



Friends of MSF Handbook

A guide of everything you need as a Friends of MSF Group

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1.0 Introduction

Hello and welcome! Below is the complete guide of key information for being a Friends of MSF (FoMSF) group. **Please take some time and read this document in full.** It has a tremendous amount of useful information that you must know to run your FoMSF group successfully and in line with MSF Canada's policies and requirements.

We are extremely excited to have you be part of a FoMSF group and the larger MSF movement. If you ever have any questions or require guidance on any of your activities, please do not hesitate to reach out to us.

2.0 Médecins Sans Frontières – Our History and Our Work

Who is MSF

Médecins Sans Frontières/Doctors Without Borders (MSF) is the world's leading independent humanitarian medical relief organization, providing crucial medical care to people affected by war, civil strife, epidemics, natural disasters, and social marginalization.

Since its founding by a group of French doctors and journalists in 1971, MSF has striven to respond rapidly and effectively to public health emergencies with complete independence from political, economic or religious powers, in the name of medical ethics and human rights. MSF was the first non-governmental organization to provide emergency medical assistance and to speak out publicly about violations of human rights and humanitarian law.

MSF is a private, non-profit organization comprised of an international network with offices in numerous countries, including Canada. Each year, thousands of doctors, nurses, health professionals, HR personnel, advocates, logistical experts, and MSFers occupying numerous other positions join together to provide medical care in more than 80 countries around the world.

Independent Humanitarian Medical Action

MSF is a neutral and impartial organization that offers medical assistance regardless of race, religion, creed, political affiliation or any other trait. MSF provides primary health care, performs surgery, rehabilitates hospitals and clinics, runs nutrition and sanitation programs, trains medical personnel, and provides mental health care. Long-term programs treat infectious diseases such as tuberculosis, malaria, and HIV/AIDS. MSF assists with the medical and psychological challenges of marginalized populations including impoverished children and ethnic minorities, as well as bringing health care to remote and isolated areas.

Disease Control

MSF is often called on to help diagnose and control outbreaks of disease. MSF is unrivaled, when it comes to quickly containing outbreaks of cholera, meningitis, or measles. Our work on infectious diseases such as COVID-19 and Ebola, among others, continues to this day.

Effective Rapid Response

MSF staff frequently work in remote or dangerous parts of the world. When a crisis strikes, they are available at a moment's notice, normally dedicating six to twelve months to each assignment. Teams often arrive at a project site with prepackaged medical kits that are custom designed by MSF for specific field conditions and climates. This allows us to begin this lifesaving work immediately. A kit may contain a complete surgical theatre, or all the supplies needed to treat hundreds of cholera patients. MSF kits have been replicated by other relief organizations worldwide.

Local Partnership

Wherever MSF operates, MSF staff work closely with other non-governmental organizations. By adapting aid to local contexts, MSF best meets patients' needs, ensuring the sustainability and maximum impact of its programs.

Speaking Out

MSF unites direct medical care with a commitment to speak out against the underlying causes of suffering. Our staff bear witness to violations of humanitarian law on behalf of populations in crisis, and bring their patients' concerns to public forums, such as the United Nations, governments and the media. Educating the public about the plights of populations and people at risk is part of MSF's mandate in Canada and around the world.

MSF Canada

MSF Canada opened its doors in 1991 with a mandate to recruit Canadian personnel, raise funds for international work and increase public awareness about the plights of the people we serve. Today, MSF Canada has offices in Toronto and Montreal.

Financial Independence and Accountability

To maintain its operational independence and flexibility, MSF relies on the general public for most of its funds. Foundations, corporations, the Canadian Government (CIDA), and international agencies generously provide other financial support. At all times, MSF directs at least 80% of its revenue to fund its program activities.

MSF Association

MSF is an association composed of current and former staff, field workers, volunteers and the Board of Directors, who, among other things, reflect together on the direction it wants the organization to take and how we can improve the quality of our work, elect the board of directors, create and vote on motions and engage in associative life at MSF Canada.

1999 Nobel Peace Prize Laureate

In 1999, MSF was awarded the Nobel Peace Prize for its pioneering humanitarian work: rapid interventions, calling public attention to humanitarian catastrophes, respecting fellow humans' dignity and acting as a source of hope for peace and reconciliation.

Quotes from MSFers Across the Movement

"We are, by nature, an organization that is unable to tolerate indifference. We hope that by arousing awareness and a desire to understand, we will also stir up indignation and stimulate action." Former President of Médecins Sans Frontières

"Simply being there – with the people we serve – provides security and protection. They know they are not alone, that someone cares about them and that their lives are a concern of the international community." Jane Little, Medical Coordinator, North Sudan

The Charter of MSF

MSF is an independent organization, which aims to provide medical and humanitarian aid for people in crisis situations. MSF's relief programs are intended to help victims of conflicts, disasters, epidemics and refugee situations survive. This is done through the provision of direct, basic medical care. In addition, MSF endeavors to bring the victims' humanitarian situation to the attention of the world community.

MSFs main activities include:

- Treating patients
- Providing maternal and pediatric care
- Training medical personnel
- Improving water and sanitation facilities
- Supplying supplementary or therapeutic food
- Distribution of medicines and medical materials
- Providing psycho-social care

All MSFers agree to honour the following principles:

1. Médecins sans Frontières offers assistance to populations in distress, to victims of natural or man-made disasters and to victims of armed conflict, irrespective of race, religion, creed or political affiliation.
2. Médecins sans Frontières observes strict neutrality and impartiality. In the name of universal medical ethics and the right to humanitarian assistance Médecins sans Frontières demands full and unhindered freedom in the exercise of its functions.
3. Médecins sans Frontières' volunteers undertake to respect their professional code of ethics and to maintain complete independence from all political, economic and religious powers.
4. As volunteers, members are aware of the risk and dangers of the assignments they undertake and have no right to compensation for themselves or their beneficiaries other than that which Médecins sans Frontières is able to afford them.

3.0 General Policies for Friends of MSF Groups

To facilitate reading of the document, where MSF (Médecins Sans Frontières) is mentioned, it refers to the MSF Canada Association Coordinator or an appointed Regional Representative from the MSF Canada Association.

I) Definitions & Oversight

- 1) A *Friends of MSF (FoMSF) Group* is a volunteer group that operates in a university community, largely independent of the day-to-day operations of MSF Canada.
- 2) The Board of Directors of MSF Canada may withdraw approval of a *Friends of MSF Group* at any time, at its discretion.

II) Criteria for a *Friends of MSF Group*

- 1) University with a Medical Faculty and/or Nursing School
 - i) A *Friends of MSF Group* must be affiliated with a university that has a medical faculty and/or a nursing school.
- 2) Involvement of different faculties
 - i) A *Friends of MSF Group* will involve faculties other than only the medical faculty (engineering, social sciences, political sciences, international relations, psychology, etc). As such, members can be from different faculties and the activities should be targeted at different faculties.
- 3) Members of the group
 - i) All members of a *Friends of MSF Group* agree to adhere to the MSF Charter above and the policies of the organization. Any member who fails to do so may be expelled by majority vote of the group itself or by MSF.
 - ii) It is recommended to set-up an executive body with functions such as president, secretary and treasurer, but it is up to the group to decide on its exact structure and functioning. *Friends of MSF Group's* executive members must be clear about their affiliation with MSF, the MSF board or the MSF Association, and should identify their roles as a volunteer 'friends of' group where pertinent.

4) Contact person

i) A *Friends of MSF Group* will have one contact person (ideally the president) that reports to the National Association Coordinator at MSF or to a regionally appointed representative within the MSF Association. Whenever this contact person changes, MSF will be informed and provided with the contact information of the new person. It is further recommended that contact information of other people on the executive are communicated to MSF as well.

5) Continuation of the *Friends of MSF Group*

- i) A *Friends of MSF Group* will assure continuation of the group by timely appointment of new executive members if the current ones are to leave. A period of transition and handover of functions must be conducted, ensuring that sufficient time is given to appropriately onboard the new members.
- ii) The group will be expected to actively work on the recruitment of new members in order
 - i) to maintain conformity with the university's prescriptions on minimum membership
 - and ii) to promote MSF within the campus.

III) **Obligation of the *Friends of MSF Group***

- 1) A *Friends of MSF Group* will submit an annual plan outlining the main activities for the upcoming year, to be submitted to and approved by MSF. The groups' activities will be consistent with the ideals of MSF, including medical ethics. **Please note that activities can only be undertaken after the Annual Plan has been submitted and approval has been communicated by MSF.**
- 2) A *Friends of MSF Group* will organize at least two (2) MSF events on campus per year that will be properly publicized and open to all faculties. It is recommended that at least one of these activities be a fundraising event. **The events will need prior approval from MSF via the Annual Plan. The *Friends of MSF Group* can propose additional activities outside of the Annual Plan, once again subject to MSF pre-approval.**
- 3) A *Friends of MSF Group* will be responsible to assure that every year at least one (1) article on MSF is published in the University bulletin or newsletter. Articles can be provided by MSF upon request, but it is highly recommended that the group prepares an article itself by conducting an interview with a former field worker. However, the final article should always include some general information on the organization. **Pre-approval by MSF of any publication is required.**
- 4) For fundraising activities, the MSF policies for third party events (found in the fundraising toolkit that is part of the FoMSF resources folder) must be respected and any fundraising activity will

need prior approval from MSF. Please note that fundraising activities are not required by MSF Canada but are strongly encouraged.

- 5) The *Friends of MSF Group* will assist MSF in the organization of specific events at their university as needed (photo exhibit, recruitment activities, awareness raising campaigns, etc).
- 6) The *Friends of MSF Group* will prepare a report twice per year summarizing its activities and the outcomes for MSF.
- 7) The *Friends of MSF Group* will guarantee the confidentiality of all personal data, such as names, email addresses, birthdays or any other identifying information that is collected for any reason.
- 8) The *Friends of MSF Group* may submit notices of its events on the msf.ca website. It will **not** create its own website, nor use the MSF logo without the written permission of MSF.
- 9) In case the *Friends of MSF Group* makes a public statement, it must be made explicit that it is not done in representation of MSF.

IV) Obligation of MSF

- 1) MSF will NOT be able to provide any financial support for activities.
- 2) MSF will provide each chapter with the FoMSF handbook that contains basic information on MSF that allows the members of the group to gain an understanding of the organization. The group will make this basic information available to anyone outside the *Friends of MSF Group* who expresses interest.
- 3) In case of an event, MSF will provide promotional materials that can be distributed digitally or physically. A request for materials should be made at least one month prior to the event or can be picked up at the nearest MSF office.
- 4) Any other support from MSF will depend on i) the relevance to MSF of the activity needing support and ii) the availability of MSF staff or representatives.

V) Use of MSF logo Policies



***Friends of MSF logo - use but do not modify**



***MSF Logo- do not use**

- 1) The MSF logo is the protected property of MSF International. Other than on the promotional materials provided by MSF, the use of this logo by the *Friends of MSF Group* is not allowed unless expressed written authorization is provided by MSF.
- 2) Friends of MSF groups may only use the *Friends of MSF* logo provided to them for their promotions and activities. Groups agree to not change or modify the logo in any way or for any use. **Modification of the logo carries a risk of convoluting our internationally recognized brand and is, therefore, strictly prohibited.**
 - i) Friends of MSF groups may add their institution's name and logo in the bottom right section under the MSF logo so long as it falls outside the zone of exclusion (see below)
- 3) Friends of MSF groups are permitted to have the Friends of MSF logo beside the logos of other groups, organizations or sponsors so long as it meets the following criteria:
 - i) The logo(s) of other groups falls outside the zone of exclusion
 - ii) The partner entity is not from the tobacco, alcohol, pharmaceutical, oil or weapons industry, or has values and/or conducts that do not align with the values and/or conducts of MSF Canada.

INTERNATIONAL LOGO

Exclusion zone

To protect the logo's integrity & clarity, an exclusion (or clear) zone has been created around its edges. This is indicated in the graphic below by the grey hashed area around the logo.

In absolutely no circumstances should any text or graphics be placed on or inside the exclusion zone, in order not to undermine the trademark registration of the International Logo.



VI) Financial Policies

- 1) Regular financial reporting is a requirement for all Friends of MSF groups. In September and January of each year, groups must submit their financial reports to MSF outlining historical and planned income and expenditures.
 - a. Annual donations of funds to MSF from group fundraising activities shall take place in May of each year. Guidance on how to submit your donations can be found in the FoMSF Fundraising Toolkit or by reaching out to our Community Fundraising Coordinator (contact details can be found in section 6 of this document)
- 2) A financial template is provided to all Friends of MSF groups as part of the FoMSF resources folder. Groups are required to use this standard template for all financial reporting.
- 3) Friends of MSF groups are entitled to retain 30% or \$1000 CAD, whichever is less, of money raised from the prior year's activities to ensure sufficient access to resources for the upcoming year.
 - a. Prior to transferring funds raised to MSF at the end of the school year, if you feel like your chapter requires funds that exceed the 30% or \$1,000 threshold, your group is required to submit a request with justifications to MSF Canada, who will review and deliberate on your request.
 - b. Sourcing additional funding is the sole responsibility of the Friends of MSF group and can be done via grants, membership fees, and, with written approval from MSF Canada, funds raised in the present year.

- 4) All friends of MSF groups are required to be familiar and in compliance with the financial policies and regulations governing university groups at their institution.

VII) Fundraising Policies

1. MSF Canada is able to issue tax receipts on donations of over \$10 CAD to individuals who are making a donation to the charity.
 - a. Any group wishing to do this must submit all relevant expense receipts to MSF Canada. Without proof of expenses, MSF Canada is unable to fulfill this request
 - b. Individual donors wishing to receive tax receipts must fill out the individual donor form (available in the FoMSF resources folder) and submit it to MSF Canada's community fundraising coordinator.
 - c. Please note that certain kinds of donations, such as those that receive a tangible item or benefit in return equaling more than 80% of the value of the donation, cannot receive tax receipts.
 - d. To calculate the eligible amount of a gift for a tax receipt, MSF Canada must deduct the advantage (what is gained by making a donation) from the value of the donation received.

2. Any fundraisers being jointly planned between MSF Canada and a Friends of MSF group must be led by MSF Canada so as to ensure compliance with Canada Revenue Agency (CRA) guidelines.

See a further breakdown on CRA guidelines here:

[Fundraising Events](#)

[Third Party Fundraisers](#)

End of policy document

4.0 Online & Social Media Guidelines and Code of Conduct for Friends of MSF

Important Links for MSF & FoMSF Accounts

Website

MSF Canada (English): <https://www.doctorswithoutborders.ca/>

MSF Canada (French): <https://www.medecinssansfrontieres.ca/>

FoMSF Website Section EN: <https://www.doctorswithoutborders.ca/friends-msf>

FoMSF Website Section FR: <https://www.medecinssansfrontieres.ca/amis-de-msf>

Friends of MSF Facebook Group: <https://www.facebook.com/groups/410899725684423>

Twitter: [@MSF_Canada](#)

Facebook EN: <https://www.facebook.com/doctorswithoutborderscanada>

Facebook FR : www.facebook.com/medecins.sans.frontieres

MSF Canada Association Coordinator: Jetske Duintjer- jetske.duintjer@toronto.msf.org

MSF Canada Association Outreach Coordinator: Joshua Morgan-
Joshua.morgan@toronto.msf.org

Introduction

Getting the word out to people about crises happening around the world is one of the cornerstones of our work. However, what we say publicly about our work can be very sensitive and have far-reaching social and political impacts. As Friends of MSF supporters, you are an advocate and representative of the values and mission of MSF Canada. Adhering to MSF Canada's social media code of conduct is necessary in order to avoid instances where the MSF mission and core values could be misrepresented and can help you to become a mindful and effective advocate for MSF. Being prepared and organized ensures that both MSF and Friends of MSF groups can work in concert with each other in times when we will rely on you to transmit messages with clarity and precision.

For any questions about this guide, please contact your group's local MSF representative (liaison) or the MSF Canada Association Outreach Coordinator.

1. Website

Please note that the Friends of MSF groups are not allowed to own any individual websites or domains. Groups are also prohibited from using MSF's logo, brand name, or claim to be representatives without official authorization from MSF Canada.

Instead, MSF Canada has created a page to promote the Friends of MSF groups on its general website explaining the concept of the Friends of MSF groups and its overall objectives. This is to assure uniformity and to establish an official connection with MSF Canada, while allowing people visiting our site to learn about the Friends of MSF groups. It also provides a list of all existing and currently active Friends of MSF groups. Clicking on the name of a group will bring you to the group's individual page, which contains certain details about your group, including contact information. Please feel free to use this link whenever you are promoting your group. All links can be found in the important links section above.

Please notify us in a timely manner of any changes to the information displayed on your individual pages.

2. Twitter

Twitter is a popular micro-blogging platform that offers an immediate way to transmit short bursts of information. MSF Canada uses [@MSF_Canada](#) for disseminating news releases, job listings, events announcements, and promoting 3rd parties handles that are fundraising on our behalf, as well as engaging the public in dialogue on current events around our projects and advocacy.

Your club can set up a Twitter account, however you must:

- Share the username/password to the MSF Canada Association Coordinator. This is done to ensure that written and visual content stay aligned with MSF Canada's communication guidelines.
- Remain neutral in language and tone
- Use the "Friends of MSF" logo provided
- Follow @MSF_Canada
- Subscribe to at least one other official MSF Twitter account

Twitter accounts may be set up with the following naming convention: [@FriendsMSF_acronym](#)

For example:

[@FriendsMSF_UBC](#)

[@FriendsMSF_UofT](#)

[@FriendsMSF_QueensU](#)

3. Facebook & Instagram

Many people have Facebook and Instagram accounts and, as a means of staying relevant and connected to university students, FoMSF groups should also have such accounts.

Facebook is a useful way to stay in contact with each other, send messages, create events, organize and collaborate with student groups, and share media (e.g., photos, videos, documents, etc.). Similarly, MSF Canada collaborates with other MSF offices on its Facebook platforms that you can find above.

Instagram is useful for sharing photos, events and other activities relevant to a FoMSF group. Please note that MSF Canada does not have an Instagram account, and can therefore not be connected in any way to a FoMSF's Instagram

If you are not sure you should like or post something, please check first with your group's liaison or the MSF Canada Association Outreach Coordinator.

"Friends of MSF" groups are encouraged to create Facebook and Instagram pages and adhere to the following guidelines:

- Must link to MSF Canada's Facebook page and use our standard introductory info text in the FoMSF page bio. (Not applicable to Instagram)
- For Facebook: The MSF Canada Association Facebook page should be designated as one of the administrators of the Friends of MSF Facebook page.
- For Instagram: Share the username/password to the MSF Canada Association Coordinator. This is done to ensure that written and visual content stay aligned with MSF Canada's communication guidelines.
- Use the "Friends of MSF" logo provided by MSF.
- Original wall posts should be limited to local events organized by the group on campus or other events in the same city which may be of interest to their student community. If a group wishes to make a unique infographic, the content and sources must be sent to MSF and approved before posting.
 - Contextual awareness here is extremely important. For example, if a group wishes to make a graphic about Ebola, it is inappropriate to use lighthearted design elements like coloured shapes and squiggly lines.
- Only share or like operational content posted on MSF's social media pages and handles.
- Any content update that is connected to MSF's work (e.g. operational updates from missions), any updates or statements made by MSF that are potentially sensitive, controversial, and political in nature or that mention governments (e.g. the statement about neurotoxic symptoms in patients in Syria or the announcement of the withdrawal from Somalia) should only be re-shared from the official MSF Canada social media profiles and must not include any editorial comments when shared.
- Friends of MSF groups can share and promote MSF Canada advocacy initiatives, recruitment sessions, webinars, public movie screenings or profiles (e.g. donor profiles). Discussion around these topics is encouraged.

- Friends of MSF groups cannot post content related to human rights or partisan political advocacy from non-MSF sources.
- Daily monitoring must take place for things that may be damaging to MSF field operations or public image posted by others on the “Friends of MSF” Facebook wall or Instagram tagged section

4. Social Media Officer

MSF Canada suggests that each group appoints a person on their executive who is responsible for maintaining the group’s social media tools. He/she/they will keep the admin passwords and communicates them to the MSF Canada Association Coordinator in case of changes. This person should also assure daily monitoring of the Friends of MSF Facebook page for posts that may be damaging to MSF field operations or image and remove them if needed.

Code of Conduct

- Refrain from posting or engaging in online behavior that is in contrast with MSF’s interests
- Do not use your MSF affiliation to promote a political, religious, and any other position that goes against MSF’s fundamental principles of impartiality and neutrality.
- Include a disclaimer on every post that might be perceived as an official position of MSF and might go against the fundamental principles. The disclaimer should make it clear that the ideas, thoughts, and opinions in the post are your own and do not represent the position of MSF. For example, “Views expressed are my own and not those of MSF Canada.”.
- Members cannot use the full form or acronym of MSF Canada or its derivatives in their usernames.
- Members cannot list MSF Canada as an employer on their private social media profiles.

5. Additional Information

Closing of Dormant Groups

If a FoMSF group has been inactive for a period of over 12 months, the associated social media accounts shall be shut down at the discretion of MSF Canada. This is due to the reputational risk associated with dormant and inactive accounts that remain on social media platforms.

MSF Online

MSF manages a number of corporate website domains and properties, such as www.msf.ca, www.msf.org, www.doctorswithoutborders.org and other MSF campaign websites such as www.refugeecamp.ca or www.urbansurvivors.org. MSF also manages channels on third party social media platforms such as [Facebook](#), [Twitter](#), YouTube, and so forth. Occasionally, MSF also provides social media content (e.g. blogs, testimonial_videos, etc.) to third party websites. Examples of this kind of partnership include a field blog series with Reuters AlertNet, photographic slideshows provided to CBC.ca, and web video broadcasts at the University of Toronto's Information Commons. Any partnership proposals with MSF's online properties and channels must be discussed with MSF's Communications Department prior to any action being taken.

Public representation of MSF

MSF needs to maintain the clarity of its own representation- in what we say, in the campaigns we put forth, and in the relationships that we have with other parties. In recent years, the popularity and accessibility of the internet has resulted in a flourish of websites, fan pages, public event invitations, online supporters, third party fundraising events, blogs, and accounts on social media which emulate MSF, re-post MSF information, display MSF's logo, and/or promote activities which support MSF. This is encouraging and MSF appreciates that our friends and supporters wish to help propel our messages to their networks. However, there is also a growing concern that some of these sites may confuse MSF's official online identity and could have unanticipated results. This is especially true with respect to MSF's work for vulnerable populations receiving medical care, in politically sensitive areas, and with financial or legal accountabilities to our supporters, donors, and partners. Considering the potential for confusion and misrepresentation, **MSF expects that you will consult with us as you are planning your events, which may include setting up blogs, creating Facebook pages and Twitter accounts, or printing posters and flyers.** Further to this point, unauthorized repurposing of the MSF logo and name are prohibited, as these trademarks are regulated MSF International.

Photography and multimedia assets

MSF works closely with professional photographers and photo agencies to respect intellectual property and copyrights of these images. Copying or distributing images from MSF publications and information products is prohibited. If you need illustrative images, please contact MSF's Communications Department to request support materials. We will discuss with you the nature

of your event and the visibility of your information materials to determine the best photos and media products which have appropriate legal rights of usage.

5.0 Friends of MSF - Executive's Undertaking

MSF Canada is proud to have Friends of MSF groups in leading universities across the country that help spread the word about key advocacy topics, increase awareness of the organization to the Canadian public, and raise funds in support of our social mission.

We also wish to emphasize the trust and responsibility given to each group, and namely their executives, to ensure that they act in accordance with the aims and ambitions of MSF Canada, while also understanding the relationship between MSF Canada and the Friends of MSF groups. The role of a Friends of MSF group executive is a significant undertaking, and not one that should be taken lightly. As such, we wish to lay out the key considerations and expectations associated with this task. **In the FoMSF Resources Folder is a contract, including the key points made below, that we require all FoMSF group executives to sign.** The contents of this contract include commitments:

- 1) To respect and uphold the MSF Canada Policy on Friends of MSF Groups; further, to follow all policies and guidelines on MSF trademarks, social media usage and third-party collaborations.
- 2) To accurately represent MSF in all outwards facing activities and ensure compliance with all communications and branding requirements.
- 3) To install and uphold an Executive Committee that is responsible for providing direction to the group. This group oversees all operations and ensures that activities undertaken directly contribute to MSF's social mission.
- 4) To regularly produce an updated Action Plan providing details on all proposed activities and to refrain from implementing any activity, whether internal or external, unless it has been approved by MSF Canada.
- 5) To manage the financial aspects of my group in a transparent and responsible way.
- 6) To adopt a constitution/by-law according to the template provided by my university and/or by MSF Canada and to govern my group according to this By-law.

- 7) To maintain an updated register of members with name, position and contact information.
- 8) To respond to the requests of the MSF Representative of my group within 72 hours, even if only to acknowledge receipt of the request and to promise a response/reaction with a specified timeframe.

Failure to respect these directives may result in MSF-Canada withdrawing its support to a particular group and undertaking steps to dissolve it. As such, please take these directives seriously and reach out to your MSF contact if you ever require clarification.

6.0 Important Contacts:

Joshua Morgan, Association Outreach Coordinator- joshua.morgan@toronto.msf.org

Jetske Duintjer, National Association Coordinator- jetske.duintjer@toronto.msf.org

Puja Aghi, Community Fundraising Coordinator- puja.aghi@toronto.msf.org

Thank you for taking the time to read this document in its entirety. We look forward to working with you this year!