

# A 'WIDER LENS' AND A SHARPER FOCUS

## THE IMPACT OF THE LEAP PROGRAMME ON THE PROFESSIONAL DEVELOPMENT OF GRADUATES AND ON THE DEMOGRAPHIC COMPOSITION AND CAPABILITIES OF MSF'S LEADERSHIP

### OVERVIEW

The MSF LEAP (Leadership Education Academic Partnership) programme is a fully funded, flexible, postgraduate programme for Médecins Sans Frontières (MSF) staff.

This evaluation reviewed the impact of LEAP on the professional development and career trajectories of graduates, and its impact in relation to the demographic composition and capabilities of MSF's leadership.

### Results:

- **Skills and Career Development**
  - LEAP has built a diverse pool of graduates with leadership skills for humanitarian contexts. Many have applied their learning to improve outcomes in MSF, though its direct impact on career progression is mixed and harder to isolate. Demographic composition and capabilities of MSF leadership
- **Demographics & Capabilities of MSF Leadership**
  - Opportunities to share humanitarian knowledge after LEAP are limited. Some support roles lack the understanding or skills to help graduates apply their learning, and inequalities persist in access to the programme.

### Methodology:

- *Mixed-methods approach: principles of tracer studies; stakeholder reflections on programme impacts; demographic analysis of the student and graduate population.*
- *35 remote interviews: 14 LEAP graduates, 7 Pool/Career/Line managers of LEAP students and graduates; 5 OC L&D; 5 representatives of internal development/research programmes; 3 LEAP team members.*
- *Limitations: Incomplete career progression data; assigning contribution of LEAP to skills development and career progression; getting an organisational perspective of the*

### Conclusions

There is evidence for LEAP having contributed to both skills development and career progression for many graduates.

However, this evaluation suggests that neither of these things has happened systematically since the inception of the programme.

### Recommendations:

- *Expand and sustain face-to-face LEAP modules with university and internal partners to ensure diverse, high-impact learning.*
- *Promote LEAP's role in building MSF capacity and equip managers to apply its content effectively.*
- *Strengthen equitable access through inclusive selection and tailored entry opportunities.*
- *Provide targeted graduate support and networking using mentoring and digital tools.*

### Did you know that ...

Over 87% of respondents say that LEAP has improved their **analysis of MSF contexts**, their use of **data to inform decision making**, and their **critical reflection** on present-day humanitarian operations.

