

## CALL FOR APPLICATIONS (Individual applicants)

### Evaluation of the MSF Project on Diversity, Equity, and Inclusion “People, Respect and Value” (Phase II)

**APPLICATION DEADLINE: August 27, 2023**

**Médecins Sans Frontières/Doctors Without Borders (MSF)** is an international medical humanitarian organisation providing quality medical care to people in crises around the world, regardless of religion, ethnic background, or political views. Our fundamental principles are neutrality, impartiality, independence, medical ethics, bearing witness, and accountability. More information about MSF can be accessed [here](#).

The **MSF Vienna Evaluation Unit**, based in Austria, is one of three MSF units tasked with managing and guiding the evaluation of MSF projects and programs around the world. More information on evaluations in MSF and on the Vienna Evaluation Unit can be accessed [here](#).

Evaluated	MSF Project on Diversity, Equity, and Inclusion “People, Respect and Value” (Phase II)
Expected start of the evaluation process	September 15, 2023
Duration	Final deliverables to be submitted by February 2024
Application requirements	<ol style="list-style-type: none"> <li>1) CV</li> <li>2) A cover letter highlighting applicant’s expertise and experience relevant to this assignment (max. 1 page)</li> <li>3) Written sample of an authored study or evaluation relevant to this assignment (in case of co-authorship, please specify your exact contribution)</li> <li>4) Consultancy fee<sup>1</sup> (the estimated workload for each evaluation team member is specified below)</li> </ol> <p>Applications should be sent to <a href="mailto:veuapplication@vienna.msf.org">veuapplication@vienna.msf.org</a> until <b>August 27, 2023</b></p>

<sup>1</sup> Please specify the gross amounts and applicable VAT/tax rates or indicate if a VAT exception applies. Please note that MSF Austria is not part of the EU’s Reverse Charge VAT mechanism. Do not include field data collection/travel costs, as they will be calculated separately based on MSF policies.

## CONTEXT

“**People, Respect and Value**” (hereinafter: PRV) is a project of MSF implemented with the support of MSF’s Transformation Investment Capacity ([TIC](#)) funds. It aims to address internal structural barriers to inclusion within the MSF staff that result in workforce injustice and that leads to ineffectiveness. The project strives to contribute to MSF’s vision towards creating an inclusive, fair, and diverse organization in support to fulfilling its social mission.

To reach this aim, the project created a “**PRV Framework**” meant to be implemented by MSF teams around the world to strengthen diversity, equity, and inclusion (DEI) principles and practices within the workforce of respective MSF office(s). The Framework contains a set of general principles, methods, generic implementation steps, and practical tools, and is meant to be adaptable and adjustable depending on the realities and needs of specific MSF offices using it. An important dimension in the PRV Framework is the implementation being initiated and driven by local staff from all levels, including staff in levels 1-5 who were known to be left out of previous similar initiatives. Their voice, along the support of local leadership, is what is believed within the PRV approach to drive tangible change forward.

The expected **short-term effects** of the PRV Framework implementation are the creation of a localised action plan around dimensions of DEI most relevant to the respective location, and the set-up of the necessary structures and focal points to make its implementation feasible. On a longer term, the **desired result** is to observe a tangible shift in practices, processes, and people’s behaviour pointing towards strengthened DEI in the MSF workforce.

The **current Phase (II)** of the PRV Project was initiated in 2019 by 7 general directors across the MSF Movement: directors of MSF’s Operational Centres in Amsterdam and respectively Geneva (OCA, OCG), MSF USA, MSF South Africa, MSF Sweden, MSF Canada, and MSF UK. They have also been part of the PRV Steering Committee, the project’s governing body. Their purpose was to provide a clear executive leadership towards strengthening DEI inside MSF, after the completion of the project’s Phase I (2018) during which the implementation team conducted a comprehensive needs assessment for Phase II.

Subsequently, Phase II has been implemented since 2019 and is planned to end in December 2023, time during which the project team developed the PRV Framework and **piloted** it in MSF field offices across **8 countries**: Kenya, Uzbekistan, Pakistan, Malaysia, India, Mexico (-city), Guatemala, and Honduras. To date, out of these 8 locations the Framework has been fully implemented in 3: Mexico-city, Honduras, and Guatemala. In other 2 locations – Kenya and Uzbekistan – the implementation is expected to be completed in Fall 2023. In India, Pakistan, and Malaysia the implementation has been put on hold because of challenges encountered in the process.

## EVALUATION PURPOSE

Since the PRV project is currently in its final stage, the Steering Committee is in process of deliberating if/ the extent to which the utilisation of the PRV Framework developed and piloted as the project’s main product should be expanded to other offices within MSF once the current project Phase is completed.

To take an informed decision in this regard, the Committee members would like to have a clearer understanding about the degree to which the PRV Framework has shown potential to strengthen the DEI component within the MSF workforce, based on the experience of its implementation in the MSF offices where the Framework has been piloted so far. Likewise, the Committee would like to know what the necessary conditions are for the Framework to be implementable and to trigger the desired outcomes in specific locations.

Informed by the findings of this evaluation, the Committee will decide if – and in case yes, under which setup, with what kind of resources, and with which components – to support the rollover of the PRV Framework in a possible project Phase III.

## EVALUATION SCOPE

The evaluation will analyse the content of the MSF's PRV Framework, the process of its implementation across MSF entities, as well as the intended and unintended outcomes that resulted from it at this stage. Some aspects of the evaluation will rely on data collected from all 8 offices where the PRV Framework has been implemented (e.g. aspects that can be informed by online survey data – see methodology section below), while others will rely on in-depth analysis of a sample of said offices (e.g. through case studies).

The evaluation will not assess how the PRV Framework has been developed before it started to be piloted in the 8 MSF entities listed above, or what should be learned from that process.

While acknowledging that the PRV Framework can impact how MSF staff interacts with patients and communities, the scope of this evaluation is limited to examining how it can potentially impact the MSF staff themselves, in terms of strengthening DEI principles in the ways MSF employees interact with each other and work together across functions, geographies, and hierarchical structures.

There are other initiatives around MSF aiming to strengthen DEI in specific locations or across the Movement. It is outside the scope of this evaluation to assess the merit and worth of the PRV Framework as compared to other existing DEI initiatives around MSF. The evaluation focuses on assessing PRV Framework in its own right, in terms of its merit, worth, and rollout potential.

## EVALUATION OBJECTIVES, CRITERIA, AND QUESTIONS

To respond to the purpose stated above, the evaluation will focus on the following **two objectives**:

- **Objective 1:** Determine the potential of the PRV Framework to promote practices and behavioural changes strengthening DEI within the MSF Movement's workforce
- **Objective 2:** Determine the set of conditions and resources necessary for the PRV Framework to be successfully implemented in MSF offices around the world

To reach these objectives, the assessment will explore aspects of evaluation criteria of relevance, appropriateness, coverage, efficiency, and effectiveness, based on findings deriving from the following **evaluation questions**:

- **EQ1.** What are the strengths and weaknesses inherent to the PRV Framework with regards to its potential to promote DEI within the MSF Movement? Is the Framework sufficiently adaptable and flexible to be applicable across contexts in which MSF works?
- **EQ2.** What were the main enablers and barriers for the implementation of the PRV Framework in the MSF offices where it has been piloted, and how did they affect the attainment of PRV outputs and outcomes?
- **EQ3.** What were the positive, negative, intended, and unintended outcomes resulting from the PRV Framework implementation in locations where the Framework has been piloted?
- **EQ4.** To what extent have outputs (i.e., services and products) deriving from the PRV Framework implementation reached out and been used by intended target groups? Was there any group excluded from, or experiencing barriers in, using them?
- **EQ5.** How useful and appropriate were PRV Framework implementation outputs in the perception of intended target groups in locations where the Framework was piloted?
- **EQ6.** What was the impact of the PRV Framework implementation on MSF staff (particularly on locally hired staff across all levels) from their own perspective?
- **EQ7.** To what extent has the support provided by the project coordination team and governance body responded to the needs of PRV Framework implementation teams in offices where the Framework has been piloted?
- **EQ8.** How well coordinated has been the PRV Framework implementation with other DEI initiatives in the MSF offices where the Framework has been piloted? With what consequences?

## EVALUATION APPROACH AND DATA COLLECTION METHODS

To reach evaluation objectives, the evaluation design will combine approaches of outcome harvesting, contribution analysis, and case studies. For all evaluation questions, the assessment will primarily rely on the perspectives and experience shared by locally hired staff, particularly by staff in non-managerial positions.

**Outcome harvesting** will be used to explore the relevant changes observable so far in the offices where the PRV Framework has been implemented and analyse the extent to which the said changes can be attributed to the Framework. It will be particularly used to uncover unintended or unplanned outcomes.

**Contribution analysis** will be used to reconstitute the Theory of Change on which the PRV Framework is based, and to analyse the extent to which the chain of results and implicit assumptions implied by the Theory could be observed in practice. It will be particularly used to unpack the mechanism through which the PRV Framework can trigger desired change.

**Case studies** will be used to explore in-depth the necessary conditions that need to be in place for the PRV Framework to be implementable and to potentially lead to desired results, as well as the necessary support and guidance local implementation teams would likely need during the implementation process.

The evaluation will collect evidence and data based on the following **data collection methods**:

- **Analysis of relevant MSF documentation**, including PRV project documentation, documentation on piloting of the PRV Framework in specific MSF offices, documentation of MSF policies and procedures relevant to DEI, and MSF relevant strategic documentation
- **Review of grey and academic literature on DEI** promotion and practices in organizations with global workforce and interventions
- **Interviews** with key PRV stakeholders, including staff members across all levels in offices where the PRV Framework has been implemented
- **Online survey** with implementation team members across the 8 offices where the PRV Framework has been piloted
- **Focus group discussions** in locations chosen for the case studies, with MSF staff members across all levels, role types, and job families
- **On-site observations**, to be used at the extent to which manifestation of PRV outcomes are observable in MSF offices chosen for the case studies – to be determined during the inception phase

The MSF offices chosen for the case studies and field visits are **MSF CAMINO** (MSF's Central America and Mexico Integrated Office that coordinated the implementation of the PRV Framework in Guatemala, Honduras, and Mexico City), and **MSF India**. This choice is based on the following considerations:

- Office size in terms of number of staff potentially affected by PRV Framework implementation
- degree of implementation completion
- Known barriers in PRV implementation
- Capability of respective offices to accommodate the evaluation process during October-December 2023, in terms of staff's availability for interviews and focus groups, security, feasibility of logistical arrangements, etc.

## EXPECTED DELIVERABLES

- **Inception report** that elaborates on the proposed methodology, presents a detailed data collection plan, drafts data collection tools, details the timeline of the evaluation, allocates roles and responsibilities within the evaluation team, and specifies evaluation travel/ logistical arrangements. The inception report shall be drafted based on the [VEU Inception Report template and requirements](#)
- **Debriefing workshop** through which evaluators update stakeholders on preliminary evaluation findings, to check accuracy of factual data and to assess relevance and feasibility of recommendations

- **Draft report** with adequate time scheduled for feedback and revisions
- **Final report** containing findings, conclusions, and recommendations in response to the evaluation questions, objectives and purpose as stated in this document. The final report shall be drafted based on the [VEU report writing guidelines](#)
- **Final presentation** of evaluation results to MSF stakeholders involved in the development and implementation of PRV, as well as to other MSF staff involved in initiatives aimed at strengthening DEI

## PRELIMINARY TIMELINE

Tasks/ months & calendar week	SEPT				OCT				NOV				DEC				JAN				FEB				MAR			
	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	1	2	3	4	5	6	7	8	9	10	11
<b>Inception</b>																												
Preliminary analysis of project documentation																												
First round of online interviews with key stakeholders																												
Inception Report (IR) drafting																												
Feedback and adjustments to inception report																												
<b>Data collection</b>																												
Online interviews																												
Analysis of project documentation																												
Online survey																												
Field data collection - preparation and execution																												
<b>Reporting</b>																												
Submission draft report & feedback collection/ response																												
Submission final report & presentation to commissioners																												
Further dissemination in MSF & evaluation uptake discussions																												

## AUDIENCE

Based on the stated evaluation purpose (see above), evaluation findings will be disseminated to the following stakeholders:

- PRV Project Steering Committee for further decisions based on the evaluation outcomes
- PRV Project Team for the management response and coordination of evaluation uptake
- MSF Movement, MSF Executive Committee, Operational Centres to discuss project continuation
- Other MSF teams involved in DEI initiatives across the Movement

## EVALUATION TEAM COMPOSITION

The evaluation process will be managed and coordinated by the MSF Vienna Evaluation Unit, including the management of the evaluation team.

The evaluation team is expected to be composed of four experts, as described below. The team's final composition and division of roles will be clarified during the inception phase. An envisioned team composition is as follows:

- **Subject matter expert on DEI, with evaluation and/or research experience to be recruited through the current call**

### Main roles:

- Provides expertise on DEI
- Co-designs the evaluation

- Co-designs all data collection instruments and accompanying protocols
- Conducts desktop research of project documentation and relevant literature
- Participates in data collection (e.g. online interviews) and in data analysis
- Co-authors the inception report
- Co-authors the evaluation report
- Authors section on EQ1 (see above)

*Approximate workload: 30 consultancy days*

➤ **2 Field researchers** residing in the regions/ countries selected for the case studies (see above) **to be recruited through the current call**

**Main roles:**

- Provide feedback to evaluation data collection tools and adapts them to the respective case study
- Plan and conduct field data collection (interviews, focus groups, etc)
- Process and analyse the data collected across MSF Mission offices
- Author case study(ies) parts of the evaluation

*Approximate workload: 15 consultancy days for each researcher*

➤ **Evaluation expert** – internal; team member of the MSF Vienna Evaluation Unit

**Main roles:**

- Provides expertise on evaluation methodology and approaches
- Co-designs the evaluation
- Co-designs all data collection instruments and accompanying protocols
- Conducts desktop research of project documentation and relevant literature
- Co-authors the inception report
- Co-authors the evaluation report

*Approximate workload: 20 working days*

## PROFILE / REQUIREMENTS FOR THE APPLICANTS

This call is for individual applications only. Interested candidates should apply either for the role of DEI expert, or for one of the two field researchers' roles (see section above). Consultants' selection will be based on the relevance of their experience and expertise to this evaluation assignment.

Applicants should have the following qualifications and experience:

- ✓ Experience with research and/or program evaluations
- ✓ Experience with qualitative research methods
- ✓ Experience with drafting evaluation and/or research reports
- ✓ Experience with presenting research and/or evaluation findings across different audiences
- ✓ Excellent knowledge of English (spoken and written)
- ✓ **For the DEI expert role:** experience with the development, implementation, and/or evaluation of DEI initiatives in international organisations
- ✓ **For field researchers' role:**
  - either experience working with projects in Central America (especially Guatemala and Honduras) and/or Mexico; fluency in Spanish,
  - or experience working with projects in India, especially in the Kashmir region; fluency in Hindi and/or Urdu
  - current residence in one of the above-listed countries or regions, or in their proximity, would be an advantage