



INTEGRATION

FREQUENTLY ASKED QUESTIONS



Updated: 08 October 2025

Welcome!

Integration is a big project, and we know many of you have big questions!

Thank you to all those who have submitted questions, whether that be by email, in conversation, or through our latest All Hearts event. It helps us to understand what is important to you.

This document aims to capture your questions and answer them, giving you a resource that you can refer back to.

We will aim to update this document regularly; please continue to send in your questions so that we can keep you informed. You can do that by filling out the integration [feedback form](#), or by emailing us on integration@mafint.org.



Emily Davies
Head of Integration Change
& Engagement



Integration: Frequently Asked Questions

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Notes and Updates

1. The question 'Who are the integrating parties?' was added on 08 October 2025 following Global Forum.
2. One MAF Champions have been renamed New MAF Ambassadors. This language has been updated throughout.

Integration

What is Integration and why is it needed?

Integration is the process of MAFI and 13 resourcing groups moving into a new organisation together – a ‘new house’. See slides 9-17 in the June [All Hearts information pack](#).

This will enable us to work better together as one organisation.

Who are the integrating parties?

The 14 parties, sometimes referred to as 13+1 to represent 13 resourcing groups and MAF International:

1. Australia
2. Denmark
3. Finland*
4. France
5. Germany
6. Italy
7. Netherlands
8. New Zealand
9. Norway
10. South Africa
11. Sweden
12. Switzerland
13. UK
14. MAF International

MAF Asia groups (India, Malaysia, Philippines) are not voting members of MAF International (historically they’ve been referred to as ‘Provisional Members’) and so have not been counted in the 14. However, they did sign the Integrating Parties Agreement, so they will move into the new MAF ‘house’.

*MAF in Finland have expressed support for integration, however they were not able to sign the Integrating Parties Agreement at Global Forum 2025. They will work towards being able to sign and move into the ‘new house’ in the coming months.

(This question was added on 08 October 2025 in light of the result of Global Forum)

Why do we need to integrate? Can't we just collaborate more?

Collaboration is really important, and we have seen an increase in collaborative efforts over the last few years. However, this is still not enough to see the results that we need. Having clear lines of authority and accountability and being able to access other sources of income as one organisation, remains key to our success and this cannot be achieved by simply collaborating more.

Is Integration the only option?

We believe Integration is the best way to grow and continue to reach isolated communities. If we stay as we are, even with our best collaborative efforts, we won't have enough resources or staff to serve all the communities we do now, and the organisation would have to shrink. Integration won't fix every problem, but it positions us well to make a bigger difference, both internally with the issues we face, and in the isolated communities we serve.

What is our Plan B?

After careful consideration, with the help of experts in PA Consulting, Integration is the plan that all CEOs and Board Chairs decided to pursue at Global Forum in September 2024.

Staying as we are will not set us up for the future that we envision. We believe Integration is our best option. However, this is an 'agile' process, which means that we are willing to adapt and change our plans as we go, according to what is best for the long-term future of the organisation. Integration is a big project, we don't know what the future holds. Because of this willingness to adapt and change, it's possible that the future Integrated MAF may look different to the Integrated MAF that we presented to you at All Hearts. This is ok, and a part of the process.

How much time has been taken consulting the isolated communities we serve to ascertain their evolving needs?

Isolated communities are central to why we do this work. Integration will enable us to serve them better by having more resources, better systems, and the right skills where they are needed. We will involve communities in consultations as new strategies develop. It is very important they are consulted when changes impact them, but we are not at that stage yet.

There have been previous attempts at ‘integration’, including between the two operational regions – Africa and Asia-Pacific. Processes, systems and decision making are still fragmented and inconsistent. Are the integration team aware of this issue and are they also seeking ‘a more perfect union’ as part of their scope?

Yes, we are aware of previous challenges. We are learning from them and working with experts to make Integration successful.

We are confident that, as best we can, we have positioned ourselves well for Integration to succeed. We have sought outside expertise and are building and resourcing a programme which is specifically tasked with the holistic success of Integration. How we work together will always be a work in progress and we will always have room to grow and improve, but we hope that in time we will have a vastly improved integrated organisation model which sets us all up to succeed.

How did we get to 5,000 communities talked about in the vision for 2045?

Right now, MAF serves about 2,500 communities. Our vision is to double our impact by 2045, and one measure of that is the number of communities we serve. This number is a hope and goal to inspire and direct our growth - not a hard target.

Integration Roadmap

How long will it take for Integration to come to fruition?

We expect Integration to take about three years to fully establish the new organisation. Some aspects, especially legal ones, might take longer because they are quite complex. Our goal is to be operating as one integrated organisation by 2028. We're sure that steps toward working better together will continue after Integration, but we are focusing on the changes that offer early value and the biggest impact.

How often will we be having updates on progress such as All Hearts from the IST?

We want to keep everyone up to date and involved. All Hearts will happen several times a year, with the next scheduled for September* after Global Forum.

**Rescheduled to November*

People

With so much focus and energy given to Integration over the coming years, what would you as leaders say to field staff who are serving in challenging environments with limited resources?

Integration is designed to help you thrive in your challenging environments. By bringing together all our strengths, we can better support programmes in the field with the resources you need. We see you, we hear you, and we are truly grateful for your dedication, often in difficult circumstances. Integration will enable the organisation to support you better, and it will enable you to achieve more in the valuable time that you have so that you can have a greater impact in reaching isolated people.

What's the plan for local (home grown) pilots?

There is no detailed local pilot plan yet. The People Workstream is developing a People Strategy. This includes improving how we recruit so that we can grow and serve more isolated communities and how we invest in our local staff. A workforce planning project also started in July 2025. Its aim is to identify and plan our requirements across MAF for pilots, engineers and country directors. This is an important area we are focusing on for the future.

Will we be automatically moved into the new house or will we all have to reapply for our jobs?

We will work with each location to move staff into the new house. Many jobs will remain the same. Some roles might change to better serve the whole organisation, allowing us to work differently and more effectively, but it is not anticipated that you will need to reapply for your role - we need great people like you to continue serving.

It was mentioned that different people are treated differently, please explain this. How will Integration help?

It's our heart to ensure that all staff – wherever they work and wherever they are from, are cared for and have the opportunities they need to grow and thrive. But sometimes our varying standards and practices across the 14 different organisations mean that different people are treated differently. With more joined up working and consistency we can make improvements in how we care for all our staff. With consistent standards, we can ensure that all staff receive what they need to do their job well, thrive and progress – empowering them to be their best and make a difference to the isolated communities we serve.

What happens to staff with duplicated responsibilities?

Integration is not about cutting jobs - we all have important work to do! Many jobs will stay the same. Some roles will change to better serve the whole organisation, allowing us to work differently and more effectively. There are new opportunities, and we need great people like you to continue serving.

In most cases, each location will still need the roles that it has – even if those people now serve a broader sector of people through shared services - and so duplication of responsibilities might be rare. Often, the job will remain the same but the people you serve might change.

Fundraising

Given that many large institutional donors will hold values and policies that do not dovetail well with our overt Christian values, how will this potential clash of values be navigated?

We want to seek funding opportunities that align with our values. While some institutional donors might not be the right fit for us, that's ok - we will be careful about who we partner with. Many donors share our values, and we are confident we can find the right ones to support our work without compromising who we are.

How do you plan to increase funding when there are clearly so many people who have never heard of MAF? Are there plans to address that issue first?

The funding workstream is tasked with looking at all aspects of funding – this includes mass market acquisition, reaching new markets and maximising all opportunities to reach and convert new donors, as well as accessing funding opportunities from larger donors and institutions where values align. Integration will position us to have a larger impact in the wider market.

What was meant by commercial ventures during the funding presentation?

Within MAF we have a lot of technical expertise that people are willing and able to pay for. These could be in the areas of training – like safety training with other operators, improved business models for commercial flight training, or practical services like maintaining another operator's aircraft. These are all potential areas for commercial growth which could bring in much-needed funds to the organisation. However, we will always balance these ventures with the needs of isolated people and will never pursue commercial ventures at the expense of the isolated people we serve.

Who we are

Will the MAF vision and mission change?

No, we are committed to our vision and mission.

Will we change our name?

We will keep the MAF name and remain part of the MAF family.

Will our branding change? E.g. brand colours and logo

Any change of the logo and colours will be done as part of a broader branding discussion in conjunction with MAF US and MAF Canada as we remain a part of the broader MAF family.

How will Integration look externally?

Being integrated will allow us to present ourselves as one unified organisation. This will show our strength and shared mission clearly, making it easier to have a bigger impact. People will see us as a larger, more capable whole, a more sustainable organisation that is able to make a more significant impact, rather than as separate groups.

What about US & Canada?

The vote to integrate applied to MAF International and member resourcing groups - not MAF US or Canada. However, leadership in US and Canada support our Integration journey and we continue to work with them as we progress.

There may be things that affect US and Canada, like branding – but these things will involve the US and Canada teams as they always have done.

We hear a lot about the need for increased funding, which is clear. However, are we also concerned to seek increased prayer support? What is our current trend and what are our hopes for prayer support?

Prayer remains a central part of our organisation. We can do nothing apart from God and we are grateful for all the supporters who keep MAF in their prayers on a regular basis. Some areas of the organisation are actively developing their prayer support communications – a public prayer WhatsApp channel has recently been launched in the UK. We expect this to continue, but in an integrated MAF, prayer support can be joined up and reach more people.

Africa being the biggest labour force in the world. How will integration take this into consideration and how is this being represented in the integration team?

We are very aware that MAF is a beautifully diverse organisation, and we deeply value all our staff from all parts of the world. We continue to hear from staff at all levels and locations, and will be involving resourcing, programme and operations staff in workstreams and as New MAF Ambassadors to ensure all voices are heard.

The People workstream is working hard to create a People strategy that is underpinned by our equality, diversity and inclusion (EDI) work, which aims to create an organisation where everybody – no matter where they are from – has the opportunity to thrive and grow in MAF.

How we work

What will the practical difference be to international and national staff in programmes?

At first, things may not feel very different in programmes. It will take time for the benefits of Integration - like improved resourcing, recruitment, and quicker decision-making - to show in your work. You might start seeing teams working more closely across countries, rather than as separate offices. We look forward to celebrating these improvements with you as they happen.

Where will the Shared Services centre be located?

There will not be just one physical Shared Services centre. Instead, Shared Services will be spread across different locations. For example, HR staff in your local office might also serve the wider organisation. This ‘borderless’ approach allows experts to support the whole organisation wherever you are, and whatever timezone you’re in.

How is the IST team accommodating the legal structures of the different countries in the ‘new house’?

MAF’s legal setup is complex. Each legal entity will be reviewed individually. We aim for a lean structure that meets legal and regulatory needs. We have legal experts helping us navigate this.

Are the workstreams ordered or prioritised by importance?

No, the workstreams are all equally important. They work side by side to move Integration forward, and we need to focus on all of them together for success.

How will the Integration work be offset against Business as Usual (BAU)?

We can’t put our current work on hold while doing Integration. There will always be a balance between trying new ways of working and continuing our daily responsibilities. Sometimes we might prioritise long-term benefits over short-term gains, but we hope that by each contributing our part, we can move forward together to accomplish what needs to be done. We are mindful of people’s capacity and will work with managers to ensure their staff are not overloaded as we progress.

Is this centralisation?

No. Integration is about working smarter and more efficiently, not centralising control. The plan is to empower local teams to make decisions with clear responsibilities while using shared expertise across the organisation and aligning with one, clear strategy.

Which capabilities or Centres of Excellence (CoEs) are we prioritising to unify and scale in the new One MAF?

As we transition to One MAF, we are in the process of identifying which capabilities and Centres of Excellence (CoEs) should be unified and scaled first. Our aim is to focus on the areas that will deliver the greatest value early on, while laying the foundation for long-term integration and impact. We are engaging with teams across MAF to design what is most needed and feasible in the first phase, and to ensure that any unified capability adds real value both locally and globally. Our approach is to start with what works, learn quickly, and scale thoughtfully.

Will this feel more hierarchical?

We want a lean, agile organisation where people have the right roles and authority to make decisions at the right levels within a clear framework. It may look like a larger number of Executive Leadership Team (ELT) members than we currently have, however these roles combine both resourcing and operations into one, bigger organisation, and are necessary. We hope that the positive aspects of our MAF culture that we love – where leaders are approachable, open and listen, and where we all serve one another in love – will remain.

Are we being agile or working with Agile Methodology? If the latter, can we have workshops/training, so this is fully understood?

Both! We want to become an organisation that is flexible and agile, where decisions can be made quickly at the right level by the right people. However, in the Programme Team and the Workstreams, we are working with Agile Methodology, and some resourcing groups and operations departments have also been working in an Agile way already. As this new way of working develops across the organisation, training will be required to ensure that we all fully understand how we work and what is expected.

It was mentioned that we will be moving towards all using the same systems as part of integration. Is that expected to be all systems in all areas of our work, or will it be specific areas like training or logistics?

Systems are tools that enable us to work together well. They set us up for better communication, collaboration and data analysis. The exact systems that will integrate are not yet decided; however, we will start with the systems that offer the most impact and value to an integrated organisation. We recognise that with new systems comes new training and onboarding processes. Systems are only successful if they become a part of our embedded work practices. For this reason, we will need to be wise in how we introduce new systems and transition from one to another.

Getting involved

How do we get a chance to give our input if we have very limited capacity if any?

We understand that many of you are limited on time, but it doesn't mean we don't want to benefit from your experience and expertise. You can still contribute by filling out Pulse Surveys, emailing us your thoughts and praying for us.

If there are specific areas that you feel you can contribute to, please still let us know. It might be that a Workstream could benefit by having a one-off call with you to hear your thoughts. This won't take up too much of your time but could be valuable to the workstream team.

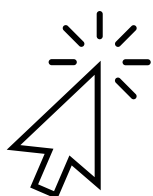
Where is the voice from the programmes and operational side of our work? How is the IST understanding the perspective from the field?

Integration includes all thirteen resourcing groups plus MAF International operations. Resourcing may feel changes first, and operations will be involved later. Leaders with deep operational experience chair and contribute to the Integration team. We continue to seek out and hear from staff at all levels and locations and will involve programme and operations staff in workstreams and as New MAF Ambassadors to ensure all voices are heard.

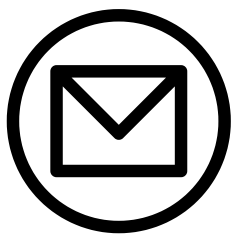
For those who requested to join the integration team, what's the current update on that?

Thank you to everyone who has expressed an interest in joining our support team. As we build the workstreams, we are actively looking at who can contribute their skills and expertise in each area. If we find a good match, we will first speak to your line manager and then we will invite you to join a project or workstream. We've just asked someone to join our team who will be supporting us in this, so we hope to have some of you onboarded soon!

Still got questions?



Fill out our feedback form [here](#).



Email us at integration@mafint.org.