

**Transformational Investment Capacity (TIC)**

**Incubator Concept Note**

***Please submit the completed form to*** [***TIC@msf.org***](mailto: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/)*.*

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| **Project 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  Access Other (describe) | |
| **Sponsoring entity:** | **Sponsor name & role:** |
| **Link to 2-minute video:** |  |
| *NOTE 1: Please try to be concise in your responses. Concept Notes over 10 pages, excluding cover page and executive summary, are not accepted (supporting information can be included as annexes or appendices). Examples are available through the* [*TIC Project Portal*](https://msfintl.sharepoint.com/sites/msfintlcommunities/tic/SitePages/Project-Portal.aspx)  *NOTE 2: Incubator submissions must be accompanied by the Sponsorship Form, completed by the DG or Board President of the sponsoring section/OD; and the budget*  *NOTE 3: Guidance on project management approaches (Agile and Waterfall) are available in the* [*TIC User Guide*](https://msfintl.sharepoint.com/:w:/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=GLvUdb)*.* | |

1. Executive summary (max 1 page)

*Clearly summarize the need/challenge/issue addressed, the project objective(s), and the concrete deliverables required to meet the project objective(s).*

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| **Need/challenge/issue addressed summarized:** |
| Insert text |

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| **Project objective(s) summarized:** |
| Insert text: |

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| **Project deliverables summarized:** |
| Insert text: |

1. Problem statement (why?)

*Clearly articulate the need, challenge, issue to be addressed and its impact on MSF and its social mission. Include relevant background information and preliminary outputs from previous phases/work. Quantify the size and impact of the problem, e.g. number of patients, staff, missions, etc. affected. For* ***Access Fund proposals*** *include a description of the root cause analysis.*

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1. Proposal description: idea or solution (what & how?)

*State the objectives of the idea/**project or* *solution and how they will be achieved. Consider SMART objectives – Specific, Measurable, Assignable, Realistic and Time-related. For* ***Access Fund proposals*** *include a description of the MSF medical practice/field**operations on which this initiative is grounded​.*

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1. Synergies, dependencies and similar initiatives

*Define synergies and dependencies with other projects/departments/teams (TIC, MSF, externally) and clarify internal and external ongoing similar initiatives. Who else is working on the topic,* *idea, technology etc.*

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1. Benefits

*Describe the impact of project success and how it benefits our social mission (direct or indirect impact). Clarify the project’s transformational elements. 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, and staff? For* ***Access Fund proposals*** *include the added value for MSF in leading or contributing to the initiative.*

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1. Alignment with strategic objectives

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

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1. Project team and additional resources

*List project team, their roles, responsibilities and % of time dedicated to the project. A RACI Template is available* [*here.*](https://msfintl.sharepoint.com/:x:/s/msfintlcommunities/tic/EacgRHDzLUROgGXb1ZKp9EABqQmATCeQAFetBQgAywYkww?e=3EGiQK) *Note additional resources required.*

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1. Countries/projects of intervention

*List the countries and missions impacted by the intervention, including potential outcomes of discussions with Cells/Countries/Project Teams. How will field-based project teams impacted by the project be involved in its design and governance?*

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1. Key stakeholders

*List stakeholders who are impacted or can impact the project - both internal (e.g. other Operational Directorates, Associations, Regional Offices, Hubs, IO etc.) and external (patients & communities, other humanitarian organizations, MOH, academia, industry etc.). For* ***Access Fund proposals*** *include the patients’ groups and other organizations the proposal has been designed with and the planned partners for implementation.*

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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? For more information, please refer to our* [*User Guide, Chapter 7:*](https://msfintl.sharepoint.com/:w:/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh) *Embedding a DEI Lens for TIC Proposals and Projects*

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11. Environmental sustainability considerations

*Describe potential effects your project may have on the environment. What measures have been integrated to mitigate negative effects/enhance 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/:w:/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=XovFKh)

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12. 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 and fund the activities after the TIC project/development phase? Include estimated post TIC spending in the TIC budget template, sheet 5. How are partnerships, intellectual property, contracts, etc. considered? More information on transition to business as usual is available in the TIC User guide, section 15. For* ***Access Fund proposals*** *include the knowledge planned to be shared externally.*

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13. Budget

*Describe the proposed budget, including the main cost drivers and expected timing of expenses. Include overall budget/high level description in the text – detailed budget to be submitted in a separate Excel file.*

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1. Project workplan (when?)

*Include details of project phases, key milestones, deliverables, decision gates, etc.*

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| **Phase / Activities** | **Key Deliverables** | **Timing** |
| **Phase 1:**  Recruit full project team  … | signed contracts | Q4’26 |
| **Phase 2:** |  |  |
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1. Monitoring and evaluation

*How will you quantitatively and qualitatively measure impact? What* *are the output/outcome/impact metrics and key performance indicators? For more information, please refer to our* [*User Guide, Chapter 5: Defining TIC Project Metrics*](https://msfintl.sharepoint.com/:w:/r/sites/msfintlcommunities/tic/Guidelines/1.%20Guidelines/TIC%20User%20Guide%20V2.1%20-%20April%202024.docx?d=w90d75fcd4cbf4e44bc4abb16a43ba18b&csf=1&web=1&e=ZFnUqA) *and* [*Templates.*](https://msfintl.sharepoint.com/:x:/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=ANLhW2)

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1. Project risk analysis

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

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| **Key Risks** | **Risk Probability** (H, M, L) | **Risk**  **Impact**  (H, M, L) | **Risk Mitigation** |
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**Have you submitted your proposal to another MSF entity and did not obtain approval/funding? If yes, provide details.**

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