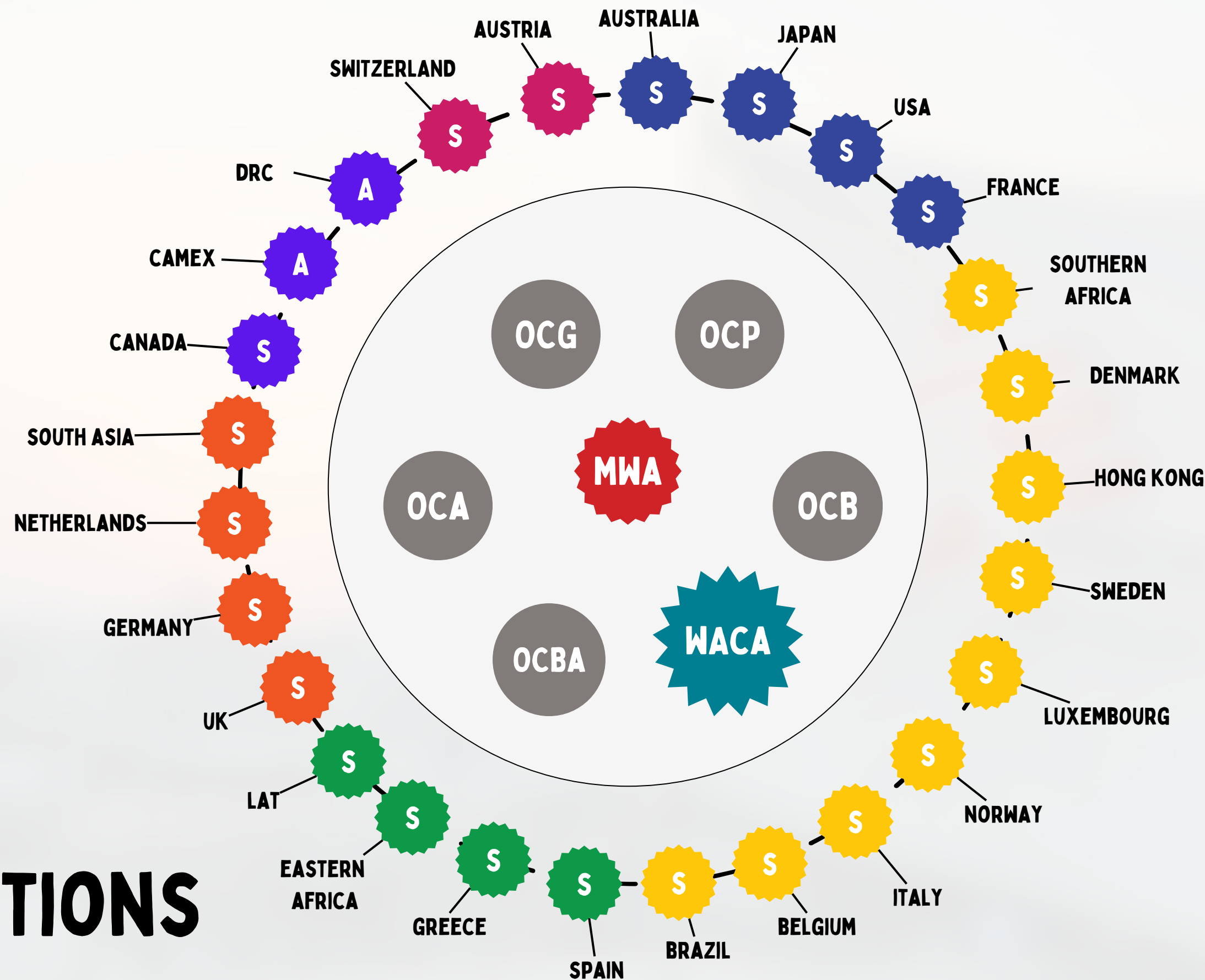
The **Executive** is composed of the Management Team, the Operations, Fundraising, Communications, Human Resources, etc. The Executive implements the decisions and strategies of the Board and seeks the appropriate and effective means to achieve them. On a day-to-day basis, the Executive is a proactive force, maintaining a constant dialogue with the Associative.

**ALL MSF STAFF IS PART OF THE ASSOCIATION, BUT ONLY MEMBERS CAN VOTE AT THE GENERAL ASSEMBLY.**

## CREATION DATES OF THE MSF ASSOCIATIONS

- 1971. France
- 1980. Belgium
- 1981. Switzerland
- 1984. Netherlands
- 1986. Luxembourg and Spain
- 1990. USA and Greece
- 1991. Canada and Italy
- 1992. Japan
- 1993. Sweden, Denmark, Germany and United Kingdom
- 1994. Australia, Austria and Hong Kong
- 1995. Norway
- 2011. Southern Africa, Brasil, Eastern Africa and Latin America
- 2014. South Asia
- 2019. West and Central Africa (WaCA)
- 2023. CAMEX (Central America and Mexico)
- 2024. Democratic Republic of the Congo (DRC)

# 27 ASSOCIATIONS



## LIST OF THE MSF ASSOCIATIONS

- Australia
- Austria
- Belgium
- Brazil
- Canada
- CAMEX
- Denmark
- DRC
- Eastern Africa
- France
- Germany
- Greece
- Hong Kong
- Italy
- Japan
- LAT
- Luxembourg
- Netherlands
- Norway
- South Asia
- Southern Africa
- Spain
- Sweden
- Switzerland
- UK
- USA
- WaCA
- **MWA\***

\* The MWA (Movement-Wide Association) is the individual membership of MSF International. As such, it is not a separate or additional association, but its Representatives have voting rights at the IGA.



# GOVERNANCE NETWORK

Each Operational Entity has their own governance body. Their role is to ensure its coherence and to seek common strategic positions and orientations, building a shared operational vision. As such, this body validates the Strategic Plan, as well as the budgets and annual plans of their corresponding Operational Entity.

Until now, this shared governance was usually formed by the members of the associative board linked to the Section hosting the Operations and representatives from their corresponding partner entities' associations. However, the relationship between entities are developing and in constant movement, so connections between sections have been evolving into a **network model** in order to build a shared operational vision and, together with the executive, ensure the right governance and accountability for their operations.

**SECTIONS RELATIONSHIPS ARE EVOLVING AND NOW CONNECT THROUGH A NETWORK MODEL TO BUILD A SHARED OPERATIONAL VISION.**

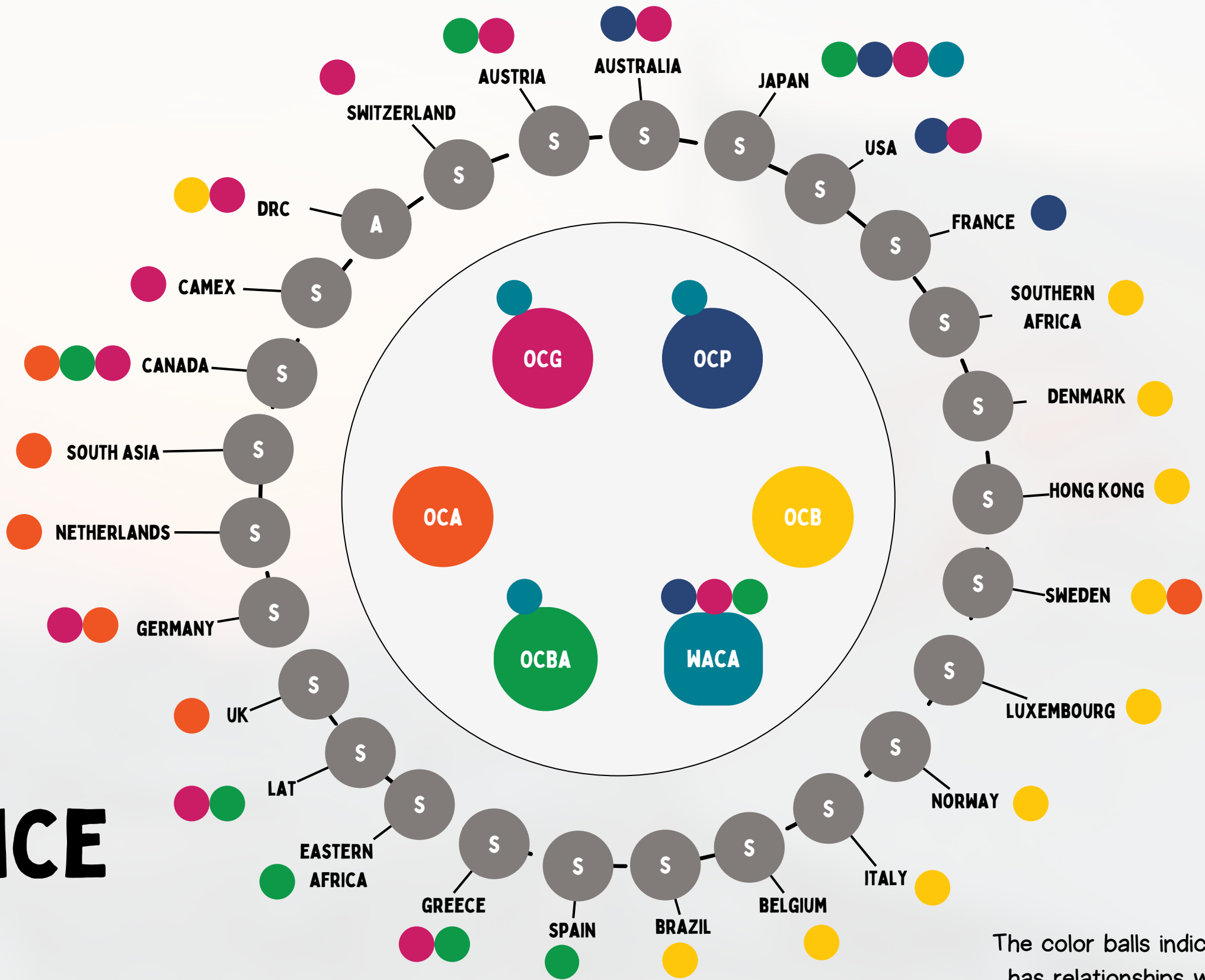
In the next page you can find the way all associations are connected and involved in the different Operational Entities' governance bodies.

## **OPERATIONAL ENTITIES GOVERNANCE BODIES (MORE INFO IN THE ANNEX)**

- OCBA – AGORA
- OCB – OCB Board
- OCA – OCA Council
- OCG – OCG Congress
- OCP – OCP Committee
- WaCA – WaCA Board



# GOVERNANCE NETWORK



The color balls indicate the Operational Entity each section has relationships with and participation in its governance.

# THE INTERNATIONAL GENERAL ASSEMBLY (IGA)

At the international governance level, the traditional Operational Centres group logic disappears, and **all associations participate as individual Institutional Members (IM) of MSF International**, the association that brings together all the MSF associations and that was created to coordinate the global activities of MSF.

MSF International is composed of:

- The MSF Institutional Members,
- Individual members, who can directly join MSF International (known as the Movement–Wide Association – MWA – See page 15)
- The International President

Once a year, all MSF associations gather at the **International General Assembly (IGA)**, the **highest governance body of the MSF movement**. Each association has two representatives at the IGA (at least one must have a medical background).

Members of the Movement–Wide Association are also represented.

**ALL ASSOCIATIONS ARE INSTITUTIONAL MEMBERS OF MSF INTERNATIONAL. THEY MEET ANNUALLY AT THE INTERNATIONAL GENERAL ASSEMBLY.**

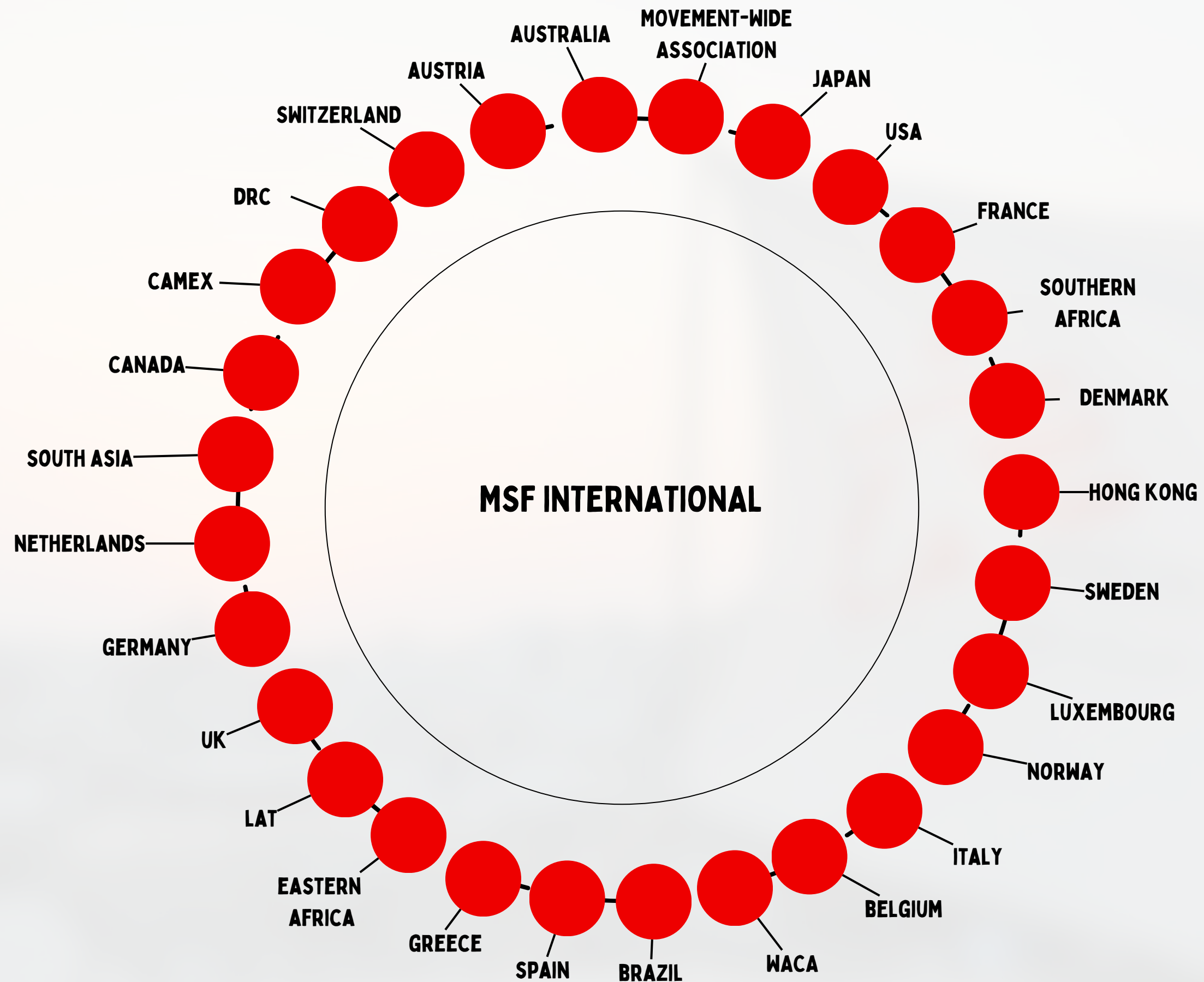
The International General Assembly has the power to:

- Amend the Statutes and Internal Rules
- Admit or expel Institutional Members (MSF associations)
- Grant or withdraw the right to run operational projects
- Elect and remove members of the International Board, including the International President

The International President and six members of the International Board are elected at the IGA.



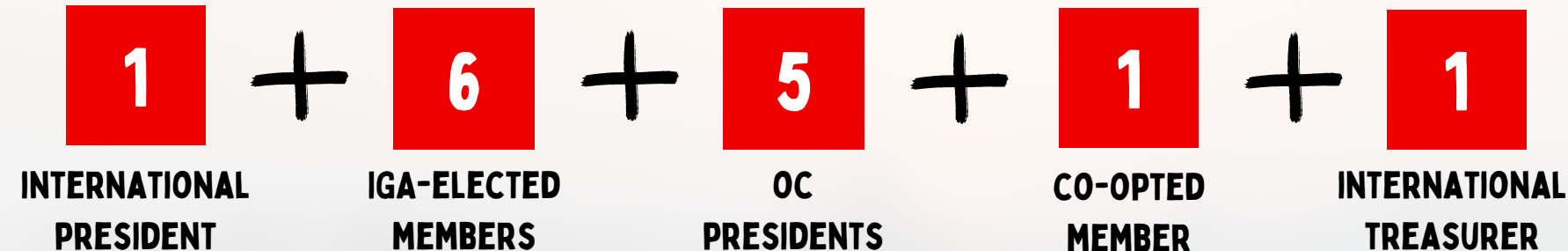
# THE IGA



# THE INTERNATIONAL BOARD OF DIRECTORS (IB)

The International Board (IB) is the body designated by the IGA to oversee the activities of the MSF movement. **A two thirds majority of its members must have a medical profile.**

Its composition is as follows:



**Since 2021, two members are coopted into the IB:** the International Treasurer, and the President of WaCA. Coopted members do not have voting rights.

**THE IB IS COMPOSED OF 14 PERSONS AND OVERSEES THE ACTIVITIES OF THE MSF MOVEMENT**

The IB's mandate is to:

- Resolve issues or conflicts within the MSF movement
- Open and close executive entities
- Make specific recommendations to the IGA (e.g. whether to admit or expel Institutional Members)
- Be accountable for implementing IGA decisions
- Supervise the executive team in the implementation of the MSF Vision

The IB oversees the Executive Committee (ExCom) and the International Office.



# THE EXECUTIVE COMMITTEE (EXCOM)

The Executive Committee (ExCom) is the **highest executive body and the counterpart of the International Board**. The objective of the ExCom platform is to provide **international executive leadership of the MSF movement** in accordance with the MSF vision and to coordinate the implementation of an international work plan, ensuring reactivity, efficiency, relevance and consistency in MSF's social mission and support activities.

The International Office (IO) has its headquarters in Geneva, and the IO staff, including the coordinators of the different platforms (RIOD, DirMed, DirCom, ESCC, MedOp, DirLog, DirFund, FinDir, IDHR and ISM) are based in several locations around the world.

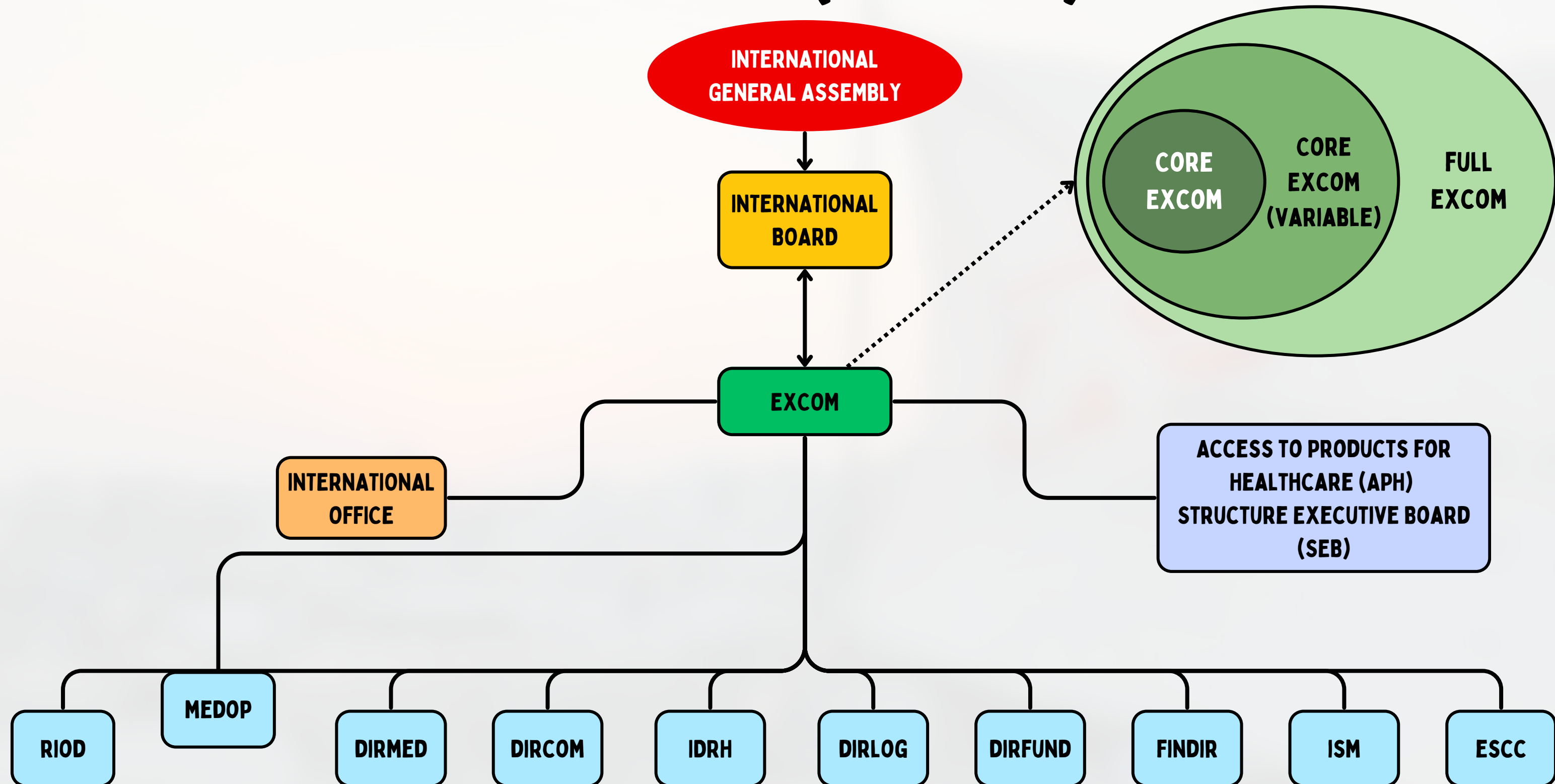
The **Secretary General** is in charge of the IO and also represents the ExCom at the IB.

**THE EXCOM BRINGS EXECUTIVE LEADERSHIP.  
IT HAS DIFFERENT FORMATIONS DEPENDING ON THE  
TOPICS DISCUSSED.**

One body, multiple formations:

- **Core ExCom**: formed by the six General Directors (GDs) of Operational Entities, the International Medical Secretary (IMS), the International Secretary General (SG) and two sections GDs selected for their particular experience and skills.
- **Full ExCom**: formed by all section GDs of the movement, the IMS, and the SG.
- **Core + ExCom**: formed by the Core ExCom, selected GDs invited according to the circumstances, and the SG.

# THE EXECUTIVE COMMITTEE (EXCOM)







# ANNEXES

Operational Directorates and Glossary



# OPERATIONAL DIRECTORATES: OCBA AGORA

The Agora is the **governance body of OCBA**. It is responsible for establishing the strategic direction of the Operational Centre and for overseeing the fulfilment of the social mission. It also ensures adherence to the Charter and the principles and values of MSF.

The Agora is formed by the members of the Board of MSF Spain and one member of each association OCBA collaborates with according to specific agreements. Each member has one vote, except for the Board of MSF Spain, who can have 9 votes in total.

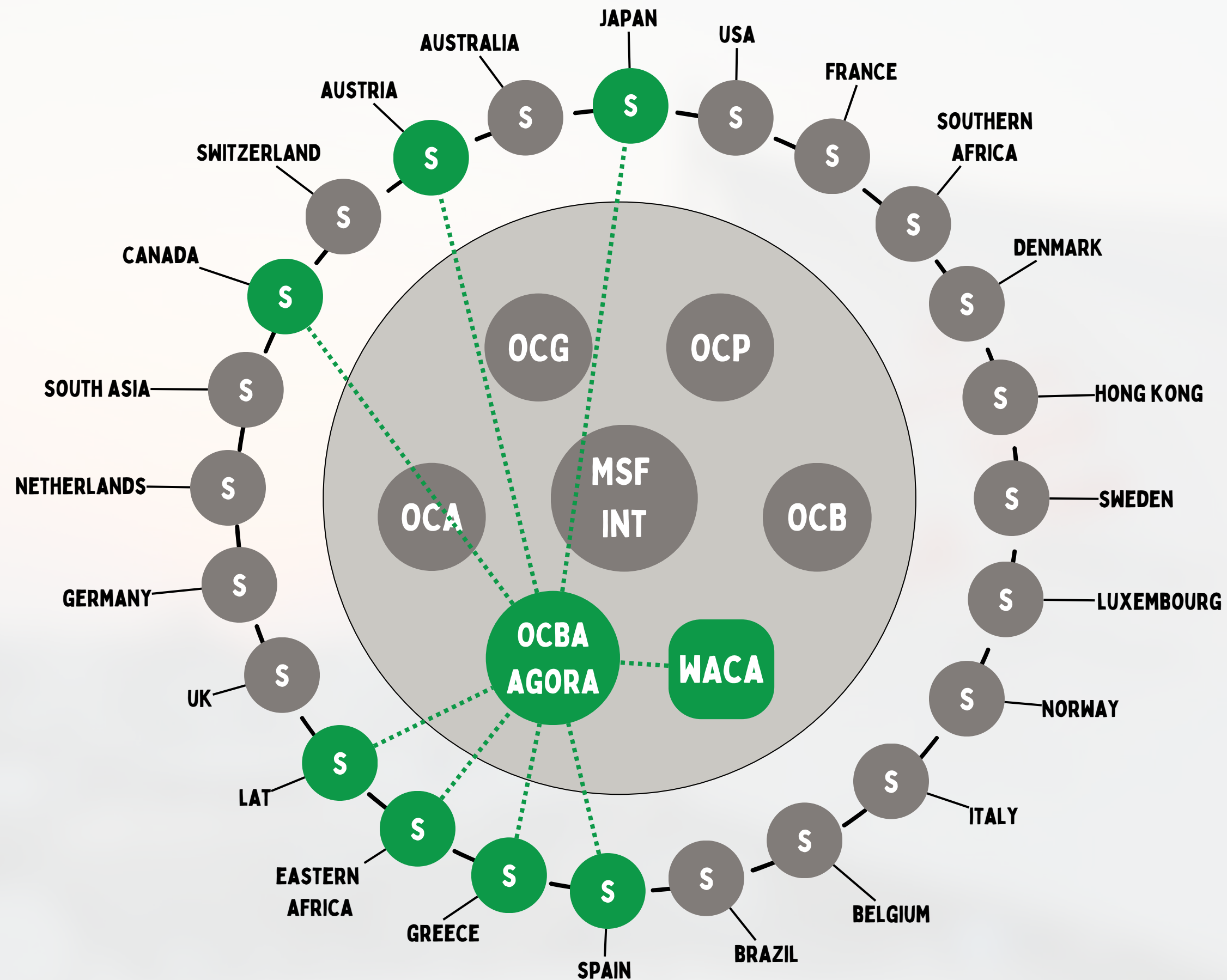
The Agora can also choose other members for their particular knowledge or skills. Its President is the President of MSF Spain, and the majority of the members of the Agora must have a medical profile.

**THE AGORA IS FORMED BY APROX 20 PEOPLE, AT LEAST HALF OF THEM WITH MEDICAL PROFILES, FROM MSF SPAIN AND EACH ASSOCIATION OCBA COLLABORATES WITH.**

As mentioned in the previous pages, the traditional group logic is currently evolving and changing. The **relationship between entities is not static; it is fluid, dynamic, multidimensional and constantly changing**. As an example, some Operational Directorates have been prioritizing the decentralization of their operations support and management, to the point that they consider themselves a "network", leaving behind the traditional Operational Centre approach. That is the case of **OCBA, who goes beyond the group logic to create a different way to manage operations in the Movement**.



# OCBA AGORA



## TOWARDS A NETWORK: THE CASE OF OCBA GOVERNANCE

### VOTING RIGHTS:

- 9 votes – MSF Spain
- 1 vote – MSF Greece
- 1 vote – MSF LAT
- 1 vote – MSF Canada
- 1 vote – MSF EAA
- 1 vote – MSF Japan
- 1 vote – MSF Austria
- 1 vote – MSF WaCA

### NO RIGHT TO VOTE:

- Advisers

# OPERATIONAL DIRECTORATES: OCB BOARD

The Mandate of the OCB Board is to oversee the shared operational projects carried out by OCB, and to ensure good governance and accountability of the organization of OCB.

The President of the OCB group is the President of MSF Belgium. The OCB Board meets 7 times a year (including 2 joint meetings with the MSF Belgium Board). They meet twice in person and by videoconference when needed.

The OCB Board is composed of 15 members, each of them with an equal vote:

- One representative for each of the 9 OCB Partner Sections
- 6 members directly elected by the OCB associative members at the OCB Gathering.
- In addition, the OCB Board welcomes representatives from other sections and the projects, who do not have voting rights.

**THE OCB BOARD IS FORMED BY 15 PEOPLE,  
REPRESENTATIVES FROM EACH OCB SECTION, PERSONS  
ELECTED BY MEMBERS AND REPRESENTATIVES FROM  
OTHER SECTIONS AND PROJECTS**



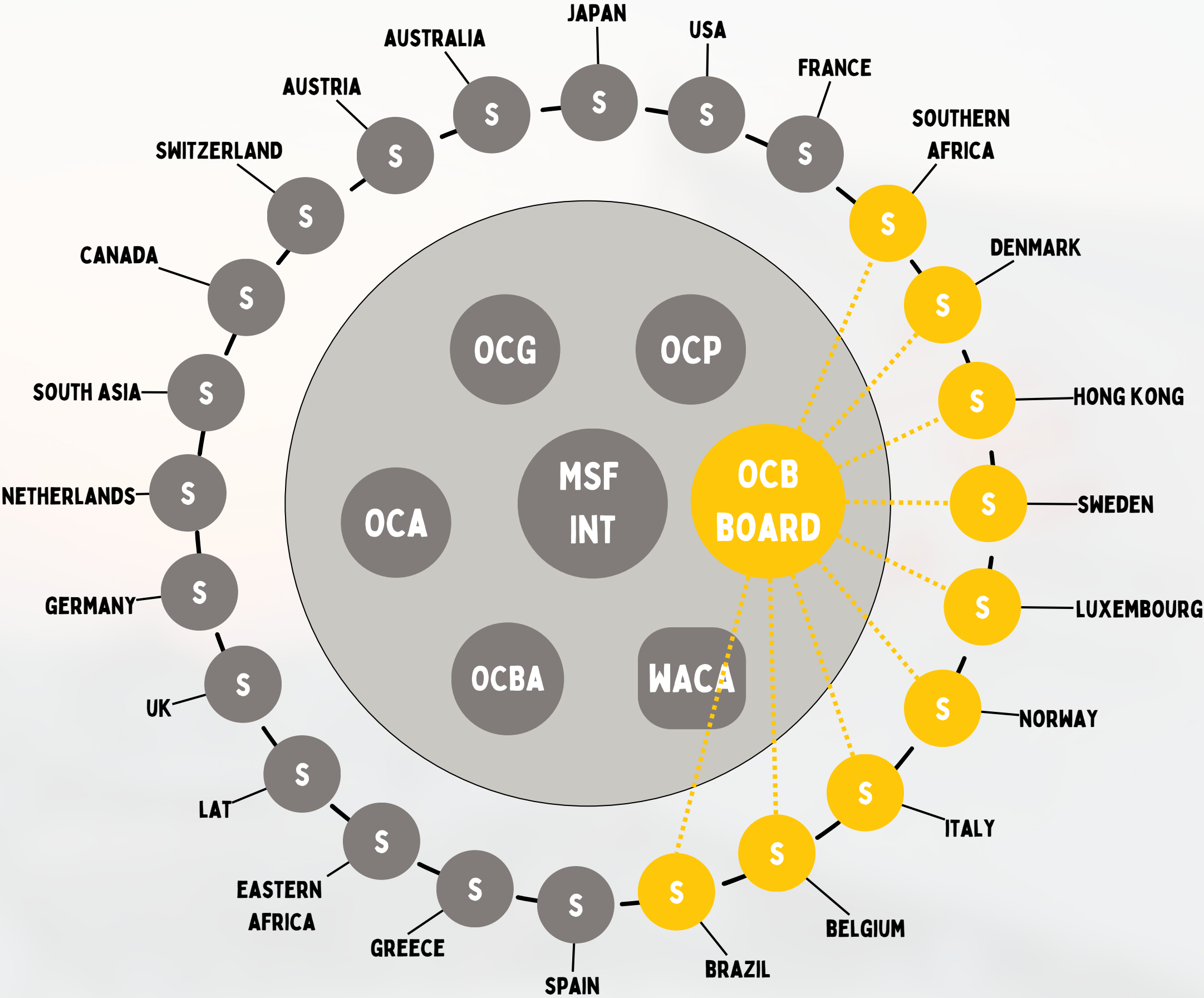


**VOTING RIGHTS:**

- 6 votes – OCB elected members
- 1 vote – MSF Belgium
- 1 vote – MSF Brazil
- 1 vote – MSF Italy
- 1 vote – MSF Norway
- 1 vote – MSF Luxembourg
- 1 vote – MSF Sweden
- 1 vote – MSF Hong Kong
- 1 vote – MSF Denmark
- 1 vote – MSF Southern Africa

**NO RIGHT TO VOTE:**

- MSF Germany
- MSF USA
- MSF UK
- MSF Japan
- MSF DRC
- 8 "Field representatives"



OCB  
BOARD

# OPERATIONAL DIRECTORATES: OCA COUNCIL

The OCA Council is accountable to the Boards of the OCA Partners. The Council oversees the quality of OCA humanitarian operations, as well as risk management, financial governance, and medical governance of OCA operations.

The OCA Council elects its chair from among its twelve members. It is comprised of two representatives each from MSF Netherlands, MSF Germany, MSF South Asia, and MSF UK; one representative each from MSF Canada and MSF Sweden; the Treasurer; and the OCA Medical Committee Chairperson

**THE OCA COUNCIL IS FORMED BY 12 PEOPLE, 10 REPRESENTATIVES FROM PARTNERS BOARDS, PLUS A TREASURER AND THE CHAIR OF THE OCA MEDICAL COMMITTEE.**

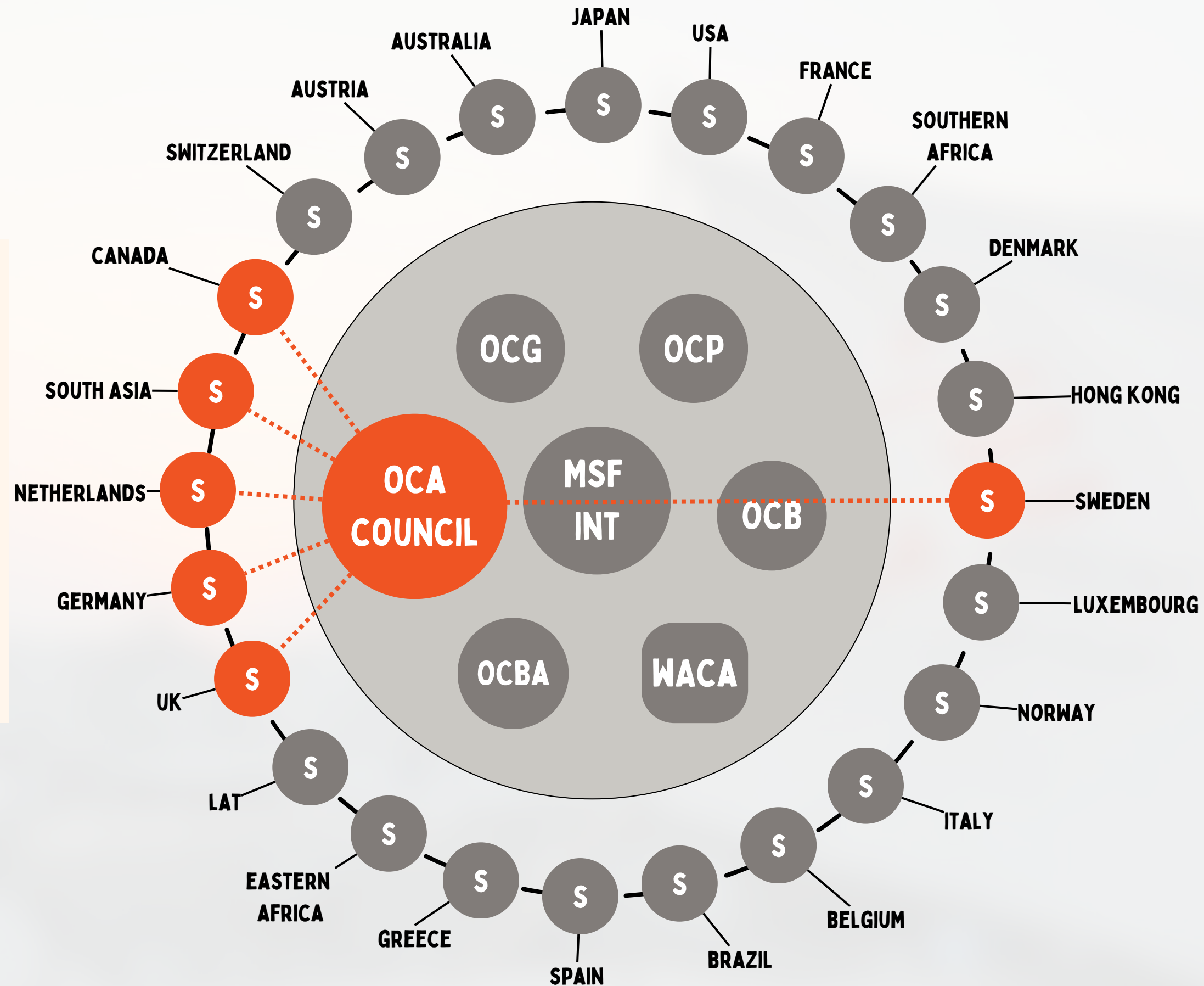
The OCA Council has 5 sub-committees, which manage risk and provide strategic advice to the Council:

- **Medical Committee:** Advises and supports the Council in overseeing the quality of OCA's medical services and standards
- **Associative Standing Committee:** Ensures there is an up to date and fit-for-purpose OCA Association Strategy and oversees its implementation
- **Audit and Risk Committee:** Advises and supports the Council in overseeing the financial management of the OCA partnership as well as broader organisational risks
- **Duty of Care Committee:** Advises and supports the Council to ensure that there is an effective culture of accountability on integrity, behaviour, health, safety, EDI, and professional conduct
- **Remuneration Committee:** Provides strategic advice to the Council and the Netherlands Board on matters related to remuneration of staff, job rating and classification, and performance evaluation



### VOTING RIGHTS:

- 2 votes – MSF Netherlands
- 2 votes – MSF UK
- 2 votes – MSF South Asia
- 2 votes – MSF Germany
- 1 vote – MSF Canada
- 1 vote – MSF Sweden
- 1 vote – Medical Committee
- 1 vote – Treasurer



**OCA  
COUNCIL**

# OPERATIONAL DIRECTORATES: OCG CONGRESS

The OCG Congress is the governance body of OCG. The OCG Congress steers the governance of the OCG Partnership to ensure its coherence and to seek common strategic positions and orientations for OCG. As such, it validates the Strategic Plan, as well as the annual budgets and annual plans of OCG. It generally meets 4 times a year in Geneva as well as by videoconference if needed.

The OCG Congress is made up of 18 representatives:

- 17 representatives from 12 MSF associations/institutional members have voting rights.
- 1 representative from another MSF entity (non-institutional member) has an observer status (without voting rights).

**THE OCG CONGRESS IS FORMED OF 18 PEOPLE, REPRESENTATIVES OF MSF SECTIONS AND OTHER MSF ENTITIES**

The President of MSF Switzerland is the President of the OCG Congress. The role of the OCG Congress is three-fold:

- to provide strategic guidance on the elaboration, follow up and implementation of OCG's social mission;
- to oversee OCG's social mission;
- to ensure ownership of OCG's social mission, as well as responsibility and accountability to associations and to the wider MSF Movement.

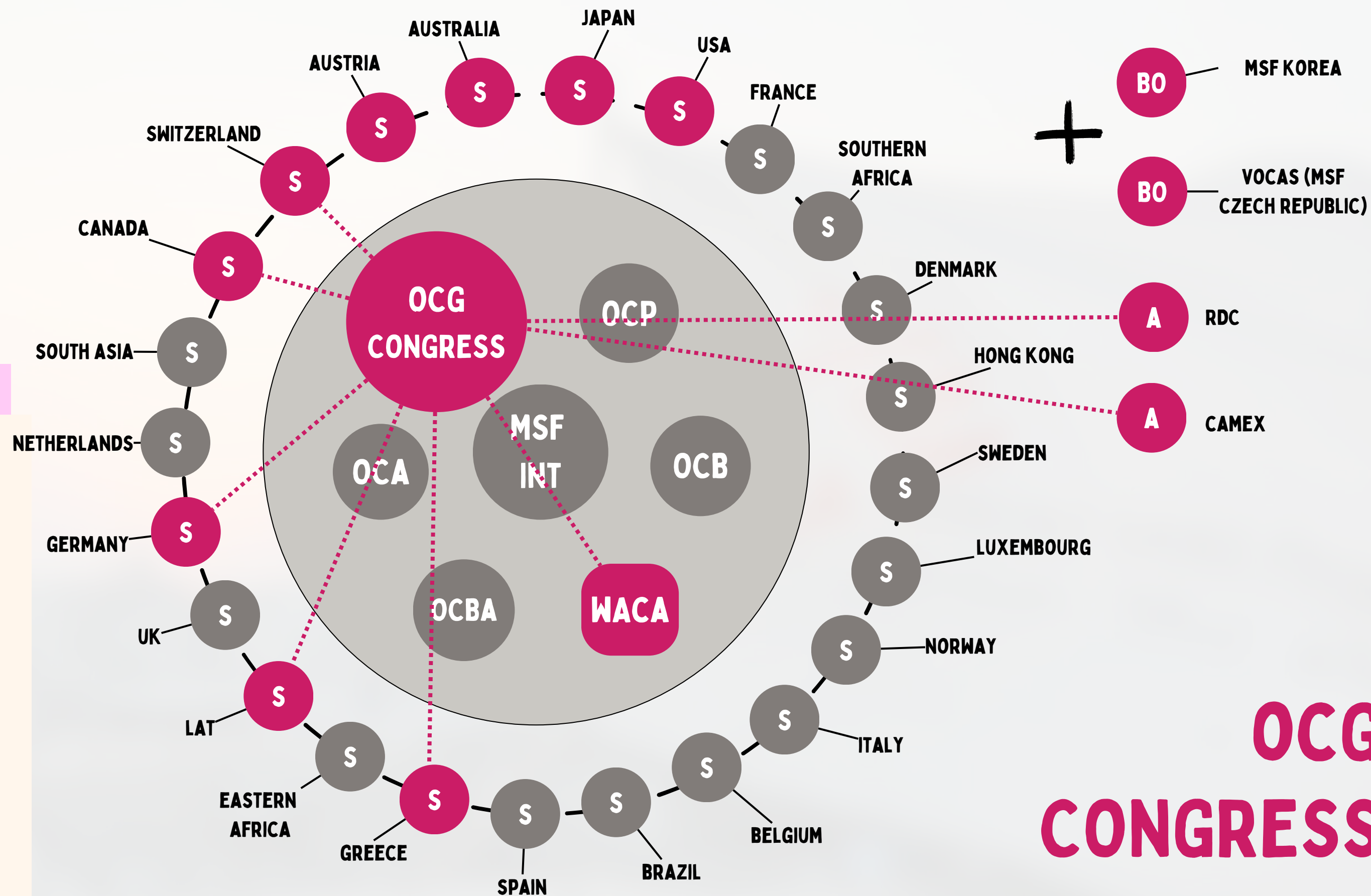


#### VOTING RIGHTS:

- **5 votes** – MSF Switzerland
- **2 votes** – MSF Austria
- **1 vote** – MSF Canada
- **1 vote** – MSF Germany
- **1 vote** – MSF Greece
- **1 vote** – MSF Japan
- **1 vote** – MSF LAT
- **1 vote** – MSF USA
- **1 vote** – MSF Australia
- **1 vote** – MSF WaCA
- **1 vote** – MSF CAMEX
- **1 vote** – MSF RDC

#### NO VOTING RIGHTS

- MSF Czech Republic
- MSF Korea



**OCG  
CONGRESS**

# OPERATIONAL DIRECTORATES: OCP GROUP COMMITTEE

The Group Committee is formed by 4 associations:

- France as section hosting the operations
- United States,
- Japan
- Australia

**THE OCP GROUP COMMITTEE IS FORMED BY 12 PEOPLE, REPRESENTATIVES OF ITS SECTIONS. EACH SECTION HAS 3 REPRESENTATIVES, ONE OF THEM ITS PRESIDENT.**

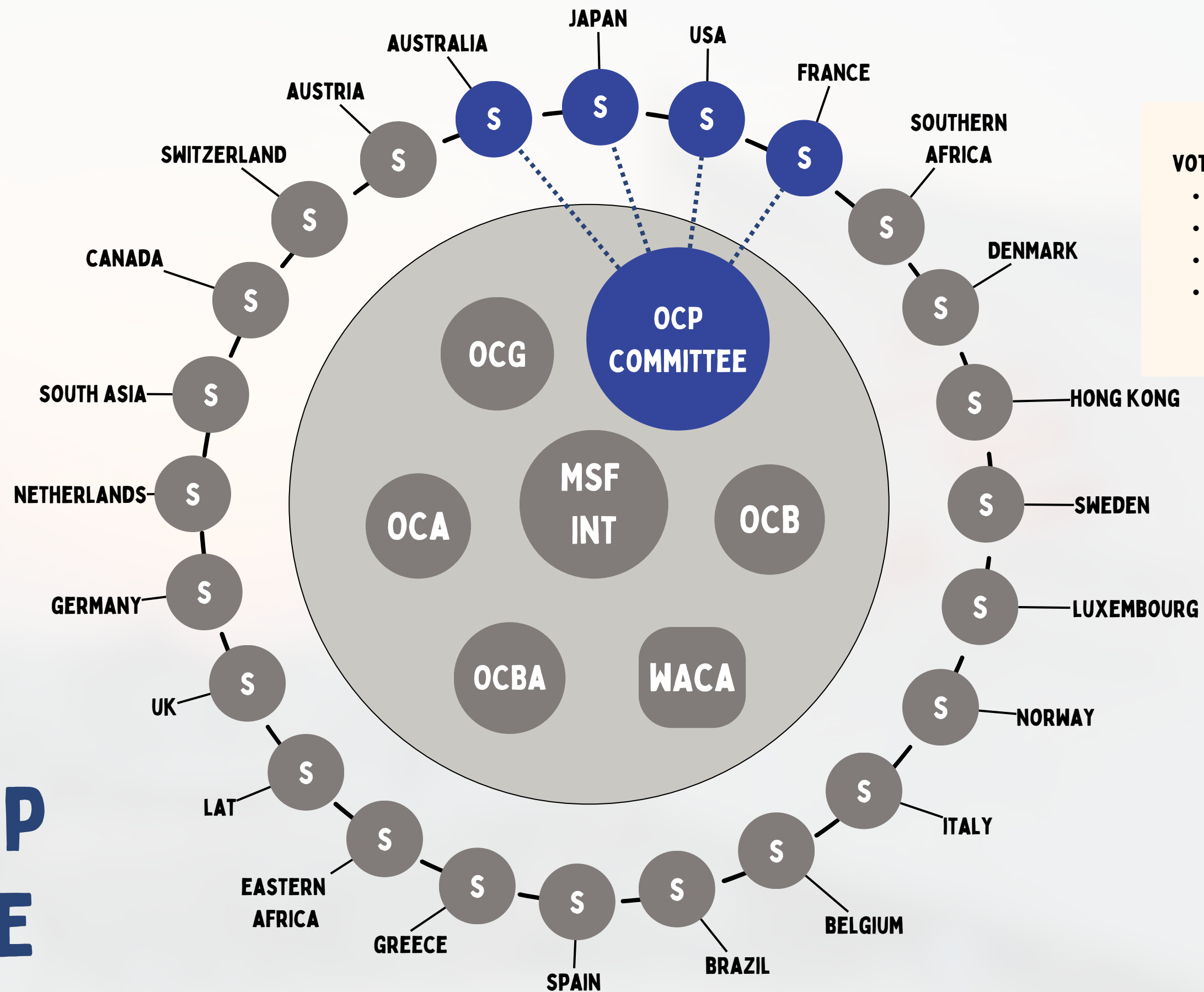
The Presidency of the OCP group is held by the MSF France President.

Each section has 3 representatives at the Committee.

These three members include the president. Through them each section has three votes. They mainly vote for the **OCP strategic plan every 3 years, and the operational budget every year**. It is not a legal structure and though they vote, **the operational budget is legally under the responsibility of MSF France**.



# OCP GROUP COMMITTEE



# OPERATIONAL DIRECTORATES: **WACA BOARD**

The WaCA board composition is designed to ensure a rootedness in the WaCA association through a **majority of elected members** and to reflect the **partnership that exists between WaCA and other OCs and sections**.

The board therefore comprises 6 members directly elected by the WaCA membership, as well as one coopted member and a representative from the following OCs/sections: OCG; OCP; OCBA; MSF Japan.

**THE WACA BOARD IS FORMED BY 11 PEOPLE, 6 ELECTED BY ITS MEMBERS, 4 REPRESENTATIVES FROM OTHER MSF ENTITIES AND ONE COOPTED, NON VOTING MEMBER**

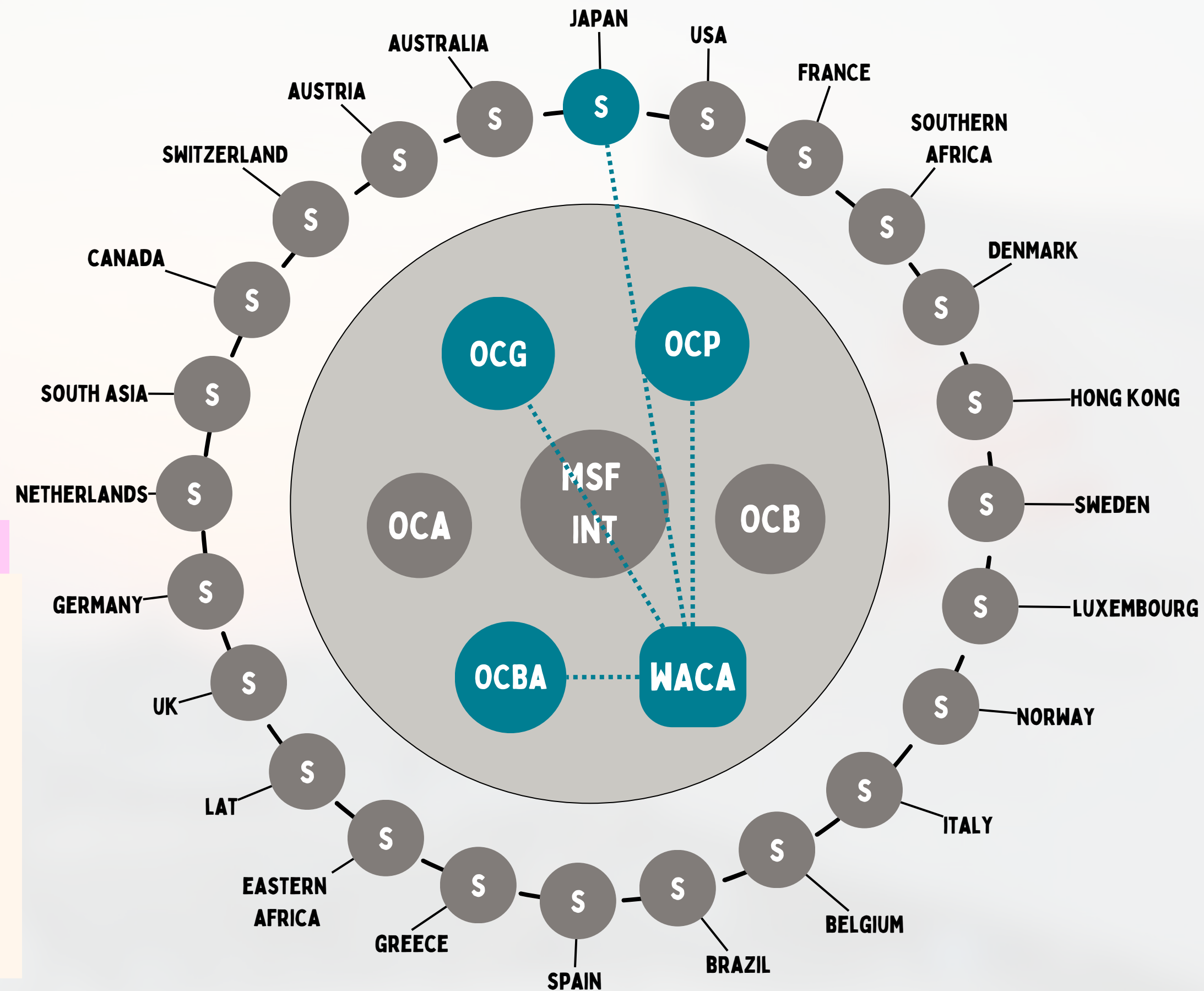


#### VOTING RIGHTS:

- **6 votes** – MSF WaCA
- **1 vote** – OCG
- **1 vote** – OCP
- **1 vote** – OCBA
- **1 vote** – MSF Japan

#### NO VOTING RIGHTS:

- Co-opted member



**WACA**  
**BOARD**<sub>35</sub>

# ANNEX: QUICK GLOSSARY

- **Association:** Is a group of people who gather around a shared idea and values to participate in activities without any expectation of personal gain.
- **Board of Directors (BoD):** A group of people elected during the General Assembly to represent its members. The Board determines MSF's key strategies (Strategic Plan, for example), and ensures its implementations. The Board appoints the General Director and delegates the Executive the implementation of the strategic orientations.
- **Branch Office, Office (BO):** A type of MSF entity, managed generally by a specific section. [See page 8.](#)
- **CAMEX:** Central America and Mexico Regional Association.
- **DirCom:** International Platform of Directors of Communication.
- **DirFund:** International Platform of Fundraising Directors.
- **DirLog:** International Platform of Logistics Directors.
- **DirMed:** International Platform of Medical Directors.
- **FinDir:** International Platform of Finance Directors.
- **ExCom:** Executive Committee. [See page 21](#)
- **ESCC:** Executive Supply Chain Committee
- **General Assembly (GA):** The highlight of the life of our Association, where members get together to debate the important topics that drive the Organization and shape its future.
- **IDRH:** International Platform of Human Resources Directors.
- **Information Systems Management (ISM):** International Platform of IT Directors
- **International Board (IB):** the body designated by the IGA to oversee the activities of the MSF Movement. [See page 18.](#)
- **International General Assembly (IGA):** Annual associative event, whose members are the MSF Associations. [See page 18.](#)
- **International Office (IO):** Secretariat office of MSF International in Geneva. [See page 21.](#)
- **Institutional Member (IM):** MSF Associations. [See page 18.](#)
- **ISM:** International Platform of Directors of IT.
- **MedOp:** International Platform of Medical and Ops. Directors.
- **MWA:** Movement–Wide Association.
- **OCA:** Operational Center Amsterdam



# ANNEX: QUICK GLOSSARY

- **OCA Council:** OCA's Operational Directorate. See page 28.
- **OCB:** Operational Center Brussels
- **OCB Board:** OCB's Operational Directorate. See page 26.
- **OCBA:** Operational Center Barcelona–Athens
- **OCBA Agora:** OCBA's Operational Directorate. See page 24.
- **OCG:** Operational Center Geneva
- **OCG Congress:** OCG's Operational Directorate. See page 30.
- **OCP:** Operational Center Paris
- **OCP Group Committee:** OCP's Operational Directorate. See page 32.
- **RIOD:** International Platform of Directors of Operations.
- **Operational Cell, Decentralized Cells (DC):** Manages operations in each Operational Entity. See page 10.
- **Operational Center (OC):** traditional group of MSF entities that provide guidance and support to operations. See page 3.
- **Operational Directorate (OD):** governance of Operational Entities. See page 3 and Annexes.
- **Operational Entity:** group of MSF entities that provide guidance and support to operations. See page 3.
- **Regional Association (RA):** an association that covers a whole region. See page 14.
- **Section:** MSF entity that contributes strategically to operations. See page 6.
- **WaCA:** West and Central Africa Association
- **WaCA Board:** WaCA's Operational Directorate. See page 34.

# ANNEX: MSF COLOR CHART



**MSF RED**  
R 208  
G 35  
B 39  
#D02327



**OCBA GREEN**  
R 13  
G 153  
B 72  
#0d9948



**OCB YELLOW**  
R 255  
G 199  
B 10  
#ffc70a



**OCB ORANGE**  
R 239  
G 84  
B 35  
#ef5423



**OCB MAGENTA**  
R 203  
G 28  
B 102  
#cb1c66



**OCB BLUE**  
R 52  
G 70  
B 156  
#34469c



**WACA BLUE**  
R 0  
G 126  
B 146  
#007e92