



MSF Canada Annual Plan 2021

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2021 Annual Plan Summary

On the heels of a year in which COVID-19 and Black Lives Matter profoundly re-oriented our work and our priorities as a movement, we enter 2021 with a strong sense of collective purpose rooted in our Strategic Plan vision of being "*a vital enabler of MSF's social mission and a catalyst for movement-wide transformation.*" In 2021, people and culture will remain at the heart of all that we do, in the firm belief that the well-being and engagement of our people is the key ingredient to delivering on our vision. Equity, Diversity and Inclusion (EDI) remains our framing for a growing and maturing body of work aimed at recognizing and removing the barriers that prevent the full participation of all MSFers, and the people we assist, in our social mission. After 3 years of EDI-related initiatives - learning opportunities, policy changes, new projects, recruitment practices... - we head into 2021 with an EDI Vision and Road Map to help guide and measure our EDI progress. Our guidepost is "**EDI in everything**," and we will realize this through each of our Core and Choice initiatives, here in Canada and across MSF.

We will continue to embrace our **Movement-Wide Orientation (MWO)** as the unique way in which we, as a non-operational section, relate with the movement and deliver our social mission. Our MWO positions MSF Canada to engage in multiple ways across the movement, always seeking to catalyze its transformation toward the most ethical and effective delivery of our social mission. This includes our engagement in multiple international platforms and projects, for example supporting the global **rewards review** process, our involvement in **CAMINO**, and our sponsorship of a new project called **Anti-Racism: Building Awareness and Changing Practice**. Our MWO is also the model that inspires how we realize our Choice Initiatives:

- Humanitarian Action on Climate and Environment (**HACE**);
- The Transformational Investment Capacity (**TIC**);
- Telemedicine (**TM**);
- The Sharing Incident Memory and Mitigation (**SIMM**) project;
- Our **medical advocacy**.

2020 pressed us all to adapt to new working circumstances, some of which we want to hold on to. Even after COVID subsidies, we will be more flexible about where and when people choose to work, and we will seize the momentum of our carbon footprint reduction with a 50% travel budget for office staff as compared to 2019. Through our newly consolidated **HACE** initiative, and using our election as the ExCom representative on climate (Core+) as well as the now IGA-endorsed Environmental Pact, we will build on our 3+ years of **climate** work urging other MSF entities to act more climate-responsibly, and supporting field teams in integrating an environmental lens into our operations and advocacy.

We will continue maturing our systems and structures to best enable our workforce. This includes building on our budding internal communications strategy, further digitizing our finance, admin as well as other processes to increase our **digital maturity**, continuing to reinforce our data protection systems, maintaining our critical incident preparedness, enhancing the success of our multiple projects through our now 6m-old **Project Management Office (PMO)**, and continuing to apply a risk management approach to our work, anticipating and reducing risk wherever possible.

Financially, we head into 2021 in a sound position, having exceeded our fundraising (FR) targets and kept expenditure within planned limits. In 2021, we will adhere to our commitment of 0% non-FR expenditure growth for the combined 2020-21 period. Building on our savings in 2020, we are prioritizing some non-FR investments in a few key strategic areas: **IT, HACE, Telemedicine, and HR/culture/EDI** via the Executive Director's Office (EDO) and our new **People and Culture Unit** (that replaces HQHR). Following the aborted TM platform transition in 2019, TM will make the transition in 2021 and we will invest in a broader nimbler set of technologies as well as in how the TM team is organized and works together.

The movement is, on average, also meeting its 0% growth commitment. This, combined with a highly successful fundraising year, has helped MSF avoid a planned deficit in 2020. However, 2021 is forecasted to be a tougher FR year, and in order to maintain operations at their current level the movement expects to run a deficit in 2021. MSF Canada will again increase its contribution, maintaining a **steep FR growth trajectory**, though 5% lower than the SP target. 2021 will be the second of two years that we are heavily investing in our FR capacity. This includes further investments in our new Digital Unit which has already proven to be a key and growing FR acquisition channel.

We have already seen how prolonged working-from-home is impacting our team's **engagement**; we will have to continue finding ways to connect and maintain team cohesion while physically isolated from one another. And our **onboarding** practices - already a priority - will have to be better than ever. This is particularly true in FR, where we continue a rapid pace of growth that will require strong support from all departments as we continue building an **FR culture** across the organization. We also need to manage the pace and the scope of work in all areas, ensuring that we avoid getting individually and collectively overwhelmed by our own high-results expectations. At times we'll need to deliberately slow down; we must also continue investing heavily in performance empowerment of all staff while better supporting people managers. Finally, while our office culture is generally healthy, we must also continue **building respectful and trust-based relationships**, within the executive (office and field staff) as well as across the whole of MSF Canada, including the Association and Board.

We enter MSF's **50th** year with a strong sense of purpose and direction. We have much to celebrate and we are also keenly aware that MSF must change in order to address its own internal shortcomings and be fit for the years to come. Supporting and instigating this transformation - always keeping the people we assist and our staff at heart - will continue guiding MSF Canada in all that we do in 2021.

2021 Consolidated Performance Monitoring Log Frame

Core Initiatives

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
CORE INITIATIVES: 1. PEOPLE ON ASSIGNMENT					
HR	SP GOAL: By 2023, MSF Canada's field workers will feel highly prepared before their deployment, supported during their assignment and well taken care of upon their return.				
HR	MSFC keeps attracting, recruiting, developing, (re)deploying and caring for engaged and responsible international field workers around the movement.	1] Aggregate score from Field End of Mission (EOM) survey for 2021: $\geq 76\%$ feel supported (agree + strongly agree). 2] Our field departure projections are achieved within 5% (projection: 300 in 2021). 3] Among people who experienced behaviour issues, the volume of Canadian contracted field workers reporting the issue remains higher than the global % with $\geq 77\%$ reporting in 2021.	1] 75% in 2020; $\geq 76\%$ in 2021; $\geq 78\%$ in 2022; $\geq 80\%$ in 2023. 2] 350 in 2020; 300 in 2021; 280 in 2022; 260 in 2023. 3] 74% in 2020; $\geq 77\%$ in 2021; $\geq 81\%$ in 2022; $\geq 84\%$ in 2023.	1] Field End of Mission survey (every 6 months) measuring support, care and career advice provided to field worker before, during and after their assignment <i>(Q3, 4, 5, 7, 8, 14 to 28: WD, admin, grievance, matching, DoC, de/briefings, career, recognition)</i> . 2] Field placement dashboard (updated on a monthly basis). 3] International EOM survey (once a year, Q3).	<ul style="list-style-type: none"> – EOM survey will reach a wider range of field workers, especially first departures. – Field placement is not an exact science and can vary on several external factors, including operational trends. We aim for our quantitative targets, but not at any cost. We aim to keep in balance with qualitative matching and care for our people and match the right people in the right places at the right time. – Although we anticipate a decrease in the volume of departures in the coming years, the skills and experiences from the field teams will be used across the movement, supporting new MSF entities to grow. – COVID-19 related travel restrictions are largely lifted by 6M 2021.
CORE INITIATIVES: 2. TMOIGNAGE, ADVOCACY AND COMMUNICATIONS					
PR	SP GOAL: Throughout the strategic plan period, MSF Canada will be highly responsive to ongoing and emerging movement-wide advocacy objectives and by 2023 will have had significant influence on Canadian Government policy.				
COMMS	Communications will give high priority to advocacy and field-driven issues.	1] 70% of media attention per year on advocacy and field issues (consistent baseline year over year, see external factor in key assumptions).	1] $\geq 70\%$ in each year	1] Measured in annual media analysis report each January produced externally by Cision.	<ul style="list-style-type: none"> – Sufficient advocacy campaigns produced by MSF Canada and movement-wide that have public-facing components. – External factor: Though we aim to influence media coverage, we cannot control it. Percentage is influenced by media's own direction and public interest and what are the sector's big stories of any year.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
PR-HA	MSFC will have influence and trusted relationships with senior officials in the Government of Canada to influence Canada's foreign policy and diplomacy in support of humanitarian assistance and MSF's patients.	<p>1] At least 90% of all operational requests for representation will result in a meeting or briefing with a Canadian government stakeholder. To be validated by head of Humanitarian Affairs (baseline of approx. 15 requests per year, and >90% response rate for 2019).</p> <p>2] Each year, the Humanitarian Affairs team will have at least 3 operational contexts where we are directly engaged in supporting the development or implementation of an advocacy, representation, or humanitarian affairs analysis or strategy.</p>	<p>1] ≥75% in 2020; ≥90% in each year after</p> <p>2] 1 in 2020; 3 in each year after</p>	<p>1] To be validated by head of Humanitarian Affairs; accompanied by impact statement.</p> <p>2] To be validated by head of Humanitarian Affairs/EDO and validation by relevant OCs; accompanied by impact statement.</p>	<p>– Canada will continue to play a useful/helpful role diplomatically or in humanitarian response in contexts where MSF is operating and that dialogue with them is useful.</p> <p>– MSF Canada humanitarian affairs advocacy aligns with relevant OC priorities and needs.</p>
PR	SP GOAL: By 2023, MSF Canada will have championed and advocated in Canada for the development of transformational medical treatments relevant to our social mission.				
PR-HA	By 2023, two transformational medical technologies that originate in Canada will be available for use by MSF teams in the field and will be developed using an R&D process that ensures they are available, accessible, and affordable, leading to broader change in the way that medical R&D is carried out across Canada.	1] In 2021, two or more new Canadian medical technologies (drugs, vaccines, devices, or diagnostics) will be identified as being of potential interest to MSF operations and assessed for technical and operational relevance.	1] No change in year-over-year targets.	1] Internal report assessing and proposing two medical technologies - Written validation by MedDir Platform	– Assume that 2 vaccines for Marburg/Lassa that we are aware of will be likely candidates for this project and that we do not have to start a new search mid-2021.
PR-HA	MSFC's advocacy [from pushing for and tracking the development of 2 or more new medical technologies] will result in legislative, regulatory, or policy changes within the federal government to include provisions to improve access and affordability to new medicines developed with public funds by 2023.	<p>1] In 2021, MSF messages and analysis on access to medicines issues will be included in statements, oral and written questions from Canadian Members of Parliament.</p> <p>2] In 2021, there is demonstrated progress that the Canadian government will change federal innovation policies and legislation (on intellectual property, relating to federal funding agencies, the use of 'open science', improved transparency, and others) to include a requirement that health technologies discovered or developed with public funds be made affordable and accessible to patients.</p>	<p>1] No change</p> <p>2] No change</p>	<p>1] Government of Canada records and transcripts, validated by Humanitarian Affairs in impact statement.</p> <p>2] Internal reporting and tracking by head of Humanitarian Affairs, and government documents/proposals; reported as impact statement.</p>	– Assume that this advocacy objective, a priority for 2020, remains a priority for MSF Canada and informs Communications and other departments' priorities for 2021 and that the work on the R&D petition in 2020, plus previous work in 2018 (Parliamentary Committee study) will inform 2021 work and also be catalyzed by COVID-19.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
COMMS	SP GOAL: By 2023, MSF Canada will have increased its brand awareness, and will be highly trusted by the public who will associate MSF with our core humanitarian principles (humanity, impartiality, independence, and neutrality).				
Comms	Communications will ensure high brand awareness and trust, where the public also associates MSF with its core humanitarian principles.	1] $\geq 80\%$ total brand awareness annually in Canadian population. (2019: 79%) 2] Trust in MSF : Target of $\geq 81\%^{**}$ 3] Public associates MSF with its four core humanitarian principles: Target of $\geq 75\%^{**}$ (2019: Humanity, 85%; Neutrality, 74%; Impartiality, 71%; Independence, 69%)	1] $\geq 80\%$ in each year (2019: 79%) 2] 2020 baseline available in December 2020. (2019 baseline: 80%). 3] 2020 baseline available in December 2020 (2019: 74%)	All: Leger Brand Awareness Survey (annual) **Measurements gathered annually in November & December, released in December. Targets confirmed then.	<ul style="list-style-type: none"> - Brand awareness is not the result of one event or public activity, but the cumulative impact of all our public facing activities. - No major scandals affect MSF reputation. - Strong stories to share with the media. - Strong branding campaigns yearly and budget to support. - Strong advocacy messages from the movement to share with the public. - 2] & 3] Target 1-2% increase each year.
CORE INITIATIVES: 3. RAISING FUNDS					
FR	SP GOAL: By 2023, MSF Canada will be one of MSF's eight main fundraising sections.				
FR	Increase overall annual revenue to become within the top 8 MSF fundraising sections by 2023.	1] Income (CA\$ 000): 2021 = 85,000 2] ROI: 2021 = 5.28	1] 1] 2020 = 74,928, 2021 = 88,597, 2022 = 107,030, 2023 = 130,915 2] 2020 = 5.42, 2021 = 5.28, 2022 = 5.85, 2023 = 6.57	Both: Finance committee validated revenue reports at 3M, 6M, 9M, 12M.	<ul style="list-style-type: none"> - Compared to the original goal of \$88,5M projected for 2021 in the SP and considering the economic precarity and anticipated COVID-19 lag effects, we project a revenue impact of - \$3.5 M with a revised goal for 2021 of \$85M. Major Giving and Planned Giving are the two revenue streams that are projected to be negatively impacted by COVID-19 in 2021. - Recruitment of staff with professional fundraising development experience to the team achieved in a timely manner. - Implementation of an enhanced digital donor experience. - Improved data analysis capacity of team to inform and reinforce a data-driven FR strategy and program. - Project Management capacity (temporary resources): outsourcing of Donor Relations and Monthly Donor Migration Projects achieve objectives according to planned timelines (w/the support of PMO & IT).

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
FR	MSF will be the top of mind international non-profit organization to donate to in Canada by increasing the number of new donors acquired and improving retention through a deepened donor loyalty engagement program.	1] New regular donors acquired per year: 2021 = 24,423 2] One-time donation average gift: 2021: \$166	1] 2020 = 17,212, 2021 = 24,423, 2022 = 31,362 2023 = 34,388 2] 2020 = \$160, 2021 = \$166, 2022 = \$167, 2023= \$169	Both: Finance committee validated revenue reports at 3M, 6M, 9M, 12M.	<ul style="list-style-type: none"> – Diversification of regular donors achieved through activating alternative acquisition channels including DRTV and Lead Generation.- Improved results of the conversion campaigns from one time to regular donors. – Implementation of a new Donors Journey in 2021 to reduce attrition rate and increase cultivation and loyalty (increase Life Time Value, measurable in 2023). – Outsourcing of donor relations activities to a professional call center by end of 2021 will enhance the donor experience and build donor loyalty.
FR	Increase the income from one-to-one donors (OTO) (mid-level, major, corporate, foundations and planned giving) so that by 2023, the one-to-one program will be responsible for almost 60% of income.	1] % OTO income over total income: 2021 = 43%	1] 2020 = 45%, 2021 = 43%, 2022 = 54%, 2023 = 56%	Finance committee validated 12M revenue report.	<ul style="list-style-type: none"> – The Major Gifts team will take a more strategic, efficient and proactive approach and solicit gifts from existing Top Priority Major Donors (\$25K+), Mid-Major (\$10K-\$24,999) and Mid-Low Major (\$5K-\$9,999) including prospects. – The Corporate and Foundations team's prioritization of major gifts (designated funding opportunities e.g. TIC projects), reactivations, increased donations from current donors and focus on new multi-year funding opportunities will yield increases in revenue. – The PG team's acquisition campaign will successfully identify future legacy donors.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
PR	SP GOAL: By 2023, we will have expanded and diversified our public institutional funding portfolio.				
PR-PIF	MSFC will grow our humanitarian institutional funding year-over-year and obtain development funding for non-emergency contexts.	1] We will increase our year-over-year public institutional funding from Canadian sources, resulting in annual growth and an annual total of \$11,000,000 or greater in 2021.	1]] 2020: \$9,000,000, 2021: \$11,000,000, 2] 2022: \$14,000,000, 2023: \$17,000,000	1] Grant agreements signed between MSF and Global Affairs Canada (GAC).	<ul style="list-style-type: none"> – Programmatic Proposal has been submitted to GAC in August 2020 and we assume it will be approved, achieving our funding target for 2021; If Programmatic Proposal is not approved, MSF will be able to submit country-specific proposals; any gap between Programmatic Proposal funding and country-specific funding will be closed with emergency appeals, allowing MSF Canada to still meet funding target. – As part of the Programmatic Proposal, MSF is negotiating parts of the contract to limit our risk exposure to certain issues (anti-terror clauses that may compromise humanitarian space/safeguards under IHL, strengthening our confidentiality of dialogue with GAC). We assume that we will be successful in negotiating these positions with GAC as a precondition to signing the contract.

Choice Initiatives

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
CHOICE INITIATIVES: 1. CLIMATE, ENVIRONMENT AND HEALTH					
PR	SP GOAL: By 2023, MSF Canada will have significantly contributed to exposing the links between climate change/environmental degradation and their health and humanitarian consequences, thereby facilitating evidence-based operational choices and advocacy.				
PR-HACE	Facilitate MSF's operational choices and advocacy through research & analysis, and the development of tools and resources to support field teams.	1] ≥1 operationally relevant analysis tool, practice or methodology developed, refined, and used in ≥ 2 regions or ≥ 2 field projects in 2021	1] N/A	1] Impact Statement from user(s): testimony/story on how adding a climate/environmental lens helped to assess risks, identify gaps, vulnerabilities, opportunities, collaboration etc. ultimately improving operational responses.	– OC, field, and other stakeholders contribute and support the co-development of tools/ resources for the field.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
PR-HACE	Increase internal awareness, motivation, and coherence across the movement, and help position MSF externally related to SP Goals to significantly expose the links between climate change/environmental degradation and health consequences and facilitate evidenced-based operational advocacy.	1] MSFC structurally involved with the movement's efforts to strengthen operations and advocacy related to climate change and environmental degradation via ≥2 platforms, partnerships, MOU's, formal external partnerships or other demonstrable means. 2] ≥2 internal and ≥2 external strategic speaking events related to climate change impact on health in 2021.	1] ≥2 each year 2] ≥4 each year	1] Qualitative Impact Statement from a partner/beneficiaries: i.e. added-value or necessity of the action, formal feedback on the collaboration. 2] Quantitative # of events + qualitative impact statement on specific added value and outcome of the events: i.e. new information, network, knowledge exchange.	– MSF entities and OCs (5/5) actively implement the climate, health and environmental footprint reduction work included in their SPs and called for in motions.
PR	SP GOAL: MSF Canada will have contributed to MSF's global action to understand, measure, monitor and substantially reduce its environmental footprint, and will have significantly reduced our own carbon footprint in Canada.				
PR-HACE	Increase the environmental sustainability of MSF's operations to ensure responsible and climate-resilient humanitarian action	1] MSFC has reduced its environmental impact each year from the baseline in 2019, by at least 7.5% a year in 2020 and 2% in 2021. 2] Support for and catalyzing increased toolkit use through advising to Climate Smart MSF and other related MSF initiatives with the aim in 2021 to reach 50 entities/projects using the carbon and waste tool kits. (2020: 9 entities/projects (5 in 2019)).	1] 2020 ≥ 7.5%; 2021 = 6%; 2022 = 0; 2023 = 0. 2] 2020 = 10; 2021 = 50; 2022 = 75; 2023 = 100.	1] Verified through completed MSFC environmental impact toolkits for 2020 + 2021. 2] Verified through number of toolkit users supported or advising engagements.	– Climate Smart MSF Phase 3 is successful and starts approx. March 2021 (end of Phase 2B Bridge Feb 28, 2021) and OCs/Partner Sections continue mitigation work. – Commitments to measure impacts with 'harmonized toll' are acted on.
FINA	FinA will leverage available technology to reduce use of paper and improve efficiency.	1] Following the achievement of going 90% paperless in 2020 while working from home, new systems will be optimized to further increase efficiency. Target: 90% of all credit card reports are processed through Concur.	1] N/A	1] Accounts Payable processing volume.	– Optimization of existing Concur expense functions for back-end processing by end of Q4 2020.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
CHOICE INITIATIVES: 2. TRANSFORMING MSF'S WAY OF WORKING					
EDO	SP GOAL: By 2023, the Transformational Investment Capacity will have significantly accelerated the transformation of MSF to more effectively deliver medical care and humanitarian action.				
EDO-TIC	Drive transformational impact on MSF's ability to deliver medical care and humanitarian service (social mission) through TIC projects that improve quality of medical care for our patients; strengthen our global human capital; build our technical and operational capabilities; achieve efficiency gains and optimize our organizational effectiveness.	<ol style="list-style-type: none"> 1] In 2021, >70% success rate in realizing their TIC project stated goals in transforming MSF's medical, human capital, operational effectiveness and efficiency gain capabilities (Baseline 80% of all large-scale projects approved to date, on track or close based on plan). 2] In 2021, 7-8 projects sourced from Low and Middle Income Countries (LMIC) from Africa, America, Asia, Middle East. 	<ol style="list-style-type: none"> 1] >70% every year 2] 2020=different indicator; 2021=7-8; 2022=8-9, 2023=10 	<ol style="list-style-type: none"> 1] Measured by % of projects reporting Green/Yellow status on active TIC project progress. 2] Measured by # of successfully approved TIC proposals submitted (a) directly by LMIC from Africa, America, Asia, Middle East and (b) indirectly with significant LMIC engagement from Africa, America, Asia, Middle East. 	<ol style="list-style-type: none"> 1] TIC funding envelope for 2022/2023 is sufficient (1% of MSF movement private income) to maintain a healthy TIC project portfolio and pipeline; counteracting OCs "putting the brakes on projects" due to budget or capacity through focus on OC/PS strategic priorities and communications. 2] Ability of MSF entities in LMIC from Africa, America, Asia, Middle East (SEEAP, SARA, Branch Offices, etc.) without sectionhood status to effectively partner with an OC/PS to sponsor TIC projects; better engaging with operations and field.
EDO-TIC	Drive impact and value by fostering transformative and innovative mindset and culture encouraging agile and flexible approaches, engaging external partners more actively and ensuring strong project and change management.	<ol style="list-style-type: none"> 1] >80% satisfaction on TIC project team surveys on TIC added value. 2] Over 1,550 engagements with MSFers and other humanitarian leaders through TIC projects, webinars, workshops, presentations, videos, wikis, and newsletters in 2021. 	<ol style="list-style-type: none"> 1] >80% every year (Baseline 78%) 2] 2020: 1,400, 2021: 1,550, 2022: 1,700, 2023: 1,900 	<ol style="list-style-type: none"> 1] Measured by TIC project team (project sponsors and project managers) surveys. 2] Measured by click-throughs, participation on webinars, etc. 	<ol style="list-style-type: none"> 1] Strong support and accompaniment of TIC project teams; visibility across MSF; strong support for proposal teams. 2] Continued development of relevant thought leadership on transformation and change in MSF; increased efforts to share lessons learnt from the TIC program and individual TIC projects.
PR	SP GOAL: By 2023, Telemedicine will be a standard feature of MSF's medical action and widely available to MSF medical personnel, enabling accurate diagnoses and treatments, and providing direct and indirect learning opportunities to all users, via access to a truly global network of clinical experts.				
PR-TM	Provide scalable, secure, and reliable TM solutions adapted to MSF field needs	<ol style="list-style-type: none"> 1] The TM portfolio of services will support up to 6400 cases + sessions: Store and Forward (S&F)(3800 cases), real time (1300 sessions) and secure messaging (1300 sessions). (*Case refers to a clinical case; session refers to clinical activity such as a discussion, file transfer, etc.) 2] 70% of MSF relevant field projects have access to a TM account. 3] 80% of MSF projects with TM accounts use their TM accounts regularly. 4] 75% of users are satisfied. 5] TM services offer appropriate response times in line with the needs (< 8 hours). 	<ol style="list-style-type: none"> 1] 2020: 2500; 2021: 6400; 2022: 13,000; 2023: 30,000 2] 2020: 40%; 2021: 70%; 2022: 80%; 2023: 90% 3] 2020: 67%; 2021: 80%; 2022: 85%; 2023: 90% 4] 2020: 70%; 2021: 75%; 2022: 85%; 2023: 90% 5] Maintain < 8 hours 	<ol style="list-style-type: none"> 1] Platform reporting + services processes. 2] User satisfaction survey. 3-5] Platform + application reporting. 	<ul style="list-style-type: none"> – Medical dept and operations buy-in and support to scaling up TM services through various platforms and applications. – Adequate financial resources available. – Adequate skills and experience available for recruitment to support the S&F platform transition. – Successful S&F platform transition. – Successful recruitment and onboarding of a new TM Lead, creating stability in leadership for the TM program.

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
PR-TM	Improved medical training offers for field based medical staff from TM case knowledge contributions contributing to improving quality of care.	1] In 2021, 2 Learning & Development (L&D) units or medical departments use medical case content from TM services as part of their learning offer to field medical staff. 2] # of case reports produced in 2021 that support learning activities. (Target: 5) Reports are defined as (but not limited to): a. clinical case reports or case studies b. knowledge gap analysis (clinical) c. knowledge extracts	1] No trend 2] 2020: 4, 2021: 5, 2022/2023: 6 - 7	1] Users report, clinical cases report and other publications produced and made available by the Learning and Knowledge program. 2] Measure of the impact of learning sessions support by TM Learning and Knowledge program.	– Stakeholder willingness to participate and integrate knowledge produced by the TM program into MSF learning platforms and groups (ex. Tembo, medical academy, L&D units, Medical departments, field L&D focal points).
EDO	SP GOAL: By 2023, we will have actively participated in MSF’s global governance via strategic participation in key platforms and governance projects – including new or emerging MSF entities – challenging the status quo and promoting the values expressed in our Movement-Wide Orientation.				
EDO	Through executive and associative leadership, MSFC actively engages in platforms, projects, and initiatives - including new or emerging entities - to catalyze the values of our Movement-Wide Orientation (MWO): social mission impact, transformation, coherence, and shared-responsibility.	1] MSFC promotes the MWO values through multiple platforms, projects and initiatives, participating in: - ≥2 non-mandatory international platforms/projects/initiatives annually - ≥ 1 project or new entity that challenges MSF's governance status quo annually - Membership on OC Boards of Directors	1] N/A	1] MWO table in 12M report + impact statement	– Opportunities to participate are available. – MSF demonstrates a commitment to change through investments. – OC partners remain engaged and consider MSFC programs relevant.
– CHOICE INITIATIVES: 3. SAFETY AND WELLBEING OF MSF'S GLOBAL WORKFORCE					
EDO	SP GOAL: By 2023, the Sharing Incident Memory and Mitigation project will have substantially contributed to the movement’s ability to respond to critical incidents, mitigating their impacts and consolidating MSF as a risk-conscious organization.				
EDO-SIMM	Enhance MSF’s capacity to respond to critical incidents by fostering awareness, learning, and sharing across the movement and empowering/connecting existing capacities.	1] In 2021, the SIMM will have completed and validated at least 4 SIMM extracts about major critical incidents around the movement and 2 internal analytical transversal papers that stem from field perspectives. 2] In 2021, the SIMM will increase the awareness and uptake of its outputs by connecting with and including a more diverse audience (increased audience by 33% with a focus on the field, operations and contracting sections). 3] A short qualitative survey on yearly basis to key users to assess the value-add and areas of	1] 4 extracts and 2 analytical transversal papers each year 2] 2020 establish baseline; 2021 +>33% usage; 2022 +>66% usage; 2023 +>100% usage; 2021: SIMM input provided to at least 10 trainings, workshops, or presentations;	1] Validation of the extract by the OC; analytical papers shared with EDO 2] Quarterly usage/traffic on the SIMM portal and vault (including requests from the field) and the number of trainings/workshops/presentations and participants using SIMM produced materials (cases studies, presentations).	– The SIMM outputs, scope and volume remain relevant and perceived as valuable by key stakeholders. – MSF remains engaged in efforts to improve critical incident preparedness and response at the inter-sectional level.

		improvements of the SIMM direct and indirect deliverables.	2022: 12; 2023: 14. 3] Targets to be set in 2021 after baseline established in 2020.	3] Yearly qualitative survey.	
Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
HR/EDO	SP GOAL: 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.				
HR & EDO	All relevant MSF Canada policies, practices and processes are assessed as integrating the principles of EDI/AOAR to prevent inequities, in Canada and globally	<ol style="list-style-type: none"> 1] ≥72% staff favourable response on EDI, indicating increased awareness and action 2] Achieve a level 4 in Deep Diversity Continuum 3] Choice initiatives (SIMM, TIC, HACE and TM) actively incorporating an EDI lens into their work and/or structure 4] MSFC actively involved in ≥ 2 movement-oriented platforms/ projects/initiatives primarily for the purpose of promoting EDI and/or RB 	<ol style="list-style-type: none"> 1] 2020 ≥72%; 2021 ≥72%; 2022 ≥74%; 2023 ≥76% 2] 2020 3; 2021 4; 2022 4; 2023 5 3] No change 4] No change 	<ol style="list-style-type: none"> 1] Engagement Survey, diversity and inclusion indexed score 2] External review by Anima Leadership 3] Impact statement (self-assessed) 4] Subset of MWO matrix + impact statement + movement feedback on MSFC resources via automated survey 	<p>AP indicators listed here reflect the EDI Road Map indicators. The following 3 indicators will be developed in 2021 to be fully aligned with the Road Map:</p> <ol style="list-style-type: none"> 1] MSF-C contracted field staff apply EDI-informed practices while on assignment (via End-of-Mission survey) 2] MSFC's image and branding assessed as integrating anti-colonial, EDI-informed, anti-racist and anti-oppressive approaches (via external evaluation) 3] MSFC's decolonization and cultural safety measures assessed favourably (by indigenous community actors)
HR & EDO	Representation - the make-up of MSF Canada (including the Management Team and international staff) is more representative of the ethno-cultural diversity of Canada and reflects other intersectional minoritized identities	<ol style="list-style-type: none"> 1] At least 25% of all MSF Canada staff, including MT, identifies as members of underrepresented Canadian ethno-cultural communities and/or social groups living at the intersection of other marginalized identities 2] Each main job family of MSF Canada's international staff pool is made of at least 22% of underrepresented Canadian ethno-cultural communities and/or social groups living at the intersection of other marginalized identities 	<ol style="list-style-type: none"> 1] No change 2] No change 	<ol style="list-style-type: none"> 1] HR Information System (Ceridian) + Annual engagement survey (self-identification of staff) 2] Greenhouse Application Form (subset of personal information provided by hired candidates) 	<ul style="list-style-type: none"> - These indicators rely on voluntary self-identification, which may affect accuracy (close link to trust) - For MT, low numbers + low turnover limit ability to reach target
HR	MSFC contracted staff will be highly aware of, encouraged to use, and supported through the use of available mechanisms for reporting and responding to issues related to responsible behaviour	1] Among people who experienced behaviour issues, the volume of Canadian contracted field workers reporting the issue remains higher than the global % with ≥ 77% reporting in 2021.	1] 74% In 2020; ≥77% in 2021; ≥81% in 2022, ≥84% in 2023.	1] International EOM survey (once a year, Q3)	N/A

Enabling to Deliver

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
ENABLING TO DELIVER: 1. WORKFORCE AND CULTURE					
HR	SP GOAL: MSF-Canada will offer equitable opportunities for applicants to join the organization. By 2023, all our talents, as part of a global workforce, will be empowered, supported, and engaged to grow toward their fullest potential in their professional journeys.				
HR	MSFC is a learning organization fostering a respectful and value-driven working culture that enables an engaged workforce.	<p>1] "I would recommend MSF Canada as a great place to work": employee Net Promoter Score (eNPS*) score is improving over time. Objective: ≥ 30 in 2021.</p> <p>2] Retention is improving, with a target of $\leq 12\%$ of regrettable turnover in 2021; $\leq 11\%$ in 2022; $\leq 10\%$ by 2023.</p> <p><i>*eNPS = Promoters (% of strongly agrees (5's)) - Detractors (% of strongly disagrees, disagrees and neutrals (1-3's))</i> <i>Benchmark: a score of 10-30 is considered good, and a score of 50 is excellent.</i></p>	<p>1] ≥ 25 in 2020; ≥ 30 in 2021; ≥ 40 in 2022; ≥ 50 in 2023</p> <p>2] 2020: 13%; 2021: $\leq 12\%$; 2022: $\leq 11\%$; 2023: $\leq 10\%$</p>	<p>1] Annual staff Engagement Survey eNPS (employee Net Promoter Score).</p> <p>2] Human Resources Shared Services (HRSS) unit dashboard.</p>	<ul style="list-style-type: none"> – Leadership and people managers support and engage staff to pursue learning and development opportunities. – No internal crisis impacting staff engagement and perception of MSF values. – Turnover is when permanent employees leave and need to be replaced, while regrettable turnover does not consider contracts that ended because MSF wanted them to (e.g. end of contract, termination, new internal position offered, etc.). It is NOT regrettable for MSFC if people leave our office to go back to the field or work in another MSF office, it is aligned with the talent management strategy we envisioned.
EDO	SP GOAL: 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.				
EDO	Canada-based staff feel strong connection to MSF's social mission, a sense of inclusion and alignment with values.	<p>1] 80% on "Social Connection" index.</p> <p>2] 75% engagement (composite Engagement Survey score)</p>	<p>1] ≥ 80 each year</p> <p>2] ≥ 75 each year</p>	<p>1] Annual staff Engagement Survey</p> <p>2] Annual staff Engagement Survey</p>	
ENABLING TO DELIVER: 2. ASSOCIATIVE LIFE					
ASSO	SP GOAL: By 2023, Association engagement will have increased substantially over the 2020 baseline.				
ASSO	The Association upholds the governance structure as the mechanism of promoting accountability to the values and social mission of MSFC and the Movement.	1] $\geq 37\%$ of membership participation in person/online in AGA reaching quorum.	1] 2020: $\geq 35\%$, 2021: $\geq 37\%$, 2022: $\geq 40\%$, 2023: 40%	1] AGA participant registration, e-voting data	– AGA can be planned according to circumstances allowing for meaningful participation (in-person and/or online).

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
ASSO	Association entities and individuals are empowered, invigorated, and supported in order to amplify their contribution to MSF's social mission.	1] 60% index in Engagement Survey.	1] 2020: n/a; 2021: ≥60%, 2022: ≥68%, 2023: ≥75%	1] Association Engagement Survey	– Engagement Survey established in 2021.
ENABLING TO DELIVER: 3. SYSTEMS AND STRUCTURES					
FINA	SP GOAL: By 2023, Finance and Administration will have professionalized its services, gone digital, optimized tools to gain efficiencies and become greener. It will have built expertise, developing the capacity to be proactive, data-driven and analytical, and played an active role in cross-departmental administration and financial leadership.				
FINA	FinA will enhance the quality of internal reporting, analysis, and administrative services.	MT & MMT satisfaction with timeliness and quality of: 1] Financial processing and reporting, and 2] Administrative support and facilities management for 2021: 88.5% (Baseline +12%).	1] 2020 = 86.5, 2021 = 88.5, 2022/2023 = 90 2] Y/N, no trend	1] Semi-annual staff satisfaction survey. 2] Draft policy for Board review 2022.	– Selection of new Travel Management Company (TMC) through RFP process and negotiated contract by Q4 2020. Roll out of new travel online booking tool in Q1 2021. New Procurement/Travel FTE in place to complete implementation. – Revision of Finance Policies begins Q2, with early draft to receive EDI review. Final policy revision to be presented to Board in 2022. Procedures are separated from policy and are revised in an internal document.
EDO	SP GOAL: By 2023, IT will have transformed from a service department into a solutions provider, leveraging MSF Canada's use of technology, championing coherence and optimizing core systems through innovation, customer centricity and automation.				
EDO-IT	Solutions: IT supports and enables digital solutions to integrate, transform, automate, and simplify the way MSFC works.	1] Achieve a + 1 step increase in our 'Digital Maturity' score in 2021. (Digital maturity is a measure of digital positioning across strategy, culture, capabilities, and customer journeys).	1] 2020: baseline + 0.5; 2021: + 1; 2022: +0.5; 2023: maintain	1] Quarterly reporting to EDO based on the Infotech Digital Maturity Framework methodology.	– Project leads, and budget holders have planned the expense of some departmental innovations. Staffing stable in IT for the duration of 2021.
EDO-IT	Security: IT fosters and promotes MSFC's increased security compliance through its proactivity, training, testing, and use of best practice methods.	1] Achieve a Level 3 (established) baseline by the end of 2021 as measured against the COBIT Critical Security Controls framework, and then maintain this level year over year.	1] 2020: Level 1.5; 2021: Level 3; 2022: Level 3; 2023: Level 3	1] Quarterly reporting to EDO, based on self assessment control framework; third party validation in Q4.	– MSFC is able to adjust as required to new IO guidelines on cybersecurity.
EDO-IT	Smiles: IT is a respected customer-centric unit dedicated to their customers' success, responding to needs in a caring and solution-focused manner.	1] Achieving and maintaining a customer satisfaction rating of at least 4 (i.e. good) on a 5-point scale, as measured through customer satisfaction surveys.	1] 2020: Reach 4/5 (up from 3); 2021-2023: Maintain 4/5	1] Quarterly reporting to EDO on survey results.	– Staffing levels remain at FULL TIME levels throughout 2021 (impacted by Covid in 2020).

Dept	Expected Outcomes	Indicator(s)	Targets over SP period	Source of Verification + (Frequency)	Key Assumptions or Considerations
EDO	SP GOAL: By 2023, through robust project and change management support and via structures that promote cross-departmental collaboration, staff will feel empowered, inspired, supported and resourced to translate ideas into projects and to work collectively to improve MSF Canada's impact on our social mission.				
EDO	Align organizational structure, systems, and resources to promote interdepartmental communication and collaboration.	1] $\geq 70\%$ Indexed score for 'Collaboration and Communication' in Engagement Survey.	1] $\geq 70\%$ each year	1] Annual staff Engagement Survey.	
COMMS	The Communications department is highly responsive and a key partner in helping other MSF Canada departments achieve their goals (Fundraising, HR, Advocacy).	1] $\geq 80\%$ satisfaction from other departments.	1] $\geq 80\%$ each year	1] "Comms Support Satisfaction Survey" at 6M & 12M.	– Survey to be developed in Q1. No baseline for AP target.

Annex 1 – 2021 Revenue Forecast

	2021	2020	2019
Fundraising Activities	Budget Gross Revenue FY	Budget Gross Revenue FY	Gross Revenue FY
Renewal (Direct Mail)	\$ 5,822,575	\$ 6,493,990	\$ 5,656,140
Acquisition (Direct Mail)	\$ 277,095	\$ 289,650	\$ 535,267
Stewardship (Dispatches, Welcome Call, Field Note)	\$ 398,420	\$ 317,050	\$ 359,123
Telemarketing (OTG out of conversion calls + lapsed mid-level)	\$ 116,498	\$ 182,817	\$ 136,626
Digital (Web, Online ads, Google Grants)	\$ 8,204,495	\$ 8,286,032	\$ 5,791,519
Digital (Canada Helps)	\$ 905,068	\$ 1,266,186	\$ 1,083,864
Digital (MSF Warehouse)	\$ 375,731	\$ 276,132	\$ 281,238
Tribute Giving (Online and Offline)	\$ 702,208	\$ 999,428	\$ 700,020
White Mail (Unsolicited)	\$ 1,606,351	\$ 2,115,499	\$ 1,594,425
Other	\$ 17,780	\$ 69,925	\$ 10,249
Annual Giving - One-Time Gifts	\$ 18,426,221	\$ 20,296,709	\$ 16,148,472
Annual Giving - Monthly Gifts	\$ 29,548,183	\$ 26,483,336	\$ 25,431,134
1. Annual Giving-One Time+Monthly Gifts	\$ 47,974,404	\$ 46,780,045	\$ 41,579,606
Third-Party Events	\$ 230,313	\$ 230,314	\$ 704,166
2. Community Engagement-One-Time Gifts	\$ 230,313	\$ 230,314	\$ 704,166
Planned Giving	\$ 13,911,319	\$ 11,560,405	\$ 10,263,045
Major Giving	\$ 12,543,391		
Securities \$5K+	\$ 6,025,669	\$ 15,791,782	\$ 13,046,687
Securities <\$5K	\$ 406,154		
Corporate	\$ 2,504,750	\$ 727,156	\$ 681,416
Foundations	\$ 1,404,000	\$ -	
3. Principal Giving-One-Time Gifts	\$ 36,795,283	\$ 28,079,344	\$ 23,991,148
Emergency Campaign (EF)			\$ 506,954
TOTAL FR GROSS REVENUE	\$ 85,000,000	\$ 75,089,703	\$ 66,781,874

GROWTH	13.2%	12.4%	
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Investment and ROI			
Payroll	\$ 3,090,363	\$ 2,012,933	\$ 1,369,964
Operational Costs	\$ 12,643,595	\$ 11,126,088	\$ 8,615,412
Total Investment	\$ 15,733,958	\$ 13,139,021	\$ 9,985,376

ROI Gross	5.4	5.7	6.7
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Overhead	\$ 560,201	\$ 504,370	
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ROI Net	5.2	5.5	6.7
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Annex 2 – 2021 Profit and Loss (P&L) Statement

	Budget 2021	6M Forecast 2020	Budget 2020
REVENUE			
Private Revenue	85,000,000	75,089,703	75,089,703
PIF Revenue	12,500,000	10,100,000	9,000,000
Expat Tariff Revenue	7,321,555	8,051,410	8,961,742
TIC Envelope Grants	1,225,069	336,648	336,648
Charitable Services Fees	0	51,665	0
Interest and Other Revenue	250,000	200,000	250,000
Total Revenue	106,296,624	93,829,426	93,638,092
EXPENSES			
Grants and International Cost Sharing			
Federal Government Grants	11,875,000	9,595,000	8,550,000
Private PDC Funds	56,000,000	49,500,000	49,500,000
MSF International & Other Cost Sharing	1,825,868	1,613,426	1,724,555
	69,700,868	60,708,426	59,774,555
Tariff Expenses	7,321,555	8,051,410	8,961,742
Total Overseas Social Mission	77,022,423	68,759,837	68,736,296
TIC Projects	1,338,747	336,648	336,648
Programs	4,285,915	4,219,115	4,314,898
Field HR	1,997,936	2,026,932	2,049,649
Communications	934,307	937,749	1,020,278
Total Canada Social Mission	8,556,905	7,520,445	7,721,474
Fundraising	16,488,220	13,591,764	14,190,893
Management, Board, Association	2,962,642	2,583,176	2,808,045
Total Canada Non-Social Mission	19,450,862	16,174,940	16,998,938
Gain (Loss) on Foreign Exchange & Shares	-50,000	-18,545	0
Net Surplus/(Deficit)	1,216,434	1,355,660	181,385

SUMMARY	2021 Budget	2020 6M Forecast	2020 Budget
Net Contribution	69,742,233	61,694,318	59,619,291
Canada Social and Non Social Mission	28,007,767	23,695,384	24,720,412
Total Fundraising Costs	16,488,220	13,591,764	14,190,893
Total Non-FR HQ Costs	10,180,800	9,766,972	10,192,871
Total TIC Projects	1,338,747	336,648	336,648
Cash Reserves (Months)	3.98	4.04	3.30
Total Reserves (Months)	7.96	8.79	7.86
Social Mission Ratio	81%	83%	82%
Net Contribution Ratio	71%	72%	71%

Annex 3 – 2021 FTE Planning

DEPARTMENT	2019			2020				2021				
	FTE PLANNED	FTE ACTUAL	FTE Variance	FTE PLANNED	FTE 6M ACTUAL	FTE 12M ACTUAL	FTE Variance	FTE PLANNED	FTE GROWTH	FTE PROJECTION 2022	Positions Added	Positions Eliminated
ED OFFICE	15.33	14.86	-0.47	17.94	8.7	N/A	N/A	19.43	1.49	19.60	ED&I OFFICER (FTR) (moved from HR) TIC STRATEGIC TRANSFORMATIONAL MANAGER (FTR)(approved 2020)	ADMINISTRATOR (PTR)
FUNDRAISING	18.47	16.40	-2.07	27.25	11.81	N/A	N/A	36.37	9.12	36.10	FR DATA ANALYST (FTR)(approved 2020) PHILANTHROPY OFFICER - 25K+ (FTR)(approved 2020) PHILANTHROPY OFFICER - 5-25K (FTR)(approved 2020) PLANNED GIVING MANAGER (FTR)(approved 2020) ACQUISITION COORDINATOR (FTR)(approved 2020) CORPORATE OFFICER (FTR)(approved 2020) CALL CENTER SUPERVISOR/OFFICER (FTR)(approved 2020) DONOR FULLFILMMENT COORDINATOR (FTR)(approved 2020) ADMINISTRATOR (PTR) COMMS MARKETING OFFICER (FTR)	MANAGER OF DONOR CARE & COMMUNITY PARTNERSHIPS (FTR)
HUMAN RESOURCES	20.58	21.57	0.98	21.43	10.33	N/A	N/A	20.50	-0.93	20.50		EDI OFFICER (FTR) RESPONSIBLE BEHAVIOUR FOCAL POINT (FTT) SYMPHONY PROJECT MANAGER/FOCAL POINT (FTT) SYMPHONY / HRIS PROJECT MANAGER (FTT) RECRUITMENT SUPPORT - OFFICER/COORDINATOR (FTT)
COMMS	7.00	6.56	-0.44	9.92	3.94	N/A	N/A	10.50	0.58	11.00	DIGITAL CONTENT EDITOR (PTR)(approved 2020) EDITOR - FRENCH (PTR) DIGITAL FUNDRAISING COORDINATOR (FTR)	
PROGRAMS	15.59	15.42	-0.17	17.73	8.96	N/A	N/A	20.33	2.60	17.50	HACE FTE - Level C (FTR) (approved 2020) TELEMEDICINE PROJECT: PROJECT MANAGER - TM SOLUTION (FTT) TELEMEDICINE PROJECT: BA (FTT) TELEMEDICINE PROJECT: MEDICAL LIAISON (FTT)	TELEMEDICINE PROJECT COORDINATOR (LIAISON) - OCB (FTT) HEAD OF LEARNING SERVICES (FTR) LEARNING SERVICES OFFICER (FTR) E-LEARNING PROGRAMMER AND DEVELOPER (FTR)
FINANCE AND ADMINISTRATION	5.67	6.07	0.40	6.42	3.1	N/A	N/A	7.38	0.96	7.50	PROCUREMENT AND TRAVEL COORDINATOR (FTR) (approved 2020)	PROJECT MANAGER - HRIS IMPLEMENTATION (FTT)
TOTALS:	82.64	80.87	-1.76	100.69	46.84	0.00	0.00	114.51	13.82	112.20		

Annex 4 – Acronyms

6M / 12M: mid and end of year reporting

AGA: annual general assembly

ALF: associative life in the field

AP: annual plan

Asso: association

CEH: climate, environment, and health

CIRT: critical incident response training

CT: current telemedicine platform vendor

DNDi: drugs for neglected diseases initiative

ED(O): executive director (office of)

EDI: equity, diversity, inclusion

[eNPS](#): employee net promoter score from engagement survey; **eNPS is measured by the following statement: “I would recommend MSF Canada as a great place to work”*

HRSS: human resources shared services unit

EOM: end of mission

ExCom: international executive committee

F2F: face-to-face fundraising

FINA: finance and administration department

FR: fundraising department

FTE: full time equivalent

GAC: global affairs Canada

GDPR: general data protection regulation

HA: humanitarian affairs unit

HACE: humanitarian action on climate and environment Initiative

IB: international board

IO: international office

IPOB: inter-OC platform on behaviour

L&D: learning & development

LMIC: low- and middle-income countries

LTA: long term assignment

MedDir: medical directors’ international platform

MT/MMT: (middle) management team

MWO: movement-wide orientation

OC: operational centre

OTO: one-to-one donors

PIPEDA: personal information protection & electronic documents act

PMO: project management office

PNN: association newsletter

PS: partner section

PSCU: psychosocial care unit

R&D: research & development

RB: responsible behaviour

RFP: request for proposal

S&F: store & forward (telemedicine)

SIMM: sharing incident memory and mitigation

SP: strategic plan

TIC: transformational investment capacity initiative

TM: telemedicine program

WFH: work from home