



RECRUITMENT BRIEF

Executive Director Search

Prepared by WATSON Advisors Inc.
We connect organizations with top talent.

WATSON™

THE OPPORTUNITY



Doctors Without Borders/ Médecins Sans Frontières (MSF) Canada is part of MSF's larger global movement, rooted in the principle of humanity, and with a strong commitment to independence, neutrality and impartiality. The organization raises public awareness and provides financial and human resource support to front-line emergency response work in over 70 countries. MSF Canada also provides direct support through specific projects that seek to bring innovative solutions to key areas of global humanitarian operations.

MSF Canada's Board of Directors is seeking their next **Executive Director (ED)** to continue the organization's high global impact and articulate the next phase of the organization's development and growth through a new Strategic Plan (2025-2028).

MSF Canada has grown substantially in recent years and their processes and infrastructure require streamlining and strengthening, spanning its project management, human resources, IT, and fundraising. In addition, MSF Canada has ongoing equity, diversity and inclusion initiatives, which they have identified as a priority, going forward, both internally and through its global work efforts.

This role will appeal to an experienced, multi-dimensional and high-functioning executive with deep leadership and managerial experience spanning across strategy and operations. They will be a collaborative but decisive leader who understands when and how to build consensus, and when to lead with bold ideas and action them in strategic and meaningful ways. They will bring a track record of visionary leadership characterized by results. They will quickly inspire trust and teamwork across the organization and ensure a continued connection to MSF's global movement.

MSF CANADA'S COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION



MSF Canada is a people-focused humanitarian organization that is proud to offer a diverse, collaborative, and inclusive work environment. We strongly believe this approach enhances our work and we're committed to equity in employment. The organization seeks to attract and engage the best professionals to join and maintain meaningful, productive, and lasting work relationships. We embrace diverse motivations and backgrounds of people working together to exhibit their passion in action for the social mission of MSF.

MSF Canada acknowledges the existence of systemic racism and oppression and is committed to sustaining and strengthening its anti-racism and anti-oppression (AOAR) efforts.

As MSF Canada continues to grow and strive to remove barriers in its offices in Canada and in MSF work environments abroad, we welcome applications from individuals with unique experiences of intersectional oppression on the basis of their social markers such as their ethno-racial identity, age, gender identity, education, socio-economic status or place of origin.

BACKGROUND

MSF was founded in 1971 in France by a group of doctors and journalists in the wake of war and famine in Biafra, Nigeria. Their aim was to establish an independent organization that focuses on delivering emergency medicine aid quickly, effectively, and impartially.

MSF was created with the belief that all people should have access to healthcare regardless of race, gender, religion, creed or political affiliation. MSF's principles of action are described in their charter.

Temoignage which means 'to witness' is a critical component of MSF's work. This means MSF will act as a witness and speak out, either in private or in public, about the plight of populations in danger with the aim to alleviate human suffering, to protect life and health and to restore respect for human beings and their fundamental human rights.

Today, MSF is one of the world's most effective independent medical humanitarian organizations, working in more than 70 countries worldwide and with nearly 63, 000 global employees.





THE MSF CHARTER

MSF is a private International Association of members that agree to honor the following principles:

- MSF provides assistance to populations including people affected by war and conflicts, natural disasters and epidemics. Our teams do so irrespective of race, gender, 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 international assignments 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.

**Volunteer = spirit of volunteerism undertaken by our staff.*

MÉDECINS SANS FRONTIÈRES IN CANADA

Canadian volunteers first came together to create an MSF Association in 1989. And in 1991, MSF-Canada formally joined the international movement.

Today, MSF Canada is a vital link between the work on the front lines of emergencies around the world and the network of supporters, humanitarians and medical professionals in Canada who make it possible. Through a network of tens of thousands of engaged supporters – staff, association members, donors, activists and influencers, MSF Canada is a key enabler of MSF's global social mission, keeping the people they assist at the heart of everything they do.

STRATEGIC PRIORITIES: MSF CANADA'S CORE WORK



Our People...

Recruit and **prepare** qualified and talented professionals to join MSF's front-line field teams around the world.



Our Voice...

We **use our voice** to amplify the voices of the people we assist, and to provoke others to act to ease their suffering.



Our Supporters...

We **cultivate a network of Canadian supporters** who share a commitment to our work by providing the funds to enable our independent action and ability to respond quickly.

MÉDECINS SANS FRONTIÈRES IN CANADA

At any given moment, there are more than a hundred Canadians working in international humanitarian operations worldwide with MSF providing care to those who need it most. In 2021, a total of 291 Canadian citizens and permanent residents were part of MSF's work supporting people around the world facing humanitarian crises.¹



STRATEGIC INITIATIVES



MSF-Canada also provides a unique crucial added value by pursuing innovations that support MSF's global humanitarian operations.

CLIMATE, ENVIRONMENT AND HEALTH

- Supporting an increasing number of operational teams to integrate climate adaptation strategies in their work, as well as drive the creation of a movement-wide and partially public facing 'Climate Hub'. They seek to strengthen partnerships, inside and outside MSF, to further climate adaptation efforts.

TRANSFORMATION AND INNOVATION

- Through the MSF-Canada hosted Transformational Investment Capacity, people across MSF can propose projects that can transform the organizations abilities to meet the needs of our patients. Many of the projects are pilot projects that are field based to be relevant and scalable.

TELEMEDICINE

- Connecting front-line medics in crisis areas to medical specialists from around the world, the MSF-Canada-based Telemedicine program is changing the nature of medical action, improving quality and increasing field-level medical capacity.

THE SAFETY OF OUR FRONT-LINE WORKERS

- Through MSF-Canada's Sharing Incident Memory and Mitigation program, they promote a movement-wide culture of learning and mutual support in security management, enhancing their ability to prevent and respond to critical incidents.

MEDICAL ADVOCACY

- With public funding, Canadian researchers are developing drugs, vaccines and diagnostic tests that can improve medical humanitarian work globally; MSF Canada advocates for these game-changing Canadian discoveries to be available and affordable to patients and health systems around the world.

THE ROLE: EXECUTIVE DIRECTOR

The Executive Director (ED) is responsible for leading MSF Canada in delivering its social mission. The ED provides an important contribution to the strategy of MSF Canada and its position within the movement and directs the implementation of the strategic plan.

The ED is responsible for ensuring the effective, efficient, and ethical management of MSF Canada's financial and human resources, developing and upholding within Canada the credibility and reputation of MSF's medical humanitarian work, and strengthening this medical humanitarian work internationally through MSF Canada's contributions.

As leader of the Management Team (MT) and *ex officio* member of the Board of Directors, the ED will champion ambitious international projects towards success and stability, contributing to shaping the organization to meet the medical humanitarian landscape of the future.

AUTHENTIC

Inspiring

Calm

STRATEGIC

Emotional Intelligence

Engaging

VISION

Collaborative

Decisive

DYNAMIC

Vulnerable

Ethical

BUILDS TRUST

Accountable

KEY RESPONSIBILITIES

- The MSF Canada board in collaboration with the ED and MT, defines their strategic orientations within the scope of MSF International. The ED guides the ongoing development of MSF Canada and its participation in the MSF movement with the primary goal to support MSF's social mission.
 - This includes ensuring structural flexibility and adaptability and creating and seizing opportunities for MSF Canada to support humanitarian operational realities.
- Actively upholds the identity of MSF as an international medical humanitarian organization. This includes embodying the values of humanity and integrity, focusing on results, and addressing reputational risks.
- Provides ongoing contextual and environmental analysis of the humanitarian and political milieu, and plans for risk management and mitigation.
- Identifies productive synergies for the evolving needs of humanitarian work and builds relationships with potential allies.

STRATEGIC
DIRECTION AND
IMPLEMENTATION

KEY RESPONSIBILITIES

- Oversees 130+ staff, offices in Toronto and Montreal with satellite staff in Ottawa and Vancouver.
- Oversees the financial health of the organization, with a fundraising revenue of over CAD \$100 million annually.
- Fosters, maintain, and grow a dynamic and collegial work environment with opportunities for personal growth, while ensuring accountability and transparent resource management.
- Leads the organization in realizing the goals of MSF Canada.
 - This includes; leading the annual planning process; setting priorities; reviewing, approving, and ensuring implementation of policies and objectives; and allocating resources for MSF Canada through the planning cycle.
- Ensures the professional development of the MT and middle managers through regular feedback and evaluation. This includes mentoring and guiding MT and other staff to develop a breadth of leadership skills for a diversity of coherent voices and continuity of MSF Canada into the future.
- Delegates day-to-day office management and other dossiers as appropriate to the Deputy Executive Director and other members of the MT.
- Ensures solid and transparent financial management and appropriate budgetary allocation in keeping with the priorities and legal requirements of MSF Canada.

LEADERSHIP AND MANAGEMENT

KEY RESPONSIBILITIES

- An important component of this role is to lead MSF Canada's participation in partnerships along with Operational Centres and other partners, including the International Office.
 - This involves relevant General Director Forums, promoting the engagement of MSF Canada on international MSF platforms and initiatives at all levels, sharing responsibility for the development, implementation and critical review of the social mission and ensuring the provision of medical and other support to operations.
- Lead MSF Canada's continued participation in the construction of a strongly interdependent and accountable MSF international movement.
 - This includes championing existing projects such as the Transformational Investment Capacity and Telemedicine, and proactively developing the organization to meet the needs of future humanitarian action.

INTERNATIONAL RELATIONS AND MOVEMENT STEWARDSHIP

KEY RESPONSIBILITIES

- Work closely with the Humanitarian Affairs team and other staff in developing MSF's positioning objectives in the Canadian context.
- Represent MSF to the Canadian media, and with the Canadian government, policy makers, academic institutions, and other NGOs in Canada.
- Represent MSF's work to donors through in-person meetings and other means of communication. This includes co-managing a select portfolio of MSF Canada's top donor prospects and working with the Fundraising department to expand this cohort.
- Engage with the Canadian public via a variety of media to inspire them to support MSF financially or by recruiting staff, engaging with the association, and supporting MSF's advocacy.
- Engage decision makers and influential bodies to impact policy discussions in support of humanitarian work.
- Cultivate relationships and partnerships relevant to further MSF Canada's strategic goals.

PUBLIC
REPRESENTATION,
ADVOCACY, AND
POLICY IMPACT

KEY RESPONSIBILITIES

- As an *ex-officio* member of the Board, the ED reports to the Board of Directors and works closely with the President to develop agendas intended to aid the Board in providing appropriate oversight and governance of MSF Canada.
- In collaboration with the Board, the ED informs, engages and stimulates the Association membership on current debates and discussions with a purpose of leveraging a broad base of ideas, energy, and humanitarian passion.
- Openness to undertake field visits and/or short assignments to keep abreast of the reality of MSF's work and provide support to the operations, as appropriate.

PROMOTION OF
ASSOCIATION
ENGAGEMENT AND
MEANINGFUL
CONTRIBUTION

DESIRED SKILLS, ATTRIBUTES, AND EXPERIENCE



EDUCATION AND EXPERIENCE

- Minimum of 10 years experience with increasing levels of responsibilities in a large non-profit humanitarian organization.
- Minimum of 3 years' experience in senior level humanitarian work at the project/operational level (MSF experience preferential).
- Masters' degree, or equivalent education/experience in health administration, public health, business administration, public administration or a related area is considered an asset.
- Fluency in French (written and spoken) is strongly preferred. Other language skills are considered an asset.



PHYSICAL DEMANDS

- Travel requirements within Canada and abroad.

DESIRED SKILLS, ATTRIBUTES, AND EXPERIENCE



SKILLS AND COMPETENCIES

- Exceptional communication (verbal and written) and presentation skills.
- Experience working with boards of directors in strategic planning processes is an asset.
- Reputation as a proven people leader and developer of teams and talent; a leader who is committed to creating a more equitable, diverse, and inclusive organization.
- Sophisticated social and emotional intelligence; reflective and engages with a combination of confidence and sensitivity.
- Keen intelligence, a fast learner with the ability to anticipate needs and issues, and proactively develop creative solutions.
- Driven by purpose and results, and aspirational organizational objectives.
- Genuine, humble and down to earth individual with a client service mindset and a clear dedication to staff and the broader social mission.



CONTACT INFORMATION

For further information regarding this search, please contact WATSON Advisors' **Cameron Wilson** at cameron@watsoninc.ca or **Hilary Frost** at hilary@watsoninc.ca.

DISCLAIMER

This document is intended to provide background information on MSF Canada for the purpose of informing potential Executive Director candidates and does not provide binding legal representations or contractual obligations. The information contained herein may be subject to change.