

Doctors Without Borders/Médecins Sans Frontières (MSF) Canada

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Strategic Plan Project

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Request for Proposal (RFP)

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INTRODUCTION TO THE ORGANIZATION

ABOUT US

Doctors Without Borders/Médecins Sans Frontières (MSF) is an international emergency medical humanitarian organization founded by doctors and journalists in 1971. Our teams go where people's needs are greatest to provide neutral, impartial, and independent emergency healthcare to people affected by disaster, disease, conflict and exclusion. MSF also bears witness, amplifying patient and staff experiences and speaking out to bring abuses and intolerable situations to the public eye. We are a global movement with associations around the world. Around 68,000 people work for MSF in over 77 countries.

OUR GUIDING VALUES

Rooted in MSF's Charter, which guides our social mission (medical humanitarian work) on the principles of humanity, impartiality, neutrality and independence, and on the basis of universal medical ethics, MSF Canada will realize its 2020-2024 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.

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) means that we engage across all operational entities in the global organization, and that we privilege contributions that promote coherence and efficacy. Since 2018 our 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. Through the MWO MSF Canada seeks to catalyze impact, transformation, coherence and shared responsibility.

OUR CURRENT STRATEGIC PLAN

MSF Canada's (MSF-C) vision for the Strategic Plan period covering 2020-2024 is to be a vital enabler of MSF's social mission and a catalyst for MSF-wide transformation. To achieve this, MSF Canada focuses on 3 key areas of work:

1. **Core initiatives** – MSF Canada sends Canadian contracted staff to projects around the world, increases our financial contribution to MSF's social mission year on year, and actively

engages with Canadian society and government for awareness, support and advocacy purposes.

2. **Choice initiatives** – MSF Canada runs several projects that enable our social mission and serves all operational centers: (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.
3. **Enabling MSF Canada to deliver** – by investing in internal service areas we ensure our own house is in order, and we are capable of making our best efforts to enable the social mission.

During this SP period, MSF Canada will have grown from 88 staff members to a projected 148 staff by the end of 2024, an increase of 68%. Our annual private revenue will have grown from \$67 million in 2019, to a projected \$101.8 million in 2024.

PURPOSE OF THIS RFP

INTENTION OF DOCUMENT

Through this Request for Proposal (RFP) **MSF Canada is seeking proposals from interested consultants with experience in agile development of complex organizational Strategic Plans.** Suppliers that meet the requirements will be invited to meet with MSF Canada. The RFP is intended to assist MSF Canada in refining project requirements and service provider selection criteria to meet the organization's needs.

OBJECTIVE OF THE PROJECT

With our current Strategic Plan (SP) governing the organization until the end of 2024, MSF Canada launched a **Strategic Plan Project** to develop an aspirational vision, explore strategic options, and define a strategic Roadmap including Key Performance Indicators (KPIs) to guide MSF-C from **2025 through 2028.**

PROPOSED METHODOLOGY

The project will undertake broad and varied stakeholder consultation within MSF-C, the global MSF movement and with relevant external experts. MSF-C internal expertise will be identified in each department, and for each transversal priority. Analyses will be data driven and fact-based, considering MSF Canada's performance and experience as well as external expertise for technical and context considerations.

Areas of analysis that will be explored include:

- Canadian context and external trends in the not-for-profit sector;
- Direction and priorities of MSF's global movement;
- Financial analysis for Canadian fundraising, tethered to MSF's global resourcing strategy;
- SWOT analyses for 12 internal departments and various transversal priorities, including:
 - ↳ Culture of MSF Canada
 - ↳ Business operations and ways of working
 - ↳ Risk management

- ↳ Equity, Diversity, Inclusion (EDI) and Anti-Oppression/Anti-Racism (AOAR)
- ↳ Climate adaptation and mitigations
- ↳ Data privacy and protection

PROJECT TIMELINE

The following is a high-level timeline with milestones, that will be approached using agile values and principles:

Date	Description	Details
2023 Q4 (Oct-Dec)	Pre- launch	– Board of Directors (“the Board”) sets high level framing for scope of exploration of strategic options to be considered in the SP
2024 Q1 (Jan-Mar)	Phase 1: Define	– Project launches – External consultant is hired – Project Charter is finalized – Discovery is conducted on internal and external data sources to inform strategic options
2024 Q2 (Apr-Jun)	Phase 2: Discover	– Senior leadership retreat is held to refine strategic options – Directional objectives are presented to the Board for endorsement – Departments analyze opportunities and impacts of strategic options – SP vision is distilled from strategic options, KPIs and org impacts are defined
2024 Q3 (Jul-Sep)	Phase 3: Design	– Strategic Roadmap is developed, to operationalize the SP – Consultation and feedback from Board on final SP draft – First draft SP is completed and presented to the Board for endorsement
2024 Q4 (Oct-Dec)	Phase 4: Do	– Final SP is endorsed by the Board in early October – SP is socialized across MSF Canada stakeholders

CONSULTANT REQUIREMENTS

The project team is **seeking a consultant to support development of the methodology and facilitation of key milestones**, allowing MSF-C resources to focus on analyses.

The short project timeline requires the successful consultant to be comfortable with an agile approach and to be sufficiently resourced to complete the deliverables of the project within the set timelines. The consultant should have proven methodologies and strong communication skills.

RFP PLANNING

TIMELINE

The timeline for the target selection process is as follows:

Issuance of Request for Proposal (RFP)	January 22, 2024
Suppliers’ response to RFP	February 2, 2024
Shortlist of service suppliers identified	February 9, 2024
Supplier proposals received	February 23, 2024

DEADLINE TO RESPOND

Suppliers must submit their responses via a dedicated Microsoft Form by February 2, 2024. See the [RFP Submissions Requirements](#) section of this document for the questions and link to respond.

RESPONSE LANGUAGE

Responses must be submitted in English.

MODIFICATIONS TO RFP DOCUMENTS

MSF Canada reserves the right to revise or amend the terms and conditions of the RFP prior to the deadline for submission of supplier’s responses.

RFP OBLIGATIONS & COST

The issuing of the RFP does not imply any obligation for MSF Canada to buy any of the solutions being presented. MSF Canada reserves the right to stop the process at any time. All direct or indirect costs to the vendors linked to the response to this RFP as well as any subsequent negotiations will be borne by the supplier.

CONFIDENTIALITY

This RFP and any information disclosed or obtained during the RFP must be treated as confidential information.

RFP SUBMISSION REQUIREMENTS

GENERAL REQUIREMENTS

If you are interested in the RFP as outlined above, **please respond by 11:59pm EST on February 2, 2024 to the below questions via a dedicated Microsoft Form: [MSF Canada Request for Proposal \(RFP\): Strategic Plan Project](#).**

1. Provide your organization's name, address(es) and website.
2. Provide the name, title, and contact information for the main person of contact at your organization.
3. What is the size of your organization?
4. How many years has your organization been in business?
5. Please confirm you can meet the timelines and time commitment listed above (start March – wrap up ~October). Please include your **earliest start date**.
6. Why are you interested in the Strategic Plan roadmap project?
7. What skills and experience make you (or your team) a match for the Strategic Plan roadmap project?
8. Provide any previous experience in developing multi-year Strategic Plans in the humanitarian or non-profit sector, or in other sectors (please indicate).
9. Please briefly describe your approach and methodology to developing a strategic plan.
10. Provide any other relevant experience you wish to disclose here.

If applicable:

11. If your organization is a member of a group of companies, provide the name of the parent company.
12. If you have partnerships, alliances, or agreements with other companies, provide the name of the company/companies.

CONTACT PERSON AT MSF CANADA

All inquiries regarding this RFP should be directed to: Sheana Correia (she/her), Special Projects Officer at Sheana.Correia@toronto.msf.org.