

**Transformational Investment Capacity (TIC)**

**Large and Very-Large Project Business Case**

***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/)*.*

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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 OD:****Sponsor name and role:** | **Supporting OD 1:****Supporting OD 2:** |
| **Link to 2-minute video:** |  |
| *NOTE 1: Proposals over 20 pages are not accepted (supporting information can be included as annexes or appendixes). Examples are available through* the [*TIC Project Portal.*](https://msfintl.sharepoint.com/sites/msfintlcommunities/tic/SitePages/Project-Portal.aspx?env=WebView)*NOTE 2: Submissions must be accompanied by the Sponsorship Form, the Budget and the Metrics Framework.* *NOTE 3: The PMO and the FinDir of the sponsoring OD are required to review the proposal prior to submission.* *NOTE 4: Guidance on project management approaches (Agile and Waterfall) is 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) |

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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. 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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**In-scope deliverables:** *Outline what the project will accomplish, deliver, or produce (the project outputs). Include a detailed description of the solutions/services/prototypes developed to enable the project outcomes.*

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**Out-of-scope deliverables:** *Outline what the project will not accomplish, deliver, or produce.*

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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 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)

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

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1. Project governance / Steering Committee

*Present Steering Committee/Advisory Board and governance - member names and roles / functions.*

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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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| **Stakeholder name/group** | **Role** | **Relevance/connection to project** |
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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/%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) *Embedding a DEI Lens for TIC Proposals and Projects*

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1. 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/%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)

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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 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*

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1. 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 used (Euros, USD, etc.).*

*Include overall budget/ high level description in the text – detailed TIC Budget to be submitted in a separate file. Budget should be approved by the sponsoring entity’s FinDir.*

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1. Assumptions and dependencies

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

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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? 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).* *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)*.*

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1. Project risk analysis

*List potential risks associated with the project (internal, external; technical, political), and 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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1. Change management and communications plan

*Highlight what changes the project might introduce (e.g., new staff roles, changes in processes), what people/groups may affect, and the activities to help manage change for successful new product / process /technology adoption.* *For* ***Access Fund proposals*** *include the knowledge planned to be shared externally.*

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| **Stakeholder group** | **Potential impact**  | **Plan for engagement/ communications** | **Communications timing/frequency**  |
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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)