

**Transformational Investment Capacity (TIC)**

**Business Case and Project Plan**

***Please submit the completed form to*** ***TIC@msf.org******.***

*For further information, visit:* [*msf-transformation.org*](http://msf-transformation.org/) *or the* [*TIC SharePoint site*](https://msfintl.sharepoint.com/sites/msfintlcommunities/tic/)*.*

**Top of Form**

**NAME OF PROJECT**

|  |
| --- |
| **TIC Idea Title:**  |
| **Date:**  | **Submitter Name:**  | **MSF Affiliation:**  |
| **Contact:**  | **Email:**  |
| **Budget requested (Euros):**  | **Project Length** (months/years):  |
| **Expected Project Start Date** (considering potential recruitments, onboarding etc.):  |
| **Project Category:** [ ]  HR/L&D [ ]  Operations Improvement/Technology [ ] Medical R&D [ ] Efficiency [ ] Other (describe) |
| **Project Type:** |  [ ] Incubator (< €250,000) [ ] Large-Scale (€250,000 – €2.5M) [ ] Very-Large-Scale (€2.5M+)  |
| ***Incubator[[1]](#footnote-2):*** | Sponsoring section: | Sponsor Name: |
| ***Large- / Very-Large-Scale[[2]](#footnote-3):***  | **Sponsoring OD:** **Sponsor Name:**  | **Supporting OD #1:** **Supporting OD #2:**  |
| Link to the 2-minute video: *insert here*  |
| *NOTE:* ***Recommended length of Business Case is 15 pages.*** *Proposals over 25 pages are not accepted (supporting information can be included as annexes or appendixes). Examples are available through the* [*TIC P*rojectPortal*.*](https://msfintl.sharepoint.com/sites/msfintlcommunities/tic/SitePages/Project-Portal.aspx?env=WebView)*NOTE 2: Guidance on project management approaches (Agile and Waterfall) are available in the* [*TIC User Guide.*](https://msfintl.sharepoint.com/%3Aw%3A/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh)*Note 3 The Project Management Office of the sponsoring OD are required to review the proposal prior to submission.*  |

**Table of Contents**

[1. Problem Statement (Why?) 3](#_Toc173491758)

[2. Proposal Description: Idea or Solution (What?) 3](#_Toc173491759)

[3. Benefits 3](#_Toc173491760)

[4. Alignment with Strategic Objectives 4](#_Toc173491761)

[5. Project Timeline, Milestones and Decision Gates (When?) 4](#_Toc173491762)

[6. Project Team and Additional Resources 4](#_Toc173491763)

[7. Project Governance / Steering Committee 5](#_Toc173491764)

[8. Key Stakeholders 5](#_Toc173491765)

[9. Diversity, Equity, and Inclusion Considerations 5](#_Toc173491766)

[10. Environmental Sustainability Considerations 5](#_Toc173491767)

[11. Considerations in Scaling and Transition to Business-as-Usual Activities 6](#_Toc173491768)

[12. Financial Budget 6](#_Toc173491769)

[13. Assumptions and Dependencies 6](#_Toc173491770)

[14. Monitoring and Evaluation 6](#_Toc173491771)

[15. Project Risk Analysis 7](#_Toc173491772)

[16. Change Management and Communications Plan 7](#_Toc173491773)

1. Problem Statement (Why?)

**Problem Statement[[3]](#footnote-4)**

*Clearly articulate the need, challenge, issue to be addressed and its impact on the organization and its social mission.*

|  |
| --- |
|  |

1. Proposal Description: Idea or Solution (What?)

**Objectives**

*State the objectives of the idea / project or solution. Consider SMART Objectives – Specific, Measurable, Assignable, Realistic and Time-related.*

|  |
| --- |
|  |

**In-Scope Deliverables**

*Outline what the project will accomplish, deliver, or produce (the project outputs). Include a detailed description of the idea or solution / prototype and assumptions if appropriate.*

|  |
| --- |
|  |

**Out-Of-Scope Deliverables**

*Outline what the project will not accomplish, deliver, or produce.*

|  |
| --- |
|  |

1. Benefits

*Describe the impact of project success and how it benefits our social mission (direct or indirect impact). What does success look like if this idea is scaled across MSF? E.g., how will this solution improve lives saved/improved, shorter response time, more efficient service, cost savings, etc.? What are the tangible benefits to MSF patients, programs/operations, staff?*

|  |
| --- |
|  |

1. Alignment with Strategic Objectives

*Explain how the proposal aligns with MSF OD/Section strategic objectives and/or priorities, MSF We Want to Be, etc.*

|  |
| --- |
|  |

1. Project Timeline, Milestones and Decision Gates (When?)

*Include detailed phasing, key milestones / deliverables timings, decision gates. Define the execution plan and timing for reporting stages (minimum 6-month intervals). Templates available:* [*Gantt Chart (high level)*](https://msfintl.sharepoint.com/%3Ap%3A/r/sites/msfintlcommunities/tic/Guidelines/2.%20Templates/8.%20TIC%20Appendix%20Gantt%20Chart%20High%20Level%20Samples%20-%20October%202022.pptx?d=w1d6baa3f04f14d8e8308eedc4e8fc182&csf=1&web=1&e=odAifk)

|  |  |  |
| --- | --- | --- |
| **Phase / Activities** | **Key Deliverables** | **Timing** |
| **Phase 1:**Develop Project Charter | Signed Project Charter | Q4’22 |
| **Phase 2:** |  |  |
|  |  |  |
|  |  |  |

1. Project Team and Additional Resources

*List project team, their roles, and responsibilities and % of time dedicated to the project. A RACI Template is available* [*here.*](https://msfintl.sharepoint.com/%3Ax%3A/s/msfintlcommunities/tic/EacgRHDzLUROgGXb1ZKp9EABqQmATCeQAFetBQgAywYkww?e=3EGiQK) *Specifically identify the Project Manager’s name, skills, experience, and commitment. Note additional internal MSF and external vendors and partners, and if they are secured /committed to the project.*

|  |
| --- |
|  |

1. Project Governance / Steering Committee

*Present Steering Committee and Governance - member names and roles / functions.*

|  |
| --- |
|  |

1. Key Stakeholders

*List stakeholders who are impacted or can impact the project - both internal and external to MSF.*

|  |  |  |
| --- | --- | --- |
| **Stakeholder Name/Group** | **Role** | **Relevance/Connection to Project** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

1. Diversity, Equity, and Inclusion Considerations

*How does the project team reflect and harness MSF’s diversity? How will the project address barriers to meaningful inclusion and participation by equity-seeking groups*[[4]](#footnote-5)*? For more information, please refer to our* [*User Guide, Chapter 7:* *Embedding a DEI Lens for TIC Proposals and Projects*](https://msfintl.sharepoint.com/%3Aw%3A/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh)

|  |
| --- |
|  |

1. Environmental Sustainability Considerations

*Describe potential effects your project may have on the environment. What measures have been integrated to mitigate negative effects/enhance the environmental sustainability and be aligned with MSF’s Environmental Pact? For more information, please refer to our* [User Guide, Chapter 1: How to Apply - Environmental Considerations.](https://msfintl.sharepoint.com/%3Aw%3A/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh)

|  |
| --- |
|  |

1. Considerations in Scaling and Transition to Business-as-Usual Activities

*Which activities are in place to ensure successful scale across MSF? How is transition to business as usual addressed? Who will govern/fund the activities after the TIC project/development phase? How are partnerships, intellectual property, contracts, etc. considered?*

|  |
| --- |
|  |

Financial Budget

*Define what the investment funds will be used for (budget, expected expenses for example equipment costs, staffing, consulting), as well as timings of costs, linked with project milestones (minimum 6-month intervals). Identify the cost of scaling including potential post TIC budget requirements (operational cost of the project outputs) as required, and note currency us ed (Euros, USD, etc.).*

*Include overall budget/ high level description in the text. Please include details in the Appendix*[*. Budget template available.*](https://msfintl.sharepoint.com/%3Ax%3A/r/sites/msfintlcommunities/tic/Guidelines/2.%20Templates/7.%20TIC%20Proposal%20and%20Project%20Budget%20Template%20V3%20-%20Jan%202024.xlsx?d=w2ba1d34457a24e3ca2dee0256357ce8f&csf=1&web=1&e=mQLayV) *Budget to be approved by the sponsoring entity’s FinDir.*

|  |
| --- |
|  |

Assumptions and Dependencies

*Define assumptions, sequencing on dependencies, and note dependencies/linkages with other projects/departments/teams (TIC, MSF, externally).*

|  |
| --- |
|  |

1. Monitoring and Evaluation

*How will you quantitatively and qualitatively measure impact? What is the output/outcome/impact metrics and key performance indicators? Please include details in appendix, excel template available. For more information, please refer to our* [*User Guide, Chapter 5: Defining TIC Project Metrics*](https://msfintl.sharepoint.com/%3Aw%3A/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh) *and* [*Templates*](https://msfintl.sharepoint.com/%3Ax%3A/r/sites/msfintlcommunities/tic/Guidelines/3.%20Metrics/2023%2007%2004%20Annex%201%20TIC%20Metrics%20Framework%20v1.3.xlsx?d=w2c8c88fcab604e6baef9c9d7f26cf448&csf=1&web=1&e=Ce6Pdh)*.* *A draft metrics framework is mandatory for large-very large TIC projects (to be revised throughout the project life cycle and handed over to entity/entities taken over the operational management).*

|  |
| --- |
|  |

Project Risk Analysis

**Risk Assessment -** *List potential risks associated with the project (internal, external; technical, political), as well as how risks will be monitored and mitigated.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Risks** | **Risk Probability** (H, M, L) | **Risk****Impact**(H, M, L) | **Risk Mitigation** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Change Management and Communications Plan

*Highlight what changes the project might introduce (e.g., new staff roles, change in processes), what people/groups it may affect, and the activities to help manage change for successful new product / process /technology adoption.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholder Group** | **Potential Impact**  | **Plan for Engagement/Communications** | **Communications Timing/Frequency**  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Have you submitted your proposal to another MSF entity and did not obtain approval/funding? If yes, add details.**

|  |
| --- |
|  |

 **Appendix 1: Additional Information** (if required)

1. Proposal Sponsorship Form must be completed by sponsoring OD/Partner Section/MSF International. [↑](#footnote-ref-2)
2. Proposal Sponsorship Form must be completed by sponsoring and supporting ODs. [↑](#footnote-ref-3)
3. Where there is overlap between the Concept Note and Business Case, please feel free to repeat content. The Concept Note should be viewed as an executive summary of the Business Case. [↑](#footnote-ref-4)
4. Women/girls; persons with disabilities; black, Indigenous and people of colour; members of the LGBTQ2S+ community, etc. [↑](#footnote-ref-5)