

## TERMS OF REFERENCE

Doctors Without Borders/Médecins Sans Frontières (MSF) is an international medical humanitarian organization determined to bring quality medical care to people in crises around the world, when and where they need regardless of religion, ethnical background, or political view. Our fundamental principles are neutrality, impartiality, independence, medical ethics, bearing witness and accountability.

The Stockholm Evaluation Unit (SEU), based in Sweden, is one of three MSF units tasked to manage and guide evaluations of MSF's operational projects, and works primarily with Operational Centre Brussels. For more information see our website [evaluation.msf.org](https://evaluation.msf.org).

Promoting a culture of evaluation is a strategic priority to be accountable, seek for continuous improvements and achieve organizational learning. MSF does not evaluate only because of external requirements, for example donors related ones. These Terms of Reference should be seen as a starting point for the evaluation process. The evaluator(s) are welcome to challenge them and suggest for example different or additional perspectives, as they see fit during the inception phase. The evaluation process should rely on solid methodology to achieve credible results and should also ensure to put values and use in the forefront. The evaluation must involve and include different actors and counterparts in an adequate manner during the whole process.

Name of evaluation:	Evaluation of the Humanitarian HUB, Brussels (2023)
Starting date:	Mid-June 2023
Duration:	Final report to be submitted by latest end of Sep 2023 (or as per discussion with Evaluation Manager)
Requirements:	Interested applicants should submit: 1) A proposal describing how to carry out this evaluation (including budget in a separate file), 2) a CV, and 3) a written sample from previous work
Deadline to apply:	No later than at 2359hrs CET on Sunday, June 11 <sup>th</sup> , 2023
Send application to:	<a href="mailto:evaluations@stockholm.msf.org">evaluations@stockholm.msf.org</a>

## BACKGROUND

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The Brussels Humanitarian Hub (hereafter referred to as the Hub) was established in 2017 in response to an influx of migrants and asylum seekers as well as a perceived lack of a response from the Belgian authorities. Several organisations decided to pool their knowledge and unite under a common desire to; respond to the needs of "migrants in transit" in Brussels by providing access to multidisciplinary services, develop and propose to state institutions an alternative model of care for these people, which would consist in setting up a reception and orientation mechanism for migrants, and facilitate the mobilization of citizen solidarity towards vulnerable people through the possibility of volunteering at the HUB. The HUB is currently run by a consortium of Médecins du Monde, Médecins Sans Frontières, la Croix-Rouge de Belgique, la Plateforme Citoyenne de Soutien aux Réfugiés et SOS Jeunes. The overall objectives remain unchanged although the Hub now aims to extend its services to any "people in situation of exclusion and without access to services".

As of today, the Hub brings together twelve services: 1) a day centre, 2) a food distribution service, 3) a shower service and access to toilets, 4) a social orientation service, 5) a clothing and hygiene kit distribution service for men and women, 6) a service for maintenance and recovery of family ties, 7) a socio-legal and administrative support service, 8) a registration service for emergency accommodation centre for men, 9) a registration service for emergency shelter for migrants women in transit; 10) a support service for unaccompanied foreign minors, 11) medical consultations, and 12) access to mental health care. At the core of the Hub's mission is the offer of an unconditional welcome, and a safe space, adapted to the specific vulnerabilities and needs of individuals, and providing them with access to basic multidisciplinary services, support, and guidance, itself adapted to the situation and needs of people in a migration situation. In 2022 the Hub completed a process of integration and reorganisation that ensures a single point of entry and integrated operational and organisational structures.

To operationalize its mission, the Hub has developed 8 specific objectives:

1. Unconditional welcome: offer unconditional access to essential multidisciplinary services adapted to the needs and vulnerabilities of each person.
2. Basic needs: offer a response to basic needs, in particular access to food, hygiene and appropriate clothing or offer effective and efficient guidance to meet these basic needs.
3. Health: promote effective access to health care, physical and mental, to the needs of everyone and an opening of the right to health.
4. Legal and administrative information: improve access to information on residence rights and on the application for international protection.
5. Family ties: guarantee the protection of the family ties of the migrating public (maintenance, prevention, restoration of family ties).
6. Protection of the most vulnerable: offer specific support to migrant women and UMs adapted to their vulnerabilities.
7. Accommodation: improve access to accommodation for people who are homeless; modelling: developing and promoting models of structural mechanisms
8. Reception and orientation for people in a migration situation.

The Hub now operates an inclusive reception policy and, through its integration into the Brussels network, can also support the social reorientation of other groups towards the suitable, relevant, and specialized services. As such, it is a model of reception and orientation for all people who are excluded or without access to services. Through the activities of the Hub, the team hope to demonstrate the value of the approach and through the ongoing communication and the voluntary citizen participation, the Hub aims to contribute positively to social attitudes towards migrants and otherwise excluded people. Ultimately contributing towards a more inclusive society.

The Hub is currently based in a premise made available by the Port of Brussels, although it needs to move in the second semester of 2024. The HUB currently receives funding from Brussels-Capital Region and COCOM and benefits from citizen food distribution associations and numerous private donors. The current funding cycle will come to end at the end of 2023.

## PURPOSE AND INTENDED USE

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Through its consortium structure, its multidisciplinary approach, and the complementarity of services, the Hub is thought to represent a unique model for the reception, care, and orientation of people in a migrant situation. The purpose of this evaluation is to better understand the value of the Hub as model or approach, both to fine tune and adapt the approach as well as to generate evidence about what works, for who and under what circumstances.

The evaluation is intended to be used by program managers and staff to fine tune, optimise, and adapt the operational strategy and approach. To the extent to which the evaluation finds value in the approach, the evaluation may also be used by senior managers to lobby for continued funding and support and/or to advocate for a similar approach, in Belgium and elsewhere.

## EVALUATION CRITERIA AND QUESTIONS

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*The following questions provide an indicative normative framework for the evaluation and can be adapted during the evaluation process. Specific attention should be given to what constitutes value, for who, under what circumstances within the context of the hub.*

### **EQ 1: In what ways can the RELEVANCE<sup>1</sup> of the Hub be increased?**

#### **Sub-questions:**

- How does the hub align with the needs and demands of the population/gaps in existing services?
- Are there any groups that have been excluded?
- Are there any unmet needs amongst the population?

### **EQ 2: In what ways can the APPROPRIATENESS<sup>2</sup> of the Hub improve?**

#### **Sub-questions:**

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<sup>1</sup> RELEVANCE here is defined as the extent to which the hub responds to the most important needs within the given context and the level of alignment with the principles and values of the various stakeholders.

<sup>2</sup> APPROPRIATENESS refers to the extent to which the hub has been adapted to and continues to adapt to the local context.

- What is the added value of the project led by non-state actors?
- Is the hub the best approach amongst available alternatives?
- Has the hub been able to adapt to the changing needs and context?

### **EQ 3: In what ways can the Hubs EFFECTIVENESS<sup>3</sup> be enhanced?**

#### **Sub-question:**

- Are the services provided sufficient to meet the needs?
- Are there unmet needs and how are they being met?
- Are any groups or individuals who are prevented from accessing the hub?

### **EQ 4: In what ways can EFFICIENCY<sup>4</sup> of the hub be improved?**

#### **Sub-question:**

- How well does the hub make use of available resources?
- Are there any available capacities that are not being utilized?

### **EQ 5: In what ways can the Hubs IMPACT<sup>5</sup> be optimized?**

#### **Sub-questions:**

- Has the hub contributed to mobilising citizen solidarity, demonstrating and alternative approach and achieving a more inclusive society?
- In what ways has the hub helped transform the lives of the people who used its services?
- Has the hub had any negative affect on those who use the services or any other non-beneficiary group?

## **EXPECTED DELIVERABLES**

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### **1. Inception Report**

As per SEU standards, after conducting initial document review and preliminary interviews. It will include a detailed evaluation proposal, including methodology.

### **2. Draft Evaluation Report**

As per SEU standards. It will answer to the evaluation questions and will include conclusions, lessons learned and recommendations.

### **3. Working Session**

With the attendance of commissioner and consultation group members. As part of the report writing process, the evaluator will present the findings, collect attendances' feedbacks and will facilitate discussion on lessons learned.

### **4. Final Evaluation Report**

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<sup>3</sup> EFFECTIVENESS refers to the degree to which the hubs specific objectives have and are being achieved.

<sup>4</sup> EFFICIENCY refers to the optimal use of human and financial resources.

<sup>5</sup> IMPACT refers to the difference the hub has made with a particular focus on those affected.

After addressing feedbacks received during the working session and written inputs.

## 5. *Other dissemination deliverables*

*to be defined in a separate dissemination plan.*

## TOOLS AND METHODOLOGY PROPOSED

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In addition to the initial evaluation proposal submitted as a part of the application (see requirement chapter), a detailed evaluation protocol should be prepared by the evaluators during the inception phase. It will include a detailed explanation of proposed methods and its justification based on validated theory/ies. It will be reviewed and validated as a part of the inception phase in coordination with the SEU.

## RECOMMENDED DOCUMENTATION

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- Project documents (project proposals, logistical frameworks, situational reports, annual reports, field visit reports).
- Routine program data.
- Documentation regarding any ongoing operational research initiatives in the project.
- National and regional documentation.
- External literature and documentation.

## PROFILE/REQUIREMENTS FOR EVALUATOR(S)

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- **Requirements:**
  - Demonstrable evaluation competencies<sup>6</sup>.
  - Subject specific knowledge and experience in the area health, WASH, shelter, human rights, and other relevant subject matter.
  - Significant experience in humanitarian programming.
  - Language requirements: fluent in English and French.
- **Assets:**
  - Formal education and training in evaluation.
  - Knowledge of the Belgian context.

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<sup>6</sup> Based on a common framework such as those from professional evaluation societies.

## APPLICATION PROCESS

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The application should consist of a technical proposal, a budget proposal, CV, and a previous work sample. The proposal should include a reflection on how adherence to ethical standards for evaluations will be considered throughout the evaluation. In addition, the evaluator/s should consider and address the sensitivity of the topic at hand in the methodology as well as be reflected in the team set-up. Offers should include a separate quotation for the complete services, stated in Euros (EUR). The budget should present consultancy fee according to the number of expected working days over the entire period, both in totality and as a daily fee. Travel costs, if any, do not need to be included as the SEU will arrange and cover these. Do note that MSF does *not* pay any per diem.

Applications will be evaluated on the basis of whether the submitted proposal captures an understanding of the main deliverables as per this ToR, a methodology relevant to achieving the results foreseen, and the overall capacity of the evaluator(s) to carry out the work (i.e. inclusion of proposed evaluators' CVs, reference to previous work, certification et cetera).

Interested teams or individuals should apply to [evaluations@stockholm.msf.org](mailto:evaluations@stockholm.msf.org) referencing **BELGA** no later than **at 2359hrs CET on Sunday, June 11<sup>th</sup>, 2023**. We would appreciate the necessary documents being submitted as separate attachments (proposal, budget, CV, work sample and such). Please include your contact details in your CV.

Please indicate in your email application on which platform you saw this vacancy.

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