



DISMANTLING STRUCTURAL RACISM IN MSF SOUTHERN AFRICA

RESULTS & RECOMMENDATIONS





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FOREWORD

STRUCTURAL RACISM: *A system in which policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with “whiteness” and disadvantages associated with “colour” to endure and adapt over time. (Aspen Institute, 2016)*

We’ve been talking and thinking about racial justice a lot recently. As a movement that was first conceived in the 1970s, born out of a shifting context that interconnected with colonialism, we have a lot to learn on this issue, which is why everything we aim to share with you in this document comes from our own learning journey. It is a journey where a number of our teams in the region have shared difficult personal testimonies and a large group of volunteers have come together to look at concrete ways to dismantle and rebuild many of our structures.

Many of these conversations are difficult and uncomfortable, but it is worth it. It is worth it because the only way we will overcome our problems, as individuals or as a movement, is by doing the work.

Working to end racism and inequality in MSF has the potential to benefit everyone across the movement, including our patients, and to turn our organisation into the MSF that we truly want it to be.

We are under no illusions though. Structural racism is complex, with its presence at multiple levels of society and in countless arenas – particularly in the aid sector. While the days of apartheid and colonial era segregated services are behind us in Southern Africa, prejudice against racial groups remains prevalent in our societies. This is also true of MSF, in the form of a system in which policies, institutional practices, cultural representations, and other norms work in various, often reinforcing, ways to perpetuate inequity along imbalances of power.

Noting the relevance of structural racism to all racial and ethnic groups in MSF, the work presented in this report suggests that we all need to work as change agents and adopt a structural racism lens in our work.

This will help us by way of understanding the following concepts:

- The racial legacy of the aid sector and MSF’s shared past;
- How racism persists in our policies, institutional practices, and cultural representations; and
- How individuals internalise and respond to racialised structures.

Therefore, what is MSF Southern Africa doing to tackle structural racism and decolonise aid? We have appointed a Dismantling Structural Racism reference group, made up of MSF volunteers and an external consultancy, Reos Partners, who specialise in transformative change. Formal and informal working groups have developed, creating activities to tackle racial justice issues. The result is this report, based on the *Theory of Change*, which has since been accepted and endorsed by the Management Team. The report details timelines and concrete tasks to be implemented in 2021 and 2022.

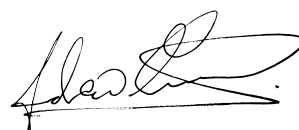
However, we all already know that this is not enough. Dismantling structural racism and decolonising the aid sector is a journey and potentially a life-long one at that. There is no defined “terminus” and we will need to be prepared to continually work at ensuring MSF embraces transformative change and is equitable and fair.

The management team of the Executive and the Board of MSF Southern Africa therefore commits to be persistent, to deploy the right resources and to have courage, in order to support this important journey.

We also ask that you join us on our journey, commit to holding the movement to account, help to develop ideas and work to implement activities.



Bhelekazi Mdlalose, Vice-President
MSF Southern Africa



Andrew Mews, Executive Director
MSF Southern Africa



SECTION 1: INTRODUCTION TO THE INITIATIVE

PREAMBLE

At the international level, MSF has been on a journey to understand the gaps between the organisations aspirations and its internal reality. Diversity, Equity and Inclusion was identified as a priority area to ensure that MSF reflects the values it espouses. Thus far, the pace of change has been slow, but has since picked up following the testimonies of team members highlighting structural racism in the movement and challenging the institution to dismantle and rebuild its structures.

MSF Southern Africa chose to move a racial justice agenda forward by surfacing the social, political and economic inequities based on race, naming racism as the problem and organising to eliminate the inequities of our Section. As a result, MSF Southern Africa

began by identifying structural barriers to inclusion and developed working groups to create meaningful metrics and experiments to address these structural barriers. Together we trust that the lessons learned will not just create transformational change in MSF Southern Africa, but can support efforts to surface and address structural racism at the regional and global level in MSF.

The result is a multi-year roadmap to implement a collection of recommended changes that the Johannesburg and Cape Town offices will progressively lead and embed within the organisation.

THE PROCESS & ITS RESULTS

Following three workshops developed with our external consultant, Reos Partners, which was open to all staff members, the Association and the Board, discussions began to crystalize around *what internal systems needs to stop, what needs to evolve, and what needs to be preserved* as part of our organizational core going forward.

As a result, seven categories of structural barriers and the corresponding activities to dismantle and rebuild them were identified. These are (in no particular order):

- Constructing safe spaces for communication about racial prejudice
- Ensuring our people are accountable: Building policies & practice to break with structural racism in MSF
- Developing & building ethical leadership in MSF to become an anti-racist organisation / dismantle structural racism

- Equity of culture in MSF: Constructing spaces to recognise and appreciate all cultures
- Dismantling injustice in MSF's HR system
- We are all MSF: Dismantling divisions experienced between different groups, offices and positions across the movement
- Defusing white fragility in MSF

Following the identification of these categories, seven volunteer working groups were created, tasked to split the categories into their constituent parts and develop tangible activities for each of the seven themes. These were finalised and presented to the MT, who then worked together to develop a framework of action, rather than deliver one roadmap alone.

The result is a framework of seven specific roadmaps, with timelines set for each specific activity. Each roadmap is detailed in the following section.



SECTION 2: A FRAMEWORK OF RESPONSE: SEVEN ROADMAPS TO IMPLEMENT RESULTS AND RECOMMENDATIONS

The following work streams were developed from the working groups that were established with their specific recommendations being developed in order to reach the outcomes and impact that would support reaching our overall goal of Dismantling Structural Racism in.

- i. Work Stream 1: Constructing safe spaces for communication about racial prejudice
- ii. Work Stream 2: Ensuring our people are accountable: Building policies & practice to break with structural racism in MSF
- Work Stream 3: Developing & building ethical leadership in MSF to become an anti-racist organisation / dismantle structural racism
- iii. Work Stream 4: Equity of culture in MSF: Constructing spaces to recognise and appreciate all cultures
- iv. Work Stream 5: Dismantling injustice in MSF's HR system
- v. Work Stream 6: We are all MSF: Dismantling divisions experienced between different groups, offices and positions across the movement
- vi. Work Stream 7: Defusing white fragility in MSF

In the tables that follow here, we outline the work streams, presenting them in a format aligned with the Theory of Change framework. Concretely, this means moving step-by-step through the following:

- **ISSUE** – Structural Racism is entrenched at multiple layers in MSF leading to exclusion, discrimination and harm
- **INPUTS/OUTPUTS** – Workshops to discuss & identify key barriers,
- **OUTPUTS** – Work groups to develop recommendations along thematic lines to dismantle structural racism
- **OUTCOMES** – Internalising and implementing the recommendations toward achieving the change
- **IMPACT** – Reaching a stage where it's clear what Dismantling Structural Racism inside MSF at different levels and in a variety of spheres has yielded.

Our format will highlight the focussing on the links between recommendations, outcomes and impact.

WORK STREAM 1: CONSTRUCTING SAFE SPACES FOR COMMUNICATION ABOUT RACIAL PREJUDICE

BIG IMPACT: MSF SA staff trust safe spaces for engagement on structural racism & have the knowledge, capacity to do so

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
The MT, Board and the regional recentralisation team should: 1) attend all workshops related to DSR 2) commit to addressing and giving feedback on all proposed DSR initiatives 3) communicate agreed actions along with timelines.	MSF SA leadership demonstrates commitment through participation in process, signed statement of intent & action plans toward implementing change	MSF SA leadership is actively engaged in the change process & accountable for outcomes
Management should get involved in social justice initiatives to increase their exposure to a range of topical issues.	MSF SA leadership is engaged in local social initiatives for change & trusted by staff	Trust in MSF SA leadership is enhanced since they are not divorced from the local context and social justice objectives
In the medium to long-term, MSF should reflect a more racially diverse senior leadership.	MSF SA leadership (within the section & operations) is racially diverse	A status quo of whiteness & privilege is disrupted by a racially diverse MSF SA leadership representative of the staff body & more in tune with change that needs to happen
DSR needs to also happen at the project level, with external facilitators if needed.	Facilitated engagements with staff in project locations on race & structural racism lead to detailed analysis for local level implementation	MSF is in tune with & acts upon the direct experiences of staff in project locations regarding race & structural racism
Staff need to be empowered to speak up and contribute more actively to discussions and processes regarding DSR, supported by training/tools.	More MSF staff are empowered & supported to report/discuss experiences of structural racism regardless of power differentials	Safe spaces for discussion, mechanisms are formalised engendering trust among staff that issues of structural racism are visible & will be dealt with
Consider the appointment of a diversity champion to foreground racial diversity issues.	"Diversity champion" or DEI expert employed by MSF SA to ensures transversal integration	MSF SA's demonstrates commitment & action toward change is mainstreamed consistently across the section's departments & their activities
Regular compulsory education should be provided regularly to promote racial diversity awareness.	Awareness on race & structural racism are no longer optional among all MSF SA staff	MSF SA staff are aware, knowledgeable & engaged on issues of race & anti-racist action

WORK STREAM 2: ENSURING OUR PEOPLE ARE ACCOUNTABLE: BUILDING POLICIES & PRACTICE TO BREAK WITH STRUCTURAL RACISM IN MSF

BIG IMPACT: MSF is an anti-racist organisation by holding its systems & staff accountable in dealing with structural racism within its ranks

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
Create an anti-racism policy that must be signed by all MSF employees enforced by HR.	Awareness & compliance with policy	Individuals are accountable in their capacities & actions to dismantle structural racism and chart the way toward becoming anti-racist
Anonymise the hiring process by removing names, photos, nationality, education institution etc. from all CVs to prevent bias.	HR dept. is the custodian of increased diversity in the org	Barriers to entry are lowered for newcomers & MSF insider-ship is challenged with greater diversity of experiences & perspectives
Create a pool of diverse people (BPOC) to be groomed for leadership positions at MSF.	Succession planning is easier, fully supported & MSF's path to change is clearly visible at leadership level. GDs become custodians of change leadership development	Leadership (management) in the new MSF is more diverse with higher levels of representation among people of colour - a break with the Eurocentric/white supremacist features of the old MSF
Recruit an external ombudsman to adjudicate matters of racism.	MSF is better able to manage the experience of discrimination & racism. There are higher levels of trust since bias & fear for career safety are removed from the mind of those experiencing impact of racism (personal or institutional)	The new MSF is a trusted anti-racist organisation that is open to external scrutiny in service of higher levels of accountability & transparency



WORK STREAM 3: DEVELOPING & BUILDING ETHICAL LEADERSHIP IN MSF TO BECOME AN ANTI-RACIST ORGANISATION / DISMANTLE STRUCTURAL RACISM

BIG IMPACT: MSF dismantles structural racism becoming an anti-racist organisation through ethical leadership development, is accountable & aligned to social mission

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
Create a framework for ethical leadership through review of existing materials in MSF and consultation with managers from all departments.	Framework for ethical leadership is in place at MSF	Current & future leadership in MSF have the knowledge + capacity to lead with ethics in daily practice
Translate ethical principles into recognisable behaviours for monitoring & accountability.	In better monitoring desired behaviours, transformation in ethical leadership can be tracked & accountability is ensured throughout MSF	MSF staff & leaders have the tools (principles + behaviours), capacity & are held accountable in the journey toward being an anti-racist organisation
Leadership blueprint should permeate all people-centric touchpoints in MSF policies & practices, overseen by the Board's Social & Ethics Committee.	Ethical leadership & becoming an anti-racist organisation is part of the daily work at MSF	Becoming an anti-racist organisation is not seen as a bolt-on solution but concrete & directly linked to our social mission



WORK STREAM 4: EQUITY OF CULTURE IN MSF: CONSTRUCTING SPACES TO RECOGNISE AND APPRECIATE ALL CULTURES

BIG IMPACT: MSF SA develops bonds based on understanding, discussing & valuing racial/ cultural diversity within the organisation

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
Create regular social opportunities for staff members to learn about and appreciate the various aspects (food, dress, games etc.) of the cultures represented in MSF offices/ projects.	MSF SA staff develop bonds based on mutual appreciation of their diversity in heritage through regular non-work oriented activities which are supported with time & resources	MSF SA acknowledges, values & enhances opportunities for staff to express & experience their diversity to break with a status quo of whiteness/white supremacy

WORK STREAM 5: DISMANTLING INJUSTICE IN MSF'S HR SYSTEM

BIG IMPACT: MSF's HR system is just, fair & equitable in how our people are recruited, managed & developed regardless of where we work		
WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
HR to introduce benefit structures that recognise barriers faced by people of colour – e.g. family responsibilities and healthcare of extended family.	MSF's HR system is aware & recognises structural barriers experienced by people of colour, therefore impacting on progression & retention of a diverse workforce	MSF's HR system disrupts the status quo of white privilege by recognising diverse realities in its benefits packages
MSF SA leadership to regularly review and update HR policies to mitigate against structural racism.	MSF SA leadership maintains updated & relevant HR policies that consistently address injustices in our system	MSF SA's anti-racist action ensures that injustice is removed from our HR system
Create an anti-racism policy that must be signed by all MSF employees.	Awareness & compliance with policy	Individuals are accountable in their capacities & actions to dismantle structural racism charting the way toward becoming an anti-racist organisation
The Board's Social & Ethics Committee along with a few Association members should complete an annual audit of ethical and moral issues in MSF and produce a report on their findings and solutions.	Representative, accessible, empowered & engaged Social/Ethics committee at MSF SA oversees how the section deals with reported injustice while being transparent & annually accountable	MSF SA's HR system is rid of injustices though greater regular scrutiny by an empowered & representative oversight committee
In the medium to long-term, MSF should reflect a more racially diverse senior leadership.	MSF SA leadership (within the section & operations) is racially diverse	A status quo of whiteness & privilege is disrupted by a racially diverse MSF SA leadership representative of the staff body & more in tune with change that needs to happen
HR should adapt to benefits packages (school fees & health insurance) to meet the needs of staff from different locations	MSF's HR system is aware & recognises structural barriers experienced by & lived reality of people of colour – therefore the impact on progression & retention of a diverse workforce	MSF's HR system disrupts the status quo of white privilege by recognising diverse realities in its benefits packages
Compulsory education should be provided regularly to promote racial diversity awareness.	Awareness on race & structural racism are no longer optional among all MSF SA staff	MSF SA staff are aware, knowledgeable & engaged on issues of race & anti-racist action
HR to review the way people are recruited, developed and performance managed to ensure transparency and equity.	MSF's HR system (recruitment, performance management & career development) is reviewed + updated to remove vestiges of structural racism & status quo of whiteness to attract, develop & retain a diverse workforce while all staff are aware of policies & privileges	MSF's workforce is racially diverse and trusts the HR system tasked with their recruitment, management & development
The Association and the Board should play a more active role in holding the Executive accountable for decisions made.	Representative, accessible, empowered & engaged Association and Board at MSF SA oversees how the Section deals with reported injustice while being transparent & annually accountable	MSF SA's HR system is rid of injustices though greater regular scrutiny by an empowered & representative oversight committee
MSF Sections to advocate for and develop an equal partnership with the OC.	MSF SA to lobby & advocate along with other sections to disrupt power imbalances within OCs concerning human resources	MSF SA's relationship with OCs is based on equity & valued contributions through the fieldworkers + staff recruited, managed & developed

WORK STREAM 6: WE ARE ALL MSF: DISMANTLING DIVISIONS EXPERIENCED BETWEEN DIFFERENT GROUPS, OFFICES AND POSITIONS ACROSS THE MOVEMENT

BIG IMPACT: The experience of working for MSF is one of equality & value is not associated to role or seniority

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
Change language and imagery used in MSF to be more inclusive. E.g. use of the words "expats" and white saviour imagery to avoid role judgements.	The culture that one MSF role is more valuable than another, or that one individual 'sacrifices' more to the movement than another is ended	MSF undergoes a culture change that is equitable & inclusive toward valuing our staff as evidenced by our communication internally and externally
Rotate teams who visit the field in order to blur the lines between HQ and field posts.	Distinctions between HQ/offices & the field disappear as more people are mobile in roles across different spaces in support of MSF's social mission	MSF staff have a greater sense of being valued for their contribution & connection to the social mission by enhanced mobility between field, HQ/offices
Develop a leadership incubator	MSF develops its future leadership in professional capacity, ethics, anti-racism	MSF leaders are nurtured & developed to ensure we are an anti-racist organisation in all our actions & directly linked to our social mission
Strengthen the role of MSF SnA in the recruitment of international staff:	MSF SA to lobby & advocate along with other sections to disrupt power imbalances within OCs concerning human resources	MSF SA's relationship with OCs is based on equity & valued contributions through the fieldworkers + staff recruited, managed & developed
Challenge fundraising processes that encourage Partner Sections to pressure OCs to take their international staff purely because they need the staff placed to raise funds from their home society	MSF SA to lobby & advocate along with other sections to disrupt power imbalances within OCs concerning human resources	MSF SA's relationship with OCs is based on equity & valued contributions through the fieldworkers + staff recruited, managed & developed

WORK STREAM 7: DEFUSING WHITE FRAGILITY IN MSF







BIG IMPACT: Dismantling Structural Racism is no longer held hostage by White Fragility within the organisation

WORK GROUP RECOMMENDATION	OUTCOMES	IMPACT
Create mandatory workshops and/or training for white people to better understand structural racism, bias, white fragility, white privilege and racism in general.	MSF staff – particularly white people & managers are obliged to participate in the process. Compliance & participation with the DSR process is grounded in MSF SA policy, and is transferred into OCB as well	MSF'ers most likely to be afflicted by white fragility & their proximity to power, are obliged to engage in a process that increases their awareness, engaging personal change to support the system change that dismantles structural racism
Access to tools and resources where staff can learn more about white fragility. E.g. Webinars, library, podcasts, workbooks, sharing groups, videos to better understand their contribution to experiences of people suffering under Structural Racism etc.	Resources & tools are made available to support MSF staff's awareness & understanding of key concepts such as white fragility, white supremacy etc while staff are engaged in groups	MSF Staff are supported along the journey of defusing white fragility in order to better understand racism and ensure structural racism is dismantled
Create an anti-racism policy that must be signed by all MSF employees.	Awareness & compliance with policy	Individuals are accountable in their capacities & actions to dismantle structural racism and chart the way toward becoming anti-racist
Provide quarterly feedback for those going through the process.	A review, monitoring & evaluation component within the process allows for tracking implementation & lessons learned	MSF is able to follow the progress in defusing white fragility as part of the journey in dismantling structural racism

SECTION 3: MECHANISMS TO MEASURE AND EVALUATE PROGRESS OVER THE NEXT TWO YEARS

The following simple reporting tool was developed for the lead of each working group to use when presenting updates to the DSR Reference Group and the MT on a monthly basis, in order to ensure progress remains on track.

The overall progress will then be presented to the Board on a quarterly basis.

Dismantling Structural Racism:		Working Group:	
Monthly Monitoring Sheet		Author:	
		Date:	
 On Track  Risk  Issue			
Specific Activity	Remarks	Status	Due Date
			
			
			



SECTION 4: TIMELINES

For each of the seven work streams we anticipate the following implementation period by quarter the period 2021 to 2022. There are however still some work to be completed in defining the specific timelines for some work streams (indicated at TBD below).

WORK STREAM 1: Constructing safe spaces for communication about racial prejudice	BIG IMPACT: MSF SA staff trust safe spaces for engagement on structural racism & have the knowledge, capacity to do so						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
The MT, Board and the regional recentralisation team should: 1) attend all workshops related to DSR 2) commit to addressing and giving feedback on all proposed DSR initiatives 3) communicate agreed actions along with timelines.							
Management should get involved in social justice initiatives to increase their exposure to a range of topical issues.							
In the medium to long-term, MSF should reflect a more racially diverse senior leadership.	TBD						
DSR needs to also happen at the project level, with external facilitators if needed.	TBD						
Staff need to be empowered to speak up and contribute more actively to discussions and processes regarding DSR, supported by training/tools.							
Consider the appointment of a diversity champion to foreground racial diversity issues.							
Regular compulsory education should be provided regularly to promote racial diversity awareness.	TBD						

WORK STREAM 2 : Ensuring our people are accountable: Building policies & practice to break with structural racism in MSF	BIG IMPACT: MSF is an anti-racist organisation by holding its systems & staff accountable in dealing with structural racism within its ranks						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Create an anti-racism policy that must be signed by all MSF employees enforced by HR.							
Anonymise the hiring process by removing names, photos, nationality, education institution etc. from all CVs to prevent bias.	TBD						
Create a pool of diverse people (BPOC) to be groomed for leadership positions at MSF.							
Recruit an external ombudsman to adjudicate matters of racism.	TBD						

WORK STREAM 3 : Developing & building ethical leadership in MSF to become an anti-racist organisation / dismantle structural racism	BIG IMPACT: MSF dismantles structural racism becoming an anti-racist organisation through ethical leadership development, is accountable & aligned to social mission						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Create a framework for ethical leadership through review of existing materials in MSF and consultation with managers from all departments.							
Translate ethical principles into recognisable behaviours for monitoring & accountability.							
Leadership blueprint should permeate all people-centric touchpoints in MSF policies & practices, overseen by the Board's Social & Ethics Committee.	TBD						

WORK STREAM 4 : Equity of culture in MSF: Constructing spaces to recognise and appreciate all cultures	BIG IMPACT: MSF SA develops bonds based on understanding, discussing & valuing racial/cultural diversity within the organisation						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Create regular social opportunities for staff members to learn about and appreciate the various aspects (food, dress, games etc.) of the cultures represented in MSF offices/projects.	TBD						

WORK STREAM 5 : Dismantling injustice in MSF's HR system	BIG IMPACT: MSF's HR system is just, fair & equitable in how our people are recruited, managed & developed regardless of where we work						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
HR to introduce benefit structures that recognise barriers faced by people of colour – e.g. family responsibilities and healthcare of extended family.	TBD						
MSF SA leadership to regularly review and update HR policies to mitigate against structural racism.	TBD						
Create an anti-racism policy that must be signed by all MSF employees.							
The Board's Social & Ethics Committee along with a few Association members should complete an annual audit of ethical and moral issues in MSF and produce a report on their findings and solutions.	TBD						
In the medium to long-term, MSF should reflect a more racially diverse senior leadership.	TBD						
HR should adapt to benefits packages (school fees & health insurance) to meet the needs of staff from different locations	TBD						
Compulsory education should be provided regularly to promote racial diversity awareness.							
HR to review the way people are recruited, developed and performance managed to ensure transparency and equity.	TBD						
The Association and the Board should play a more active role in holding the Executive accountable for decisions made.	TBD						
MSF Sections to advocate for and develop an equal partnership with the OC.							

WORK STREAM 6 : We are all MSF: Dismantling divisions experienced between different groups, offices and positions across the movement	BIG IMPACT: The experience of working for MSF is one of equality & value is not associated to role or seniority						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Change language and imagery used in MSF to be more inclusive. E.g. use of the words "expats" and white saviour imagery to avoid role judgements.							
Rotate teams who visit the field in order to blur the lines between HQ and field posts.							
Develop a leadership incubator							
Strengthen the role of MSF SnA in the recruitment of international staff:							
Challenge fundraising processes that encourage Partner Sections to pressure OCs to take their international staff purely because they need the staff placed to raise funds from their home society							

WORK STREAM 7 : Defusing white fragility in MSF	BIG IMPACT: Dismantling Structural Racism is no longer held hostage by White Fragility within the organisation						
RECOMMENDATION	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Create mandatory workshops and/or training for white people to better understand structural racism, bias, white fragility, white privilege and racism in general.							
Access to tools and resources where staff can learn more about white fragility. E.g. Webinars, library, podcasts, workbooks, sharing groups, videos to better understand their contribution to experiences of people suffering under Structural Racism etc.							
Create an anti-racism policy that must be signed by all MSF employees.							
Provide quarterly feedback for those going through the process.							



SECTION 5: ACTIVITIES STILL TO BE DONE.

- Identify methods to increase transparency internally and externally on this initiative.
- Develop a budget for implementation in 2021 and 2022.



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