



# MSF CANADA STRATEGIC PLAN 2020-24



## PREAMBLE

Dear MSF Colleagues, Contributors, Supporters and the People we seek to assist,

We are proud to be part of a movement with a singular purpose, rooted in the principle of humanity, to reach and assist those most affected by conflict, repression, neglect and disaster. We are genuinely and resolutely focused on this common objective. It is our social mission, and Doctors Without Borders/Médecins Sans Frontières (MSF) Canada exists to contribute to this end. Every choice and every investment we make is guided by the intent to have the greatest possible positive impact on the people MSF assists.

MSF, including MSF Canada, has grown rapidly in recent years thanks to high levels of public trust, and in response to the ever-mounting global scale of human need. We do not anticipate a less harsh world for the most vulnerable in the years to come. And we are keenly aware of the urgent need for our organization to evolve to most effectively respond.

Last year, MSF's International Board highlighted some of our shortcomings – persistent internal inequity, medical (ir)relevance, ineffective channelling of our voice, and governance and managerial inertia, among others – and warned that “we urgently need to correct some aspects of our current trajectory.” MSF Canada is wholly committed to exemplifying and propelling the organization's transformation over the next four years. We will view all that we do through the dual lens of social-mission impact and our potential to catalyze the organization's transformation.

Our Movement-Wide Orientation (MWO) continues to define our engagement with the rest of the movement, in the belief that this orientation best positions us

to deliver our social mission. We value collaboration across the movement, including with the operational centres (OCs) that directly manage our field work, as well as newer entities who bring fresh perspectives and approaches. We accept the extra effort this approach requires in cultivating relationships and participating in multiple forums, in the realization that our MWO is integral to our strategic vision.

Following recent years of tremendous growth, MSF is now in a phase of heavily drawing down our reserves, and we must therefore rein in our expenditure and ramp up our fundraising. For MSF Canada, this means balancing our high ambitions with slow growth. We will look to prioritize and consolidate some of our activities as well as to identify ways to work more efficiently and effectively.

Finally, our strategy and our vision cannot possibly be realized without motivated, engaged, well-supported and empowered people. We recognize that MSF employees across the world and in Canada have not always felt included or empowered, and have at times suffered abuse and discrimination. This must change – it is a moral imperative and it is required if we are to live up to our own values. It is also a necessity if we are to be at our best in delivering this strategic plan. We must face the difficult and challenging work of creating a fully healthy organizational culture. This path will not be without curves and speedbumps, but we are resolutely on it.

We thank you and we hope that you are as inspired as we are by our vision and by the opportunity we have in the coming four years to be a vital enabler of MSF's social mission and a catalyst for movement-wide transformation.

**DR. WENDY LAI**

President, MSF Canada

**JOE BELLIVEAU**

Executive Director, MSF Canada



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## VISION

MSF CANADA IS A VITAL ENABLER OF MSF'S SOCIAL MISSION AND A CATALYST FOR MOVEMENT-WIDE TRANSFORMATION.

Through our Movement-Wide Orientation; on the foundation of a mature and engaged association and staff corps; embedded in a diverse, technologically advanced and open society; and building upon initiatives well underway, MSF Canada is poised to realize our vision in multiple and meaningful ways. We will help MSF to be fit for a dynamic future in which demographic, economic, technological, environmental and socio-political changes will continue apace, creating challenges as well as opportunities for MSF and the people we assist.

## GUIDING VALUES

Rooted in MSF's Charter, which guides our social mission on the principles of humanity, impartiality, neutrality and independence, and on the basis of universal medical ethics (see Annex II), MSF Canada will realize its four-year strategic vision by living and promoting the following values. It is through the expression of these values that we intend to continuously shape our organizational culture.

### OUR INTERPERSONAL VALUES

Humanity sits at the heart of our social mission and our organizational culture. We consistently conduct ourselves with respect and integrity, standing against all forms of discrimination. We value diversity of experience and perspectives, and we resolutely strive for a working environment that is equitable, and where our people are genuinely included in realizing our collective mission.

### HOW WE WORK

We are results-driven, and we maintain and foster the *sans-frontières* mindset, in which we continuously seek to discover, learn and apply our ingenuity to overcome challenges in carrying out our social mission. We allow ourselves to be disruptive and bold, to take risks, and to embrace trial-and-error as an essential part of the transformative process.

### HOW WE RELATE TO THE MOVEMENT

MSF Canada's Movement-Wide Orientation (MWO) remains the guiding force for how we seek to relate with and contribute to the movement, steadfastly striving to have the greatest possible positive impact on the people MSF seeks to assist. The values that underlie our MWO are: impact, transformation, coherence and shared-responsibility.<sup>1</sup>



<sup>1</sup>See Annex III 'Expression of MSF Canada's Movement-wide Orientation, May 2018'

## CONTEXT

*The world's political order is in flux. Populations are increasingly connected but harder to reach, and there have never been more people displaced and excluded from health care than today.*

There is little indication that hardening policies constraining, or even criminalizing, the people we assist and our own staff will relent. Nationalism is on the rise and states increasingly assert control over humanitarian action, while the western liberal order underpinning MSF's historical identity and acceptance is on the decline. The delivery of humanitarian aid is challenged by increasingly protected borders, shrinking funds and the unabated erosion of International Humanitarian Law, horribly exemplified by each new attack on civilians or health facilities. And overshadowing these realities are the force-multiplying effects of climate change and environmental degradation, which will disproportionately exacerbate the vulnerability of the already most vulnerable.

MSF was created in the face of adversity and has consistently risen to the countless challenges of humanitarian action over the years. This spirit remains as necessary as ever to confront the challenges we face externally by forces that deny our presence, oppose our action and threaten our safety, as well as internally in response to growing and legitimate calls for fundamental organizational policy and cultural transformation.

MSF has grown exponentially in recent years, while structural and cultural adaptations have lagged. The International Board's Call for Change, among other pleas, points to the urgent need for deep and meaningful transformation. Decision-making and governance systems are congested, and we are not fully releasing the competence and creative capacity of our global workforce, a practical as well as a moral shortcoming. MSF continues to be among the most present and impactful humanitarian organizations in contexts of conflict, neglect and repression, but we must change and adapt at a greater pace in the years ahead if we are to live our purpose to its fullest.

MSF in Canada is well-positioned to contribute to the organization's positive transformation. Our Movement-Wide Orientation is an advantage in promoting trans-OC change, and our people - staff and associative - have a broad range of experience and competence. The Canadian context also has advantages. Canada has a highly qualified and diverse workforce, sizeable diasporas and local professional association networks, and a nimble and accessible technology and innovation sector. Fundraising growth potential is high in Canada, as is climate awareness. And our efforts to promote equity, diversity and inclusion resonate among a large segment of Canadian society.

MSF Canada is poised to be a major contributor and change-agent within MSF. However, to be at our best and make our most impactful contributions to MSF's social mission, we must also continue to change here in Canada. Many of our structures and systems are outdated and we must pay deep attention to living our values and creating a consistently motivating and respectful working environment. MSF Canada has an exciting and immensely important role to play as a vital enabler of MSF's social mission and a catalyst for movement-wide transformation.



## STRATEGIC PRIORITIES

To realize our vision of being a vital enabler of the social mission and a catalyst for transformation, we will invest in 'core' as well as 'choice' initiatives.



# ENABLING MSF'S SOCIAL MISSION – CORE INITIATIVES

Core initiatives are the historically consistent activities that MSF Canada and most other sections have undertaken as fundamentally supportive of the social mission.

## 1. PEOPLE ON ASSIGNMENT

MSF Canada attracts, recruits, develops, (re)deploys and cares for engaged and responsible personnel for MSF's field missions, remaining responsive and flexible to the human resourcing needs of the movement.



### **GOAL** HR-FIELD

By 2024, MSF Canada's field workers will feel highly prepared before their deployment, supported during their assignment and well taken care of upon their return.

## 2. TÉMOIGNAGE, ADVOCACY AND COMMUNICATIONS

MSF Canada presents a coherent and compelling public narrative through our témoignage, advocacy, fundraising and recruitment that inspires people in Canada to take action in support of our social mission.



### **GOAL 1** PD - HA

Throughout the strategic plan period, MSF Canada will be highly responsive to ongoing and emerging movement-wide advocacy objectives and by 2024 will have had significant influence on Canadian Government policy.



### **GOAL 2** PD – HA

By 2024, MSF Canada will have championed and advocated in Canada for the development of transformational medical treatments relevant to our social mission.



### **GOAL 3** COMMS

By 2024, MSF Canada will have increased its brand awareness, and will be highly trusted by the public who will associate MSF with our core humanitarian principles (humanity, impartiality, independence and neutrality).

## 3. RAISING FUNDS

MSF is the top-of-mind international not-for-profit organization to donate to in Canada. We contribute significantly to MSF's financial health to drive our social mission.



### **GOAL 1** FR

By 2024, MSF Canada will be one of MSF's eight main fundraising sections.



### **GOAL 2** PD – PIF

By 2024, we will have expanded and diversified our public institutional funding portfolio.

# ENABLING MSF'S SOCIAL MISSION – CHOICE INITIATIVES

Beyond our core work, we will select and invest in choice initiatives that have high potential for realizing our vision. Such initiatives are evaluated against the following criteria, in order of importance:

1. Social mission impact – how will the people MSF seeks to assist benefit?
2. Transformation – how will the initiative positively transform how MSF delivers its social mission?
3. Does it promote movement-wide coherence?
4. Does the initiative meet an unmet need, and does it have buy-in from key stakeholders in the movement, OR can it realistically generate such buy-in?
5. Does MSF Canada have sufficient capacity to manage the initiative, and can it capitalize on other capacities across the movement (particularly outside of the operational centres)?
6. What comparative advantage does MSF Canada have, including advantages of being based in Canada?
7. Is it cost-effective/efficient?





Our choice initiatives are necessarily movement-wide and transformative. We will focus our efforts and resources on realizing the goals outlined below, while preserving limited capacity to opportunistically launch or support other high-potential initiatives (e.g. short-term projects including TICs). All choice initiatives aim to enable the social mission in one of the following three ways:

## 1. CLIMATE, ENVIRONMENT AND HEALTH.

Recognizing that climate change and environmental degradation will increasingly drive humanitarian need, MSF Canada plays a key role in (re)positioning the organization to effectively and responsibly respond to this unprecedented threat to humanity.



**GOAL 1** PD – CEH

By 2024, MSF Canada will have significantly contributed to exposing the links between climate change/environmental degradation and their health and humanitarian consequences, thereby facilitating evidence-based operational choices and advocacy.



**GOAL 2** PD – CEH

MSF Canada will have contributed to MSF’s global action to understand, measure, monitor and substantially reduce its environmental footprint, and will have significantly reduced our own carbon footprint in Canada.

## 2. TRANSFORMING MSF’S WAY OF WORKING.

Through our Movement-Wide Orientation, we actively participate in co-creating the future of MSF; we help build and participate in projects, platforms and emerging entities with the intention of positively transforming how MSF operates.



**GOAL 1** TIC

By 2024, the Transformational Investment Capacity will have significantly accelerated the transformation of MSF to more effectively deliver medical care and humanitarian action.



**GOAL 2** PD - TM

By 2024, Telemedicine will be a standard feature of MSF’s medical action and widely available to MSF medical personnel, enabling accurate diagnoses and treatments, and providing direct and indirect learning opportunities to all users, via access to a truly global network of clinical experts.



**GOAL 3** EDO

By 2024, we will have actively participated in MSF’s global governance via strategic participation in key platforms and governance projects – including new or emerging MSF entities – challenging the status quo and promoting the values expressed in our Movement-Wide Orientation.

## 3. SAFETY AND WELL-BEING OF MSF’S GLOBAL WORKFORCE.

We actively contribute to improving safety and security, and promoting equity, diversity, inclusion and responsible behaviour for all MSF staff.



**GOAL 1** SIMM

By 2024, the Sharing Incident Memory and Mitigation project will have substantially contributed to the movement’s ability to respond to critical incidents, mitigating their impacts and consolidating MSF as a risk-conscious organization.



**GOAL 2** FIELD HR AND EDO

By 2024, MSF Canada will have substantially contributed to the creation of a global workforce that is more equitable and inclusive, and behaves more responsibly.

# HOW WE WILL GET THERE – ENABLING MSF CANADA TO DELIVER

To be capable of making our best efforts to enable the social mission, we must ensure that our own house is in order. We invest in three key areas to ensure that MSF Canada is at its best.

## WORKFORCE AND CULTURE.

MSF Canada is a learning organization fostering a respectful and value-driven working culture that enables an engaged workforce connected to the social mission.



### GOAL 1 HQ AND FIELD HR

MSF-Canada will offer equitable opportunities for applicants to join the organization. By 2024, all our talents, as part of a global workforce, will be empowered, supported and engaged to grow toward their fullest potential in their professional journeys.



### GOAL 2 EDO

By 2024, our Canadian offices will be stimulating, safe and inclusive workplaces, where our people feel connected to our social mission and where we collectively live our values every day.

## ASSOCIATIVE LIFE.

MSF Canada is a dynamic, engaged and inclusive association, empowered to support and guide the work of the executive. With a strong commitment to the movement, it is mobilized to contribute to MSF's social mission worldwide, and to help shape its future.



### GOAL ASSOCIATION

By 2024, Association engagement will have increased substantially over the 2020 baseline.

## SYSTEMS AND STRUCTURES.

MSF Canada invests in organizational systems and structures that are efficient and effective, harness digital potential, promote inclusion and enable cross-departmental collaboration.



### GOAL 1 FINA

By 2024, Finance and Administration will have professionalized its services, gone digital, optimized tools to gain efficiencies and become greener. It will have built expertise, developing the capacity to be proactive, data-driven and analytical, and played an active role in cross-departmental administration and financial leadership.



### GOAL 2 IT

By 2024, IT will have transformed from a service department into a solutions provider, leveraging MSF Canada's use of technology, championing coherence and optimizing core systems through innovation, customer centricity and automation.



### GOAL 3 EDO

By 2024, through robust project and change management support and via structures that promote cross-departmental collaboration, staff will feel empowered, inspired, supported and resourced to translate ideas into projects and to work collectively to improve MSF Canada's impact on our social mission.



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## KEY PERFORMANCE INDICATORS

We monitor progress toward realizing our vision at the organizational level through the following indicators.

### STRATEGIC PLAN KPIS (REPORTED ANNUALLY IN THE 12M)

CATEGORY	INDICATOR	OWNER AND SOURCE
<b>1 Social mission ratio</b>	>80%	<b>OWNER</b> EDO <b>SOURCE</b> Control Cycle
<b>2 Fundraising</b>	Revenue target (non-PIF) in 000s CAD: + 2020 74,928 + 2021 88,597 + 2022 107,030 + 2024 130,915	<b>OWNER</b> Fundraising <b>SOURCE</b> Control Cycle
<b>3 People and culture</b>	Engagement >75%	<b>OWNER</b> HR <b>SOURCE</b> Engagement Survey indexed score, and End of Mission Survey
	Association Engagement >75%	<b>OWNER</b> BAC <b>SOURCE</b> Annual Association Engagement Survey indexed score
<b>4 MWO</b>	100% of departments, units and initiatives systematically and consistently contribute to ≥3 OC's  <b>AND</b> MSF Canada systematically supports the development of at least one new/emerging MSF entity throughout the SP period	<b>OWNER</b> EDO <b>SOURCE</b> Control Cycle  <b>Note:</b> systematically = some form of structured or agreed and repeated engagement  <b>Note:</b> consistency = delivering a similar product/service to all OCs (coherence)
<b>5 Enabling and transforming the social mission</b>	100% of choice initiatives able to qualitatively (narrative) and quantitatively (survey, outcomes) describe how they enable the social mission and achieve positive transformation	<b>OWNER</b> Choice Initiative Leads <b>SOURCE</b> Control Cycle
<b>6 Public engagement</b>	>80% of Canadian Public have trust in MSF, and associate MSF with our core humanitarian principles	<b>OWNER</b> Communications <b>SOURCE</b> Leger annual public survey



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# ANNEXES

## ANNEX I - ACRONYMS

<b>BAC</b>	Board Associative Committee	<b>HR</b>	Human Resources
<b>CAMINO</b>	Central America and Mexico Integrated Office	<b>IHL</b>	International Humanitarian Law
<b>CEH</b>	Climate, Environment and Health	<b>IT</b>	Information Technology
<b>Comms</b>	Communications Department	<b>KPI</b>	Key Performance Indicators
<b>EDO</b>	Executive Director's office	<b>MWO</b>	Movement-wide Orientation
<b>eNPS</b>	Employee Net Promoter Score	<b>OC</b>	Operational Centre
<b>EoM</b>	End of Mission	<b>PD</b>	Programs Department
<b>FINA</b>	Finance and Administration	<b>PIF</b>	Public Institutional Funding
<b>FR</b>	Fundraising	<b>SIMM</b>	Sharing Incident Memory and Mitigation project
<b>HA</b>	Humanitarian Affairs	<b>TIC</b>	Transformational Investment Capacity
<b>HQHR</b>	Headquarters (MSF Canada office) Human Resources	<b>TM</b>	Telemedicine

## ANNEX II –MSF MOVEMENT CHARTER

Doctors Without Borders/Médecins Sans Frontières (MSF) is a private international association. The association is made up mainly of doctors and health sector workers and is also open to all other professions which might help in achieving its aims.

All of its members agree to honour the following principles:

- + MSF provides assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict. They do so irrespective of gender, race, religion, creed or political convictions.
- + MSF observes neutrality and impartiality in the name of universal medical ethics and the right to humanitarian assistance and claims full and unhindered freedom in the exercise of its functions.
- + Members undertake to respect their professional code of ethics and to maintain complete independence from all political, economic or religious powers.
- + As volunteers, members understand the risks and dangers of the missions they carry out and make no claim for themselves or their assigns for any form of compensation other than that which the association might be able to afford them.

## ANNEX III – EXPRESSION OF MSF-CANADA'S MOVEMENT-WIDE ORIENTATION

### May 2018

MSF Canada's Movement-Wide Orientation (MWO) means that we engage non-exclusively with MSF's Operational Centres (OCs) and other parts of the movement, and that we privilege contributions that promote cross-movement coherence and efficacy.

We choose to pursue the MWO not for ease or convenience but because it provides the best pathway for MSF Canada, at this stage of its evolution, to make the most meaningful contributions to MSF's social mission. We recognize that this orientation is unique, which raises the stakes for us in two ways: (1) as our link to the OCs is not determined by a pre-set structural partnership, we must continuously cultivate and (re)define our relationships across the movement; (2) in taking our cues from multiple OCs, we must be selective, persistently opting for contributions with the greatest potential impact (as defined below), and prepared to promote and defend them on that basis in the complex inter-sectional arena.

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Through the MWO, we seek to catalyze:

#### **+ IMPACT.**

Our MWO multiplies the scope of potential contributions; we resolutely use 'impact' as our primary selection criteria. Impact is defined by our social mission with the ultimate aim of saving lives, relieving suffering and promoting dignity.

#### **+ TRANSFORMATION.**

We accept and embrace that transformation, innovation and disruption are important means by which we achieve impact. We use our MWO to help recognize and catalyze positive organizational transformation.

#### **+ COHERENCE.**

We favour contributions that serve the movement's efforts as a whole, and in this way we promote reduced duplication and increased efficiencies.

#### **+ SHARED RESPONSIBILITY.**

We seek to contribute to a broader spread of inclusion, responsibility and accountability within MSF's organizational culture and governance.

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Our MWO is characterized by:

#### **+ INTER-CONNECTIVITY.**

We seek fruitful engagement across the movement with multiple entities, at different levels, and through the executive as well as the associative.

#### **+ RELATIONS-BASED ENGAGEMENT.**

We drive our engagement across the movement primarily through trust-based relationships and demonstrated positive impact. Our engagement generally takes a networked form, but may also be more formalized through written agreements or 'seats' in various Boards, forums or platforms.

#### **+ MULTIPLE FORMS OF RELEVANCE.**

Our contributions are purposeful and vary based on how we believe we can be most impactful, via resources (HR and \$), intellectual inputs, governance, operations-oriented projects or other.

#### **+ ACCOUNTABILITY.**

Buy-in for cross-movement initiatives can be elusive; we build buy-in through maximum transparency and impact-based accountability in all endeavours. We also use our MWO to promote mutual accountability within the movement.



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