



TERMS OF REFERENCE / Call for Applications

Evaluation of the Amman Mutualised Support Office Structure, Decision-Making Processes, and Functional Performance

APPLICATION DEADLINE: 27/10/2025

Médecins Sans Frontières (MSF) is an international humanitarian medical organization that provides medical care to people in crisis around the world, regardless of religion, ethnicity, or political beliefs. MSF's core principles are neutrality, impartiality, independence, medical ethics, bearing witness, and accountability. More information on MSF can be found [here](#).

The Vienna Evaluation Unit (VEU), based at MSF Austria, is one of two MSF units responsible for managing and guiding evaluations of MSF projects and programs worldwide. More information on MSF evaluations and the VEU is available [here](#).

Evaluation Topic	Evaluation of the Amman Mutualized Support Office Structure, Decision-Making Processes, and Functional Performance
Purpose of the Evaluation	To ensure the continued relevance, effectiveness, and efficiency of AMSO, an independent evaluation is being commissioned to assess the structure, functions, and decision-making processes of the back office from 2023 to 2025.
Intended Use	The findings will inform strategic planning, performance improvement, and possible restructuring.
* Commissioner(s)	AMSO
*Commissioned to	Vienna Evaluation Unit (VEU)
Period Evaluated	January 2023 – to present
Duration of Evaluation	3 months
Planned Start Date	1 st week November
Application Documents Required:	1. CV(s)

	<ol style="list-style-type: none"> 2. Cover letter highlighting the applicant(s)' relevant expertise and experience for this assignment (max. 1 page) 3. Initial proposal of an evaluation matrix (max. 2 pages) 4. Writing sample of a completed or co-authored evaluation (if co-authored, specify your exact contribution) 5. Total fees (total budget allocated for this evaluation is 20000 euros, plus travel expenses) <p>Applications must be sent to: veuapplication@vienna.msf.org by 27/10/2025</p>
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1. CONTEXT

The Amman Mutualised Support Office (AMSO) was established to provide operational and technical support to OCA, OCG and OCBA. In January 2023, OCG and OCA merged their back-office services to provide services for both OCs and later in 2024, it was agreed that OCBA would join this mutualization initiative.

With the aim of **ensuring further mutualization of resources** at the Amman Hub, OCA, OCBA and OCG have agreed to establish a joint AMSO assisting the three OCs. The objective is to **enhance efficiency, coherence, flexibility and resilience** as to respond to the evolving and growing operational needs in the region. A road map consisting of three phases was jointly designed to gradually mutualize all the services currently provided by the existing AMSO:

- Phase I: Facilities management, including logistics, supply and ICT;
- Phase II: Admin/Cleaning & upkeep of facilities;
- Phase III: HR/Finance.

Over the past two years, AMSO has undergone significant development and adaptation to support multiple operational needs, including logistics, HR, finance, administration, and hosting entities. The office is currently managed by OCA and the budget shared between the sections with an intent signed by the 3 Deputy GDs to rotate management between the OCs and to enable and facilitate mutualisation of resources particularly regarding facilities, HR, administration, finance and supply.

2. PURPOSE OF THE EVALUATION

To ensure the continued relevance, effectiveness, and efficiency of AMSO, an independent evaluation is being commissioned to assess the structure, functions, and decision-making processes of the back office from 2023 to 2025. The findings will inform strategic planning, performance improvement, and possible restructuring.

The main objectives of the evaluation are:

- To assess the relevance and coherence of AMSO's current structure in relation to its mandate and operational objectives.
- To evaluate the effectiveness and efficiency of decision-making processes, communication flows, and accountability mechanisms.
- To analyse the functionality and performance of key support departments (HR, Finance, Logistics, Administration, etc.).

- To examine how AMSO has adapted and responded to operational needs and organizational priorities over the last two years. This is primarily intended to provide context and lessons learnt.
- To identify strengths, challenges, bottlenecks, and areas for improvement in the current model.
- To provide actionable recommendations for enhancing AMSO's effectiveness and alignment with the broader organizational vision.
- To advice on the current structure and the best model moving forward. The evaluation is to assume an entirely mutualised AMSO setup in Amman fully supporting support/administrative needs for OCA, OCG and OCBA.

3. EVALUATION OBJECTIVES, CRITERIA AND QUESTIONS

The evaluation will focus on the period of **January 2023 – to date** and cover the following areas:

a. Organizational Structure

- Review current organizational chart, roles, and responsibilities.
- Assess alignment between structure and operational needs.
- Evaluate coordination mechanisms between departments and with external stakeholders (e.g., operational cells, missions, protocol office, HQ, etc.).

b. Decision-Making and Management

- Map and analyse key decision-making processes and hierarchies.
- Evaluate clarity of mandates, delegation of authority, and accountability.
- Identify any duplication, delays, or inefficiencies in the decision-making flow.

c. Departmental Functions and Performance

- Assess how effectively each department (HR, Finance, Logistics, Admin, etc.) has delivered on its objectives.
- Identify gaps, overlaps, and collaboration challenges.
- Review documentation, reporting tools, KPIs, and workflows.

d. Stakeholder Perspectives

- Capture perceptions on effectiveness, challenges, communication, and added value of AMSO.

The evaluation will not (out of scope):

- Analyse data related to OCP who functions in country as an operational mission;
- Analyse the Amman Hub set up.

4. EVALUATION METHODOLOGY AND DATA COLLECTION

The contracted evaluator(s) will define the appropriate evaluation methodology during the inception phase, in collaboration with the VEU and evaluation commissioners.

As a preliminary idea, based on the described purpose and objectives, the evaluation design could include:

- Desk review of existing documentation (organograms, reports, SOPs, meeting minutes, etc.)
- Semi-structured interviews and focus group discussions with key staff
- Surveys to capture broader feedback (if feasible)
- Comparative analysis with similar support structures (if relevant)

Process-wise, the evaluation will follow an iterative feedback loop, with milestones attached to presentation(s) of preliminary findings and validation workshop(s), ensuring that insights are tested, refined, and agreed upon throughout the process.

A field visit is required.

5. DELIVERABLES/OUTPUTS

All products developed must be in **English**. Deliverables for this evaluation include:

Deliverables	Submission Date
Contract kick off	<i>1st week of November</i>
Inception report using VEU template and requirements. VEU Inception Report template and requirements . This report describes how the data will be collected and analysed to answer the main evaluation questions.	<i>3 weeks after signing contract</i>
Facilitation of a validation workshop with project team and coordination cell (Interim Presentation of initial findings to the AMSO leadership team).	<i>After completion of data collection</i>
First draft of the evaluation report , with time allowed for feedback/revisions	<i>1st week of February</i>
Final report (max. 25 pages plus annexes) containing findings, conclusions and recommendations. The final report is written using the VEU report writing guidelines . Should include executive summary, graphs visualising the data and recommendations, reviewed reporting tools and KPIs, proposed organigram for the new set up.	<i>End of February</i>
Final presentation of evaluation results to MSF stakeholders involved in the project, technical evaluation committee, mission, unit and other stakeholders. Including the one-page summary (template deliver by VEU).	<i>End of February</i>

6. EVALUATION TARGET AUDIENCE

Based on the evaluation’s stated purpose, the results will be shared with: Deputy General Directors of OCG, OCBA, OCA as well as Heads of Offices of the 3 OCs. Each OC will also assign an HR responsible at HQ level to follow regularly on the progress and implementation of the evaluation.

7. *BUDGET

The available budget for this evaluation is 20000 EUR. Additionally, field visit expenses (flight, visa, accommodation, per diem) will be covered by the Amman Office. This amount includes all taxes to be paid by the external consultant(s) for conducting this evaluation.

Note: MSF Austria is not part of the EU VAT reverse charge mechanism.

7. PROFILE / REQUIREMENTS FOR CANDIDATES

Candidate selection will be based on **relevant experience and expertise for this evaluation mission**. This evaluation requires a field visit of approx. 2 weeks.

Candidates may apply **as individuals or consulting teams**.

Qualifications	Essential: <i>Field Coordinator experience or similar with MSF mandatory</i>
Experience	<p>Essential :</p> <ul style="list-style-type: none"> • <i>Minimum 5 years of professional experience in HR and/or Admin FIN or organizational design and development.</i> • <i>Experience in setup and design of projects / missions, evaluating organizational structures, workflows, and governance models.</i> • <i>Proven evaluation skills.</i> <p>Preferred:</p> <ul style="list-style-type: none"> • <i>Experience in MSF institutional offices (HQs, partner sections, ...) highly desirable</i> • <i>Experience in setting up institutional offices highly desirable</i>
Skills	<p>Essential:</p> <ul style="list-style-type: none"> • <i>Proven experience in conducting organizational or functional evaluations in the humanitarian or development sector.</i> • <i>Strong knowledge of support services (HR, Finance, Logistics, Administration).</i> • <i>Understanding of MSF’s (or similar organization’s) operational model and decentralized structures</i> • <i>Excellent analytical, facilitation, and writing skills</i> • <i>Fluency in English</i>