



Request for Proposal (RFP)^{LIGHT}

Culture Check - Médecins Sans Frontières (MSF) / Doctors Without Borders Canada

April 2021

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Introduction

Background

MSF is one of the world's leading independent international medical relief organizations, working in more than 70 countries worldwide and with operational centres and national offices in 26 countries. We launch our operations in areas where there is no medical infrastructure or where the existing one cannot withstand the pressure to which it is subjected.

MSF Canada's vision is to be a vital enabler of MSF's social mission and a catalyst for MSF-wide transformation. MSF Canada sends Canadian contracted staff to our field operations, increases its financial contribution to MSF's social mission year on year, and actively engages with Canadian society and government for awareness, support and advocacy purposes. MSF Canada also runs several projects that enable our social mission and serve all operational centres: (1) the Transformational Investment Capacity; (2) the Telemedicine program; (3) the Sharing Incident Memory and Mitigation project; and (4) the Climate Environment and Health initiative.

Our 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, 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 movement¹, steadfastly striving to have the greatest possible positive impact

¹ Globally, MSF refers to itself as an international associative 'movement' as it started as a grassroots organization that depended on the voluntary engagement of people towards a common mission and vision. The spirit of volunteerism remains important in the organizational DNA. MSF is a networked organization. Every MSF section

on the people MSF seeks to assist. The values that underlie our MWO are: impact, transformation, coherence and shared-responsibility.

Purpose of this RFP^{LIGHT}

Our Strategic Plan

MSF Canada's Strategic Plan includes commitments to actively develop our Workforce and Culture, and contribute to improving safety and security, and promoting equity, diversity, inclusion and responsible behaviour for all MSF staff. Practically, this means that MSF Canada has a 2-part role;

- i) Locally in Canada, "By 2023, 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", and
- ii) Internationally, "By 2023, MSF Canada will have substantially contributed to the creation of a global workforce that is more equitable and inclusive, and behaves more responsibly."

Actions already taken

MSF Canada has invested significant resources towards the realization of these strategic directions, including, but not limited to: the creation of an ED&I committee, a permanent ED&I Strategic Advisor role, a temporary responsible behaviour focal point, doubling of our Psychosocial Care unit capacity, an ED&I vision and roadmap, as well as numerous activities, trainings and educational opportunities for our staff to put in practice the principles of anti-oppression and anti-racism. MSF Canada has also joined the Cooperation Canada Anti-Racism framework, and continues to use the Anima Leadership Deep Diversity Continuum and an ED&I assessment report done in 2018 to activate change related to policies, recruitment, advancement, retention and communications.

Opportunities ahead

Today, from anecdotal feedback and comments from our recent engagement survey, MSF Canada finds itself in a position where staff perceptions and experiences vary with regards to the progress made by the organization on the question of culture. We are feeling a gap between resources, time and energies directed and their subsequent impact on the day to day working lives of our staff. We continue to hear accounts of staff who do not feel safe to speak up, and whose relationships are perpetually strained with low levels of trust and mutual understanding. While the actions taken have been predominantly looking at addressing structural inequities and changes at the policy and practice levels, there is a growing acknowledgment around the need to more urgently address psychological and emotional aspects of safety and inclusion in the workplace in order to move forward and build healthy organizational culture.

Next Steps

has a high level of autonomy and has made varying levels of progress in their work on culture and ED&I. MSF Canada is one of 26 partner sections and works closely with other sections whose work may directly impact staff at MSF Canada.

MSF Canada is looking to hire an external consultant to help us evaluate the work that has been undertaken in response to the 2019 ED&I² and 2020 DRTV³ recommendations, and check-in on the impact that our collective actions have had in achieving our goals of meaningfully creating a workplace that is inclusive and safe. In particular, with a focus on racism, oppression, safety, equity, diversity and inclusion.

Once we have collected this data, we will confirm future directions through the creation of an implementation plan for activities planned for 2021-2023, consolidating all work that impacts 'culture' in a way that is easily accessible to staff, coordinated across the organization and is set-up for more regular check-in on progress moving forward.

Project Overview and Deliverables

Project Scope

- In partnership with key MSF staff, identify and select a monitoring/evaluation (M&E) framework and create a M&E plan which can be used as an ongoing tool to check-in on progress over time. This tool should be integrated into existing MSF Canada infrastructure and platforms, either through integrations or by leveraging what is already in use. This framework, plan and tool should be able to meaningfully signal whether MSF Canada is moving closer to achieving its goals regarding culture and inclusion.
- Using the M&E framework/plan, the baseline ED&I assessment done in 2018, the inventory of actions taken and any other relevant tools, evaluate the effectiveness of progress made, in particular on experiences of racism, oppression, safety, and perceptions of equity, diversity and inclusion. Data collection methods should prioritize participant confidentiality, be respectful and sensitive to all parties involved, have a view on the audience who will receive the final report and ask for consent to share data at every stage. Methods for data collection should leverage data mining as much as possible and use focus groups, key informant interviews, and surveys in moderation. We expect that a part of required data collection will include collecting demographic data from our current staff. It is expected that should any issues come out of data collection that would require immediate response or action on behalf of the organization, that escalation goes to the Project Sponsor, Sarah Lamb, Deputy Executive Director, as soon as possible.
- Using the inventory of all work done to date, the balance statement of work outstanding and MSF Canada's guiding documents (Strategic plan, Strategic Roadmap, ED&I vision and roadmap, Annual Plans, etc), support MSF Canada SME's, who are currently working on existing and planned initiatives, to develop an implementation plan that creates a "stimulating, safe and inclusive workplace, where our people feel connected to our social mission and where we collectively live our values every day".

² The first ED&I assessment carried out at MSF Canada to better understand and address inequities experienced by staff.

³ An MSF Canada report that was commissioned following internal conflict over the piloting of an ad that was criticized for having racist undertones.

- Using the inventory of all work done to date, and the balance statement of work outstanding, create a 'Culture Roadmap' for work to be carried out from 2021-2023, by integrating all culture work done to date into one common published MSF Canada 'Culture and Engagement Plan/Roadmap/handbook', integrating the ED&I vision and roadmap, responsible behaviour and psycho-social support elements and KPI's that are being measured.

Potential for ENLARGED SCOPE, budget and timing permitting:

- Leading and facilitating MSF Canada staff through developing a shared understanding of 'Culture' and defining an authentic culture statement and vision for MSF Canada.

Notes:

We are open to different ways of seeing this and approaching this work and are happy to receive concept notes that differ from the parameters provided as long as they achieve the project goals. We are looking for creative ways to solving for our problem statement.

We acknowledge that, today, the word 'culture' means different things to different people at MSF Canada and can have a multitude of influencing factors. In this project, we are using the word to describe the values, behaviours and norms that exist at MSF Canada, which together, influence the day-to-day experience of our staff.

Deliverables

- Monitoring and Evaluation Framework, Plan and Tool
- Progress Report (which includes a report on current experiences of racism, oppression, safety, and perceptions of equity, diversity and inclusion)
- Prioritization of work to be done
- Published MSF Canada 'Culture and Engagement Plan/Roadmap/handbook'

Based on SCOPE, budget and timing permitting:

- MSF Canada Culture Statement

Project Audience

- Individual Contributors (Staff)
- People leaders (Managers/Supervisors) and Management Team (Directors)
- Board of Directors
- MSF Canada Association
- Other groups such as consultants, working committees, and advisors

Project considerations, priorities and insights

- Project is intended to support MSF Canada in achieving its 2020-2023 Strategic goals
- The process should enable all audiences to feel comfortable to participate, be heard and feel safe.

- This project was created in part from a number of media events that happened in 2020. One of the commitments made by the Board of Directors and the Executive was “We are committed to providing a safe work environment for staff members at MSF Canada. The Executive has proposed, and the Board has approved an independent audit of the current work environment, with a particular focus on racism, oppression, equity, diversity and inclusion.”
- This work is building on work already done at MSF Canada, specifically through the ED’s Office, HR and the ED&I Committee, and is intended to uncover any blind spots and challenge unconscious biases in our planned activities.
- There are a number of data sources that already exist in the organization, which can be leveraged for the M&E plan, including a yearly engagement survey, exit surveys, onboarding surveys, and candidate surveys. The M&E plan should distinguish between what can be built into existing data collection channels, and what needs to be stand alone and potentially new channels for evaluation.
- There is a feeling of ‘diagnostic’ fatigue felt by staff and any data collected should be clearly linked to a specific purpose and adding value to our current understandings.
- It should be assumed that the final report will be shared publicly. Any data collected from participants that is used in the report should be based on consent after participant is informed of such.
- The work already done and progress made is acknowledged as sincere and genuine efforts to create a more inclusive and safe workplace.

Timelines and Dates

Consultant RFP^{LIGHT} timelines

DATE	ACTION
Friday, April 23 rd to Friday May 7 th , 2021	RFP ^{LIGHT} is launched and shared via communication channels. Applicants who would like to submit questions can do so before Thursday May 6th 2021 at 5pm , by directed questions in writing to Melissa.merkley@toronto.msf.org . MSF Canada to provide answers to submitted questions to applicants who are invited to submit a concept note.
Friday May 7th, 2021 - 9am	Stage 1 – Letter of Intent <ul style="list-style-type: none"> • Submit letter of intent and responses to the questions below to kathy.mahinpou@toronto.msf.org • Use subject heading “Culture Check – Letter of Intent”
Friday May 7 th , 2021 – 5pm	MSF Canada to invite selected applicants to submit 2-page concept note and book a 1-hour Virtual Q&A meeting. All others will be informed that they have not been selected to move forward.

Monday May 10th – Thursday May 27th 2021	Stage 2 – Concept note and Virtual Q&A Meeting Concept note: <ul style="list-style-type: none"> • Submit concept note by Tuesday May 25th at 9am to Kathy.mahinpou@toronto.msf.org • Use subject heading “Culture Check – Concept Note” Virtual meeting: <ul style="list-style-type: none"> • Virtual meetings will be booked based on availability between the dates of May 25th-28th • Meetings will be done on Microsoft Teams
Friday May 28th, 2021	Evaluation of concept notes and Virtual Q&A meeting completed. MSF Canada to inform applicants of results.
Week of June 7th 2021	Kick off and onboarding of consultant , terms of agreement discussed and contract issued.

Key Project Dates

The project plan with key dates will be determined together with the consultant, based on the statement of work that will be agreed upon. There are a number of key organizational dates to keep in mind, including the MSF Canada Annual General Assembly, in the first week of June.

Project completion projected end of September 2021, in order to align with launch of the Annual Planning Process.

Budget

The budget for this work can be scaled from 20-40K, depending on the scope of work to be carried out by the consultant.

Due to travel constraints and work-from-home protocols resulting from COVID-19, it is expected that this engagement will be conducted remotely.

RFP^{LIGHT} Process

Stage 1 – Letter of intent

Interested parties are invited to submit a 1-page letter of intent, a CV and their responses to the questions below to Kathy.mahinpou@toronto.msf.org by **Friday May 7th, 2021 at 9am**. The letter of intent should include:

- The name of the primary contact person, including email and phone number
- Information about yourself, or your firm, and why this project appeals to you
- If it is not already stated in the point above, please respond to the questions below:
 - What is your availability to start this project and do you have any competing timelines or projects?

- Can you confirm that you are able to deliver this work within the allocated budget?
- What is your experience working with the not-for-profit/humanitarian sector?
- What is your experience with monitoring and evaluation methodologies and data collection and analysis?
- What is your experience consulting on topics related to ED&I, anti-racism/anti-oppression?
- What is your experience with organizational psychology in the North American context?
- Do you have any relevant lived experience – individual or organizational that gives you added credibility with topics of racism, marginalization and exclusion?
- What is your experience with facilitation, bridging relationships between layers of staff, board and executives, and engagement with a diverse range of stakeholders?

Questions & Answers

Please submit all questions to Melissa.merkley@toronto.msf.org with subject line “Culture Check - Questions” by **Thursday May 6th, 2021 at 5 pm**. Feel free to seek clarification from MSF Canada on any matter you consider to be unclear before this date. MSF Canada will anonymously provide both the questions and the answers on Monday May 10th, 2021 to all applicants who have been invited to submit a concept note, regardless of who asked the question.

Stage 2 – Concept note and Virtual Q&A meeting

Those who are short-listed will receive an information package and will be invited to submit their concept note by **Tuesday May 25th, 2021 at 9am**, and to book a 1-hour virtual Q&A meeting between **Tuesday May 25th and Friday May 28th 2021**. A concept note will be solicited from at least 3 consultants/firms, all consultants/firms will also have a face to face virtual meeting. Those invited to this step in the process can send their concept notes to Kathy.mahinpou@toronto.msf.org.

Parameters for the concept note:

- Maximum 5-pages, 11 font (including fee proposal and references)
- The name of the primary contact person, including email and phone number
- Responses to the each of the below:
 1. **Methodology, scope of work and timelines:** Provide a description of the proposed approach/methodology, scope of work, outline of deliverables, and timeline for the work you would undertake. It is possible that you have expertise in one part of this work, and would be willing to tackle that component only. If so, please articulate this clearly, so we can consider who else we would work with to cover the other components. You might also have another consultant in mind who you could partner with. If so, please encourage them to also apply, or consider applying together.
 2. **Fee Proposal:** In a separate document, please provide your fee (including HST) for this work. If there are any other expense charges, please describe the nature and amount.
 3. **Client references or examples of past work:** If available, please provide one to three references / examples of past work from past clients on projects of a similar nature conducted by you/your firm. For each, please include a one paragraph summary of the work completed, including information on the type, size, scope, year, duration of the projects, and client’s contact information.
 4. Any other information that would be important or relevant to share.

The face-to-face Virtual meeting is one-hour structured question and answer session intended to provide an opportunity for both MSF Canada and the consultant to learn more about each other and the potential direction the work could go in. The consultant should come prepared to respond to questions about their concept note, as well as about their related work and experience.

Applicants will be notified of the final results, with the successful consultant receiving a confirmation of the selection and subsequent contract signing and onboarding over the following week.

Evaluation Criteria

The consultant/firm will be selected by a panel of reviewers against pre-agreed criteria. Evaluation will be based on the demonstration of (but not limited to):

Mission alignment and MSF adapted

- Concept note reflects understanding of the context / situation and adapts methodology accordingly
- Values alignment with MSF Canada, Humanity, Integrity and Results
- Experience, understanding and applications of anti-racism and anti-oppression principles
- Understanding and exposure to humanitarian work and principles

Methodology

- Methodology is based on well accepted M&E framework that is clear, adapted, can be reproduced over time
- Clear expertise in managing, collecting and reporting on data with explicit considerations of how data collection will impact staff (built in elements that addresses emotional impact of participation)
- Communication style – clarity, approach, synthesis, presentation (especially vis-à-vis report card presentation)

Relationship Bridging

- Honest and genuine approach
- comfort with creating brave space
- Connecting dots, building on what is already in place, looking for synergy
- bringing people together on topics and decisions
- Ability to strike a balance between organizational and individual interests

Communication, Engagement and Clarity

- psychological safety, remote setting, considering online nature, how to engage staff
- moving from many data points and input sources to clear framing and communication of future directions
- Communication style – active listening, empathy