



How can you measure what you can't define?

*A qualitative study exploring community engagement
at MSF*

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Before starting...



Community(ies)

Geographical, Social, Heterogeneous, Changing



Community Engagement

Continuum

Mobilize- Collaborate - Empower



Why
Community
Engagement?

Research Questions



How do actors across different institutional levels define, perceive, and evaluate “community engagement”?



Describe the understandings, the objectives, and process of “community engagement”



Analyze and assess challenges and strengths of community engagement

Design & Methods

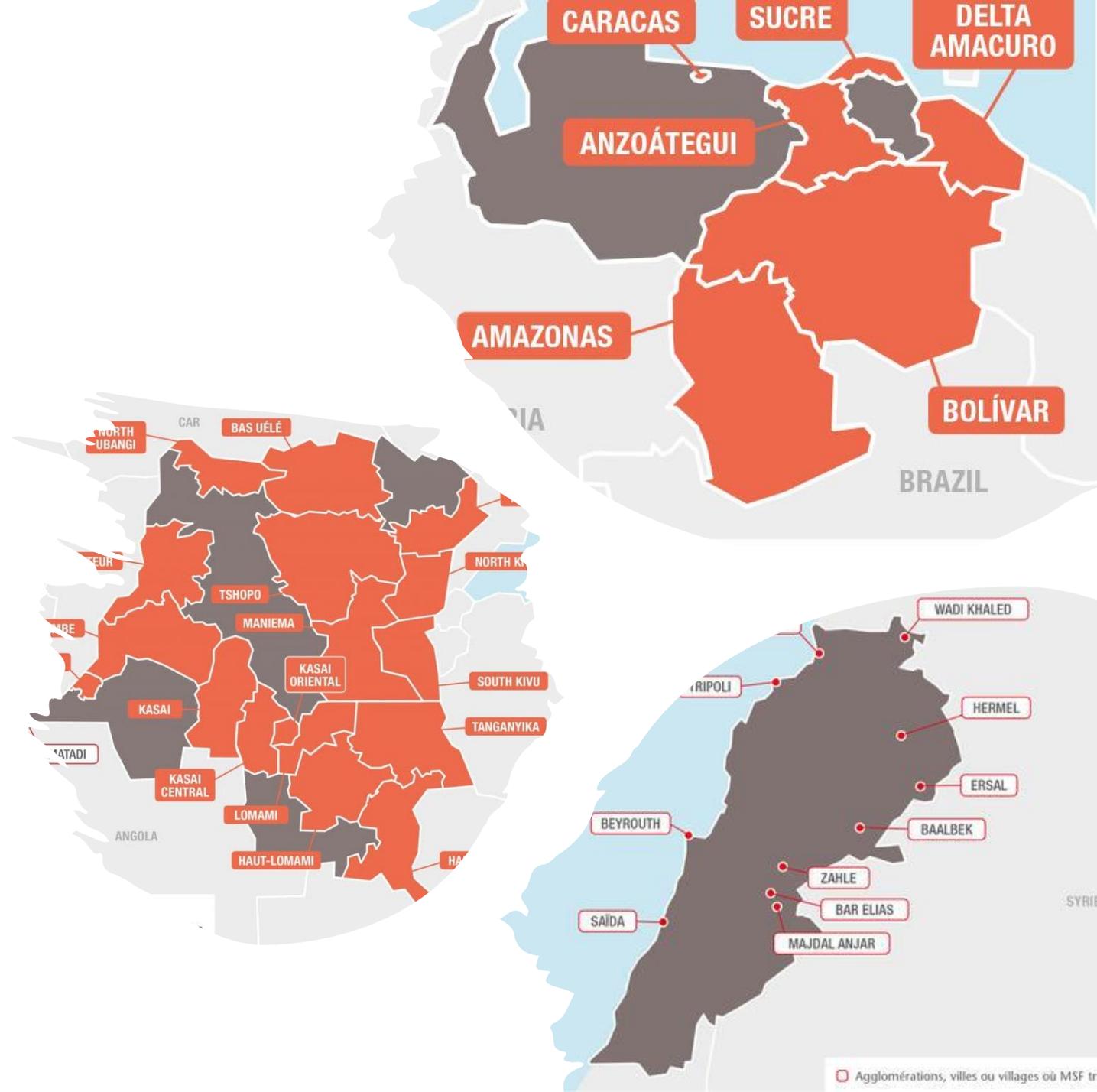
Qualitative, case-based approach

Three missions, and two sites in each mission

Purposive sampling

56 Key Informant Interviews

Document Review



Results & Analysis

Community Engagement at MSF

"Systematically include the community during the project cycle"

"Connecting with communities for us will be about embedding our operations in the realities of communities' struggles"

"We will strive to engage in a collaborative approach to decision making"

Institutional Policies and Documents

"The main focus [...], must be on community engagement from day one."

Strategic Orientations 2020-23
Operational Prospects 2020-23
OCB Community Engagement Discussion Paper
OPS Quality Framework
(MY)ARO Documents

"Ensuring that we listen and learn how communities are addressing the challenges ."

How is Community Engagement Understood?

- Continual process over time
- Involvement of communities in all elements of project cycles from decision making on recruitment to activity implementation
- Listening to communities to understand their needs
- A way to work together to improve health, taking steps together
- Promotion, awareness and education





What are the Objectives of Community Engagement?

- Means to an end - behaviour change, responsiveness of care
- Buy-in, acceptability
- Security and access for MSF
- Rarely sustainability of activities
- Accountability?

Who is Involved in Community Engagement?



Who in the communities?

Representation



Who within MSF?

Transversal?
Role of national staff & association



Perceived Process of Community Engagement

- Who sets the agenda and who decides?
- Shared decision-making?
- More intervention than a process

Challenges in Community Engagement



Resources & Prioritization



Power & Decision-Making



Guidance & Support



Strategic objectives "pull us away" from investing



Management and individual attitudes

Discussion

Uncertainty in Understanding

- Full understanding of spectrum but focus on mobilization and at types collaboration

Our Reality or Their's?

- "Embedding our operations in the realities of communities' struggles"
- Our need or their's?

Empower without Sharing Power?

- Knowledge of Experts
- Not just where decision-making happens but how

"Communities from Day 1"?

- Prioritization, resources

Recommendations



Structural adaptations to foster more community participation in operational decision making



Support Framework & Guidance



Training in all departments both in the field and offices



Including community engagement as a transversal topic across medical circles and operations



Integrating a system to monitor quality, process and impact of community engagement



Thank You. Questions?