



MSF CANADA STRATEGIC PLAN

2025 TO 2028



LETTER FROM THE EXECUTIVE DIRECTOR AND BOARD PRESIDENT

Dear colleagues and supporters,

Our new strategic plan comes at a critical time in the world, in the humanitarian aid sector at large and in Doctors Without Borders/Médecins Sans Frontières (MSF).

An authoritarian political climate continues to spread to more countries. Fault lines are only getting deeper across issues of climate change, technological risks and societal polarizations – all increasingly normalized, all seemingly numbing our sense of alarm.

Global humanitarian action is also at a pivotal juncture. The gap between what aid costs and what funding is available has grown fivefold over the past decade.¹ Protracted crises are straining global response capacities. “Unprecedented needs” are no longer unprecedented – they are the status quo.

Despite the sobering outlook, at MSF Canada we view this not as a moment for despair but as a time for renewed determination and compassion. As we navigate rapid transformations driven by technology, geopolitical shifts and environmental challenges, we recognize the human elements – empathy, trust and genuine connection – will be the true currency of value in the years to come. Our 2025 to 2028 strategic plan places this human-centred approach at the forefront of our work.

We challenge the notion of increasing ‘compassion fatigue’ among our current and potential supporters in Canada and worldwide. We believe there is a hunger for meaningful action and change, within civil society, within the humanitarian aid sector – and in MSF globally.

Our vision and plan detailed in the following pages address this head-on. We are starting on the home front,

engaging in our internal paradoxes, critically reflecting and building a path forward that drives organizational resilience. As a movement, MSF will face difficult decisions about where to intervene. Similarly, MSF Canada will make crucial choices about where we can achieve the most meaningful impact, prioritizing effectiveness over expansion.

Open consultations in the last several years known collectively as “The MSF We Want To Be” have invited MSF staff from all over the world to feed into a new, evolved vision about MSF’s actions and ways of working. This vision is anchored in a desire to shape the organization for the improvement of our medical humanitarian work. We in Canada commit to delivering on these ambitions while keeping the people facing crises and our staff at the heart of our efforts. Our strategic plan envisions a world of equitable representation and we pledge to challenge our own assumptions to ensure this can be achieved.

Hope, in these times, is not just a concept, it is our imperative. We owe it to the people we work with and assist – individuals who face each day with courage and dignity – to embody this hope ourselves. The MSF movement has laid the groundwork for profound reflection and reimagining. MSF Canada’s strategic plan builds on these insights and propels them into action, moving from collective wisdom to tangible change. Our new strategic plan is more than a document; it’s a blueprint for transformative impact. It challenges us, at MSF Canada and across our global movement, to ignite a new era of humanitarianism – one that refuses to accept the intolerable and strives to make a meaningful difference in the world.



SANA BÉG

Executive director, MSF Canada



RUBY GILL

Board president, MSF Canada

¹ The New Humanitarian. (2023). [What the latest funding data says about the humanitarian system.](#)

WHO WE ARE

Doctors Without Borders/Médecins Sans Frontières (MSF) is an international medical humanitarian organization. We provide emergency care to people affected by conflict, epidemics, disasters or exclusion from healthcare in over 70 countries around the world. We are neutral, impartial and independent. We offer assistance based on need, regardless of ethnicity, gender, religion or political affiliation.

MSF Canada is a vital link between our medical activities around the world and a network of supporters, humanitarians and medical professionals in Canada who help make this work possible. We also provide crucial added value to our medical work by pursuing innovations and building capacity to overcome the challenges teams face while trying to deliver needed medical care to people in under-resourced settings.



MSF teams supporting the Yanomami and Ye'kwana branch of the Indigenous Health System in response to the region's public health crisis. Brazil, 2024. © Diego Baravelli/MSF

OUR GUIDING VALUES

Our values are rooted in MSF's Charter², which guides our medical humanitarian work – referred to as our “social mission” – on the principles of humanity, impartiality, neutrality and independence, and on the basis of universal medical ethics. MSF Canada will realize our four-year strategic vision by living and promoting the following values. Through the expression of these values, we intend to continuously shape our organizational culture.

HOW WE TREAT EACH OTHER

RESPECT, INTEGRITY, INCLUSION

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 an equitable working environment where our people are genuinely included in realizing our collective goals.

HOW WE WORK

DISCOVERY, LEARNING, BOLDNESS

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 MSF MOVEMENT

IMPACT, TRANSFORMATION, SHARED RESPONSIBILITY

MSF Canada's movement-oriented programs and partnerships remain the guiding force for how we contribute to MSF's social mission. We will steadfastly strive to have the greatest possible positive impact on the people MSF seeks to assist by directly supporting MSF's operational needs, focusing on climate action, transformational change, expanding access to medical operations and enhancing security.



An MSF logistician guides a truck as it crosses a wooden bridge a short distance away from a primary healthcare facility in Cross River state. The wooden bridge was constructed after the concrete bridge collapsed. It is now old too so the truck must cross without passengers to reduce weight. Nigeria, April 2024. © Abba Adamu Musa/MSF

² You can find the current MSF Charter on our website here: www.doctorswithoutborders.ca/about-msf/the-international-movement/. In 2024 the MSF international board passed a motion brought forth by MSF Canada to review the Charter's language through an equity, diversity and inclusion lens, ensuring the language upholds MSF's core values. MSF Canada and other sections in the movement have already amended some terms in public communications regarding our Charter. The international board, the body responsible for formally changing the Charter, is now tasked with moving from reflection into action and doing the work to update the Charter.



Luminato Festival, Toronto, Canada, 2024.
© Krystle Merrow/MSF

MSF CANADA'S VISION

IGNITING A NEW ERA OF HUMANITARIANISM *AN INVITATION TO BUILD, TOGETHER*

Our vision is rooted in a radical promise to the people and communities we assist: to always prioritize their needs and dignity, regardless of the circumstance.

MSF Canada will support the advancement of people-centred care by demonstrating leadership within the MSF movement. Together, we will foster innovative partnerships and co-create solutions with our colleagues across the global movement that address the health needs of those most vulnerable to disease outbreaks, conflict and climate crises.

Our work is grounded in the humility of recognizing our role as one contributor within a larger global effort to transform humanitarian assistance and support our patients. Through critical self-reflection and continuous improvement, we will enhance our impact and effectiveness. We will leverage our unwavering

commitment to equity and quality care to meaningfully contribute to MSF's medical action.

We acknowledge the systemic challenges, inefficiencies and inequities facing humanitarian aid. We refuse to resign ourselves to this being the foundation on which the most vulnerable depend. Through bearing witness and advocacy, MSF Canada will amplify the voices of our patients and staff. We will inspire and mobilize Canadians to overcome passive acceptance with collective action towards a future where upholding people's dignity is universal.

We recognize amidst the biggest threats are also windows of opportunity. We will invest in organizational resilience and flexibility to best support MSF's medical humanitarian action and ensure we actively prioritize the needs of people we assist.



STRATEGIC PRIORITY 1

INSPIRING AND MOBILIZING CANADIANS

The crises of today are lasting longer and becoming more complex to solve, with some governments actively undermining global foundations – including human rights and international humanitarian law – and turning their backs on the rights and dignity of the most vulnerable people.

Beyond this, we find ourselves in an unfortunate new normal³ – an age where many things once deemed unacceptable are now consciously or unconsciously being overlooked or tolerated.

As MSF, we refuse to accept this.

The critical need for change requires us to think differently about our strategies to spur action⁴. Informed by the global outlook^{5,6} and guided by MSF's global strategic

frameworks^{7,8} on fundraising, communication, EDI and advocacy, MSF Canada will align our efforts to engage our current and future supporters. MSF Canada will integrate our public campaigns and other various audience engagement strategies to create a cohesive approach that maximizes our impact, influence and ability to mobilize support for the people we assist. This unified effort will strike a balance between remaining flexible when needed and having one voice as MSF Canada.

Our integrated campaigns will focus on clear messaging and inspiring content, encouraging people to join the MSF community and donate beyond an MSF emergency response. Creating these shared narratives will also further our ability to influence Canadian policy makers.

³ Vox. (2024). *We're in a new era of conflict and crisis. Can humanitarian aid keep up?*

⁴ Norwegian Refugee Council. (2024). *Alarming drop in global funding to people in war and crisis.*

⁵ OCHA. (2024). *Global Humanitarian Overview.*

⁶ World Economic Forum. (2024). *Global Risks Report 2024.*

⁷ MSF. (2023). *Global Private Fundraising Strategic Framework.* (Internal MSF document)

⁸ MSF. (2023). *Optimizing the support of fundraising.* (Internal MSF document)



Charles, telemedicine regional implementation officer, provides training on how to use MSF's telemedicine platform. Democratic Republic of the Congo, 2023. © Alice Gamelin-Lazure/MSF

STRATEGIC PRIORITY 2

ACCELERATING SUSTAINABLE TRANSFORMATION IN MSF

We are at a watershed moment, in the foreseeable trajectory of global risks and in MSF's bold commitment to transform our global MSF movement as outlined in the Agenda for Transformation^{9,10}. MSF Canada is ready to critically reflect, asking ourselves what is the future of MSF and what is the space we aim to hold in relation to our patients, our staff and civil society.

We will challenge our assumptions on who if anyone owns MSF's social mission. We will consciously take steps to separate our core priorities from existing power dynamics and inequalities in MSF¹¹. We will use our spheres of influence to positively affect discourses and actions that enable a more equitable and inclusive movement.

This includes, but is not limited to, strengthening the following: MSF Canada's governance setup as a movement-wide oriented section, our role in elevating equity, diversity and inclusion, and MSF Canada's strong belief that sustainable transformation and evolution is crucial for the work we aim to do.

MSF Canada will transparently and objectively examine our contributions thus far to advancing the global organization's core work. We will push ourselves to break free from outdated approaches and mindsets, while reinforcing resources where MSF Canada is uniquely positioned to do so.

⁹ MSF. (2024). *MSF Agenda for Transformation*. (Internal MSF document)

¹⁰ MSF. (2024). *MSF we want to be 2021-2024*. (Internal MSF document)

¹¹ MSF. (2024). *Power Analysis Research*.

Teresa Arteaga (right), with Lorena Rodríguez, MSF health promotion supervisor, participate in the release of *Wolbachia*-carrying mosquitoes. Honduras, 2024. © Martín Cálix/MSF



OUR APPROACH TO PARTNERSHIP AND PROGRAMS

MSF Canada will invest in movement-wide programs and partnerships with the goals of increasing equity and fostering sustainable transformation. We will ensure MSF Canada has the strategic and operational capacity to manage and sustain these programs and partnerships.

To guide our efforts, we have developed a decision-making framework. This framework ensures our decisions regarding programs and partnerships are transparent, consistent and aligned with our values. The guiding principles of this framework are:

1 Medical project proximity and impact

We will prioritize partnerships and programs that are closely aligned with MSF's medical project realities and needs. We will ensure people who inform program design are those who are directly impacted by it at project level. We will consider the effectiveness, sustainability and long-term benefits for our medical humanitarian work.

2 Stakeholder collaboration

We will factor in the potential of partnerships and programs that can be more effective through collaborative models that engage both MSF and civil society actors who best represent and understand our internal and external contexts. We do so as a means to develop relevant, future-focused solutions.

3 Promoting equitable representation

We will prioritize partnerships and programs that enhance the capacity of emerging entities in the MSF movement. We will do so to foster equitable space for leadership in the organization globally.



MSF Canada all-staff engagement forum, Toronto, Canada, 2024. © Arndell Leblanc/MSF

STRATEGIC PRIORITY 3

BUILDING LEADERSHIP SKILLS TO DRIVE OUR SOCIAL MISSION

MSF is evolving towards a future where we prioritize people-centred care, equitable staff opportunities, transparency, continuous learning and enhanced operational efficiency. This evolution stipulates the need to invest in a new concept of humanitarian leadership.

As is the case for many aid agencies globally¹², we find ourselves, as a movement, battling internal discord and focusing on growth instead of meaningful impact. Global stakes demand we think differently, actively creating the space to realize and achieve our collective potential.

MSF Canada recognizes addressing external challenges requires a fundamental shift in mindsets and behaviours – a shift that builds organizational resilience and encourages

divergent thinking to find solutions. We will:

- Develop leadership capabilities at all levels, from field operations to executive management
- Promote a culture of EDI
- Encourage calculated risk-taking and innovation
- Transition from transactional to transformative leadership¹³.

This shift toward transformative leadership will redirect focus from short-term results to long-term strategic goals. By rallying staff around a compelling vision, it will cultivate trust and foster a culture of collaboration where teams work together toward shared objectives.

¹² INGOs & the Long Humanitarian Century. (2023). [Who do you think you are? The past, present, and future of international NGOs.](#)

¹³ Leadership Success. (2024). [Leadership Styles – Transactional and transformational leadership.](#)

FOCUS AREAS

STRATEGIC PRIORITY 1

INSPIRING AND MOBILIZING CANADIANS

Develop deeper and more active engagement with our current and future supporters, while creating avenues for stronger public mobilization as well as greater influence of Canadian policy makers.

Harness collective expertise across communications, fundraising and humanitarian affairs teams through integrated ways of working towards shared goals that have impact.

Maintain and enhance trust and credibility as an organization that lives its principles of medical ethics, impartiality, neutrality, accountability, independence and *témoignage* (bearing witness) through our work.

STRATEGIC PRIORITY 2

ACCELERATING SUSTAINABLE TRANSFORMATION IN MSF

Demonstrate leadership in support of the shared movement transformation goals by speaking to them with one voice as MSF Canada, elevating EDI, transparency, mutual accountability, cross collaboration, agility and our shared belief in the social mission.

Participate at movement tables intentionally where critical conversations around transformation are taking place. We do so to offer future-focused solutions centred on our core medical humanitarian operations and advocacy.

Contribute as a lever of meaningful change to amplify the future impact of the MSF movement.

STRATEGIC PRIORITY 3

BUILDING LEADERSHIP SKILLS TO DRIVE OUR SOCIAL MISSION

Be purpose driven, accountable, transparent and bold in charting MSF Canada's path.

Build organizational readiness to embrace, invest in and navigate changes to facilitate new ways of working, while keeping people at the heart of the journey.

Cultivate sustainable environments for innovation to drive continuous improvement and creative solutions to organizational challenges.

KEY PERFORMANCE INDICATORS

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

CATEGORY	INDICATOR
Social mission ratio	>80% each year
Contribution ratio	>72% each year
Revenue	<p>➡ 2025: \$98,000,000</p> <p>➡ 2026: \$101,050,000</p> <p>➡ 2027: \$106,100,000</p> <p>➡ 2028: \$111,200,000</p>
People and culture	MSF Canada employee engagement > 75%
Movement-wide orientation	100% of MSF Canada's movement-oriented programs and partnerships align with our decision-making framework criteria on partnerships
Movement-wide orientation	100% of movement-oriented programs and partnerships are assessed qualitatively (<i>narrative</i>) and quantitatively (<i>key performance indicators, key results</i>) to be making an impact (<i>impact statements</i>)

Back cover: An MSF team in Brooklyn, a neighbourhood in Cité Soleil, Port-au-Prince. Residents here face extreme poverty, precarious housing, inadequate water and sanitation and limited access to healthcare, all compounded by frequent outbreaks of violence. Haiti, 2024.

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