

CALL FOR APPLICATIONS

Evaluation of the MSF-Germany Strategic Plan for 2021-2024

APPLICATION DEADLINE: September 03, 2023

Médecins Sans Frontières/Doctors Without Borders (MSF) is an international medical humanitarian organisation providing medical care to people in crises around the world, regardless of religion, ethnic background, or political views. MSF's fundamental principles are neutrality, impartiality, independence, medical ethics, bearing witness, and accountability.

The organization functions as a *Movement* between 26 associations that are field-based movements engaging MSF volunteers and staff from all over the world in a shared commitment to medical humanitarian action. The associations are affiliated to six operational centres, 24 partner sections, and 16 branches that together implement the daily work of the organization. More information about MSF can be accessed [here](#).

The **MSF Vienna Evaluation Unit**, based in MSF-Austria, is one of two 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](#).

Evaluand	MSF-Germany Strategic Plan for 2021-2024
Expected start of the evaluation process	September 20, 2023
Duration	Final deliverables to be submitted by February 2024
Application requirements	<ol style="list-style-type: none"> 1) CV(s) 2) A cover letter highlighting applicant(s)' expertise and experience relevant to this assignment (max. 1 page) 3) An initial proposal of evaluation matrix (max. 2 pages) 4) Written sample of an authored or co-authored evaluation (in case of co-authorship, please specify your exact contribution) 5) Total consultancy fee¹ (please note that the total available budget for this evaluation is 25,000 EUR) <p>Applications should be sent to veuapplication@vienna.msf.org until September 03, 2023</p>

¹ 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 data collection costs, as they will be calculated separately based on MSF policies.

CONTEXT

Founded in 1993, **MSF-Germany** is one of the 24 partner sections of the MSF Movement. Like all other partner sections, MSF-Germany supports the MSF's field work coordinated by its Operational Centres, which in case of MSF-Germany is primarily the Operational Centre in Amsterdam (OCA). To some extent, it also supports the field work coordinated by Operational Centre in Geneva (OCG). It does so by recruiting staff for MSF Missions, by organizing fundraising, and by raising awareness on the humanitarian crises MSF teams are witnessing. In addition, it offers expert medical support through its Berlin Medical Unit, and it hosts two of the operations units ('desks') of OCA. It also manages the MSF branch offices in Moscow and Warsaw.

As all other partner sections, MSF-Germany is linked to an association that selects a Board, the Section's governing body. The association defines the section's strategic direction and holds it accountable for its work. In 2022, the MSF-Germany association had over 600 members, while the section's daily work was conducted by a team of around 300 employees.

The **current strategic direction of MSF-Germany** was elaborated in 2020 through a Strategic Plan covering the 2021-2024 period. The Plan provides an overarching frame to guide its field and office staff, its Board, and its association members in their pursuit towards increasing MSF-Germany's support to the MSF Movement's social mission, and towards fostering inclusion inside the organization. For this, the Plan established seven **strategic goals**:

1. Addressing gaps in healthcare provision for women, with specific attention to female genital mutilation/cutting.
2. Contributing to a credible, efficient, and accountable governance structure for a global and inclusive MSF Movement, without duplications.
3. Strengthening the engagement with MSF-Germany's supporters and partnerships with other civil society actors, for raising topics of strategic importance to MSF's social mission and for ensuring that the voices of MSF beneficiaries are heard.
4. Minimising its own environmental impact, helping the MSF Movement to do the same, and increasing public awareness of the impact of environmental crises on the health of MSF patients.
5. Promoting an internal culture of agreement over shared values, mutual appreciation, and holding each other accountable, for the pursuit of common goals.
6. Increasing the contribution to staff field operations and developing medical skills and transversal competences needed in MSF Missions, by building upon MSF-Germany people's strengths, expertise, and talents.
7. Ensuring efficient and effective use of MSF-Germany's resources, to strengthen the contribution to the MSF overall social mission.

For each of the seven strategic goals, the Strategic Plan specified an initial list of actions to be taken for its implementation and defined the main achievements that should be observed after 4-6 years. To monitor the Strategic Plan's implementation progress, identify challenges or delays, and react to them in a timely manner, the MSF-Germany's management team conducted reviews of pre-established strategic goal indicators on an annual basis.

Core activities that are key to MSF-Germany's support to the Movement were not explicitly highlighted in the plan, and commitment towards continuously improving them remained. The core activities include the support to field operations through the work of the Berlin Medical Unit, fundraising, managing the two OCA 'desks', starting of the branch office in Poland, essential support activities (e.g., IT, finance, administration, human resources), communication and advocacy, support for the Moscow branch office, and talent recruitment, retention, and development. Therefore, for a comprehensive view over MSF-Germany's work and contribution to the MSF Movement, its Strategic Plan needs to be reviewed in conjunction with other key planning and reporting tools.

EVALUATION PURPOSE

MSF Germany will start designing and developing a new Strategic Plan for the period 2025-2028 at the beginning of 2024. To take informed decisions and allocate resources to the topics that require to be further prioritised, a critical assessment of the current Strategic Plan is envisioned. With this, MSF-Germany's management team aim to get a better understanding of the strengths and weaknesses of the current Strategic Plan, of the challenges in

the process of its implementation, and of the achievements and their relevance to MSF-Germany's long-term vision. Therefore, the evaluation is expected to produce findings and recommendations to be taken on board in the process of developing the next Strategic Plan.

EVALUATION SCOPE

The period analysed should include the timeline of the current Strategic Plan, which is from 2021 to autumn 2023 when the data for this evaluation is planned to be collected. Whenever relevant to assess the Plan's strengths, weaknesses, and challenges in implementation, the evaluation should also cover the period during which the Plan has been developed (Autumn 2019 – end of 2020).

Since the Strategic Plan does not include the core activities of MSF-Germany, they are beyond the scope of this evaluation. Core activities should only be analysed at the extent to which they are relevant to the Strategic Plan's implementation process and to the achievement of any of the seven strategic goals.

Similarly, the assessment of previous Strategic Plans of MSF-Germany is beyond of the scope of this evaluation, except if necessary to analyse them for determining if/how they informed the process of elaborating the current Strategic Plan.

EVALUATION OBJECTIVES, CRITERIA, AND QUESTIONS

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

- **O1.** Analyse the level of current Strategic Plan's adequacy in terms of relevance, design quality, appropriateness of the time horizon, and compatibility with available resources.
- **O2.** Assess the efficiency of current Strategic Plan's implementation, the attainment of envisioned outputs and outcomes, and their relevance to the wider strategic goals.

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

- **EQ1.** To what extent were strategic goals relevant to the needs of stakeholders that MSF-Germany serves as MSF partner section (e.g., German home society, MSF OCA/OCG operations, branch offices, MSF as a Movement)?
- **EQ2.** How was the quality of strategy design in terms of internal and external consistency, clarity of goals, appropriateness of time horizon, and availability of resources?
- **EQ3.** How successful has been the implementation of the Strategic Plan and what factors, barriers, and enablers influenced the implementation?
- **EQ4.** How timely was the execution of specific strategic directions and how adequate were the allocated human and financial resources?
- **EQ5.** To what extent was the Strategic Plan aligned with/ or used to guide specific departmental strategies and annual plans, and what were challenges and opportunities in that regard?
- **EQ6.** How appropriate was the design of the Strategic Plan's Monitoring framework for tracking the implementation progress and the achievement of strategic goals? How was the framework used and with what success?
- **EQ7.** What intended and unintended results have been achieved with the Strategic Plan's implementation? To what extent have respective results contributed to the attainment of strategic goals?

EVALUATION APPROACH AND DATA COLLECTION METHODS

The overall evaluation design and methodological approach is expected to be developed and proposed by the evaluation team during the inception phase, considering insights from inception interviews with evaluation commissioners, the initial assessment of available data, and the resources available for the evaluation.

Data collection methods to be used for gathering evidence and data for the analysis will likely include:

- **Analysis of relevant MSF documentation**, including MSF-Germany's internal documentation, strategies of affiliated MSF Operational Centres, as well as related MSF Movement's guiding principles, strategies, policies, initiatives, and analyses.
- **Interviews** with key stakeholders of MSF-Germany, including staff members, management team, Executive Board, representatives of affiliated MSF Operational Centres, as well as other MSF staff working on initiatives linked to MSF-Germany's current strategic goals.
- **Online survey** with MSF-Germany staff members. In case an online survey is included among data collection methods, MSF Vienna Evaluation Unit will contribute with the development of the survey questionnaire and its integration in an online platform, with the collection of responses, and with the analysis and aggregation of survey data, in close collaboration with the evaluation consultant(s).

EXPECTED DELIVERABLES

- **Inception report** that elaborates the methodology, develops the evaluation matrix, presents a detailed data collection plan, drafts data collection tools, and details the timeline of the evaluation. The inception report shall be drafted based on the [VEU Inception Report template and requirements](#).
- **Debriefing workshop** through which the evaluation team 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 evaluation commissioners and to other MSF-Germany stakeholders (see Audience section below).

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	12
Preparations																													
Recruitment and contracting external consultants																													
Inception																													
Preliminary analysis of project documentation																													
First round of online interviews with commissioners																													
Inception Report (IR) drafting																													
Feedback and adjustments to inception report																													
Data collection																													
In-depth interviews with key informants																													
In-depth analysis of project documentation																													
Online survey																													
Reporting																													
Submission draft report & feedback collection/ response																													
Submission final report & presentation to commissioners																													
Further dissemination in MSF & uptake discussions																													

AUDIENCE

Based on the evaluation purpose stated above, evaluation results will be disseminated to the following stakeholders:

- MSF-Germany Board, MSF-Germany management team
- All MSF-Germany employees
- MSF-Germany branch offices
- Other relevant MSF stakeholders

PROFILE / REQUIREMENTS FOR THE APPLICANTS

Applicants' selection will be based on the relevance of their experience and expertise to this evaluation assignment. Interested applicants should apply either as individual consultants, or as teams of consultants.

Applicants should have the following **qualifications and experience**:

- ✓ Experience conducting evaluations for humanitarian or development organisations (required)
- ✓ Experience conducting evaluations of organization strategies (desirable)
- ✓ Experience applying qualitative research methods (required)
- ✓ Experience presenting evaluation findings to different audiences (required)
- ✓ Excellent knowledge of spoken and written English (required)
- ✓ Ability to read in German (desirable)
- ✓ Experience working with the MSF Movement (desirable)
- ✓ Familiarity with the MSF Movement's mission, work, and structure (required)