

## 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).

SEU believes that evaluations are more than a report; they should be an engaging and empowering experience that generate meaningful learning and reflection for those most directly involved, with processes designed around the primary intended users and their needs. We position both ourselves and the evaluators as facilitators rather than as external experts or judges. Our work is grounded in partnership, trust, and collaboration and we aim to create evaluation environments where diverse voices are engaged appropriately and thoughtfully throughout.

Our evaluation practice is firmly rooted in MSF's broader organisational values, particularly our commitment to empowering teams and encouraging shared leadership. We encourage evaluators to challenge our terms of reference and adapt or refine evaluation questions and approaches during the inception phase. We expect solid, credible methodology, but also insist that values, participation, and intended use remain at the centre. Ultimately, our aim is to ensure that evaluations are rigorous, inclusive, and genuinely useful for the people and teams they are meant to support.

KEY INFO AT A GLANCE	
Evaluation of the MSF Transformational Investment Capacity (TIC)	
Estimated starting date:	May/June 2026
Final report:	June 2027
Requirements:	<ul style="list-style-type: none"> <li>▪ <b>Essential:</b> <ul style="list-style-type: none"> <li>- Proven competencies in evaluation</li> <li>- Experience in the humanitarian sector</li> <li>- Proven experience evaluating complex programs, portfolios, or multi-project initiatives.</li> <li>- Experience related to transformational change in organizations, with wide project portfolio.</li> <li>- Fluent in English</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ <b>Assets:</b> <ul style="list-style-type: none"> <li>- French</li> <li>- MSF experience and/or understanding</li> </ul> </li> </ul>
Application process	<p><b>The application should consist of</b> (submitted as separate attachments):</p> <ul style="list-style-type: none"> <li>- a technical proposal</li> <li>- CV(s) with contact details</li> <li>- a previous work sample</li> <li>- a budget proposal in Euros (EUR)</li> </ul> <p>Applications should be sent to: <b>evaluations@stockholm.msf.org</b> referencing TICEV</p>
Deadline to apply	Monday 11 May 2026 [23:59]

## BACKGROUND AND EVALUAND<sup>1</sup>

Médecins Sans Frontières (MSF) / Doctors Without Borders MSF is an international medical humanitarian organization that provides medical assistance to people affected by conflict, epidemics, disasters, or exclusion from healthcare. [...] MSF is an international movement of 25 associations, independent, but interconnected legal entities. The associations are linked to six Operational Directorates (ODs), which manage MSF's medical humanitarian assistance programmes.

The Transformational Investment Capacity (TIC) was created in 2016 by MSF's [Executive Committee<sup>2</sup> and International Board]. [...] The TIC invests funds, intellectual capital, and human resources to implement transformational and game changing initiatives. Funding for initiatives is provided through MSF common investments and select targeted donations. The TIC is a capacity and a catalyst for achieving the transformational goals MSF sets for itself. Any MSF staff or associative member can propose projects. [...] Successful proposals receive funding for development, and projects are evaluated, selected, and tracked in a way that is transparent and visible to everyone throughout MSF.

TIC projects range in size and have approval requirements that are commensurate with investment.

<i>Definition</i>	<i>Primary Use</i>	<i>Approval level</i>
Incubators, under <b>€250k</b> in investment	Test the feasibility of an idea, offering space to design, prototype and pilot.	One section General Director or President sponsors; Selection Committee approval.
Large-Scale proposals, between <b>€250k</b> and <b>€2.5M</b> in investment	Multi-year projects that take ideas, prototypes and pilots to scale across	At least 3 OD sponsors / supporters, TIC Selection Committee

<sup>1</sup> Information in this section is based on the following document [2023\\_12\\_22 MSF Transformational Investment Capacity Lessons Learned and Reflections External \(1\).pdf](#).

<sup>2</sup> MSF Executive Committee or ExCom is the platform of General directors of MSF. ExCom with GDs from Operational Directorates only and Full ExCom with GDs from all MSF sections as well.

Very-Large-Scale proposals, over <b>€2.5M</b> in investment	MSF, creating significant transformational impact.	recommendation, and two-thirds majority approval from MSF's ExCom
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The TIC Team is comprised of the Selection Committee and the Secretariat. The Selection Committee is responsible for evaluating proposals submitted to the TIC and accompanying approved projects [...]. The TIC Secretariat staff manage the day-to-day business of receiving, reviewing, and processing proposals. It is also a resource for applicants, supporting them in the project proposal submissions, providing initial feedback to strengthen applicant proposals, assisting in connecting people within MSF to other related resources (both inside and outside of MSF), providing ongoing reporting and accountability.

Proposals are selected based on four criteria:

- **Impact:** Proposals must offer potential for transformational impact on MSF's social mission, improving patient care and MSF's ability to provide medical assistance to people in need.
- **Viability:** Proposals must demonstrate long-term sustainability, have clear accountability mechanisms for project delivery and include ways through which success can be measured.
- **Risk tolerance:** Proposals that carry higher risks of failure will be welcomed, if they bring a correlated potential for greater transformational impact and provide lessons learned.
- **Scalability:** Proposals must be scalable and replicable across multiple ODs, Sections, Offices and field projects as widely as possible across the movement."

In February 2026, the TIC has 40 active projects, for a budget of 45 million EUR. Since it started in 2016, the TIC has supported 80 other projects that are now completed, for a budget of 92 million EUR.

About 80% of TIC-supported projects have found a permanent home at the end of the TIC support, whether through new or existing MSF entities, shared services, or support functions.

## PURPOSE AND INTENDED USE OF THE EVALUATION

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The evaluation is meant to assess the merit, worth or significance of the TIC, with regards to its overarching objective : in its ten years of existence, to what extent has the TIC contributed to transform MSF? In order to answer this question, the evaluation will first focus on a shared understanding of what constitutes value for the TIC, and then assess the overall portfolio against this definition of value.

The evaluation will enable the TIC to better understand to what extent it is fulfilling its purpose and will be used by the TIC and MSF key stakeholders to inform its strategy moving forward.

The evaluation should build on several blocks (e.g. sense-making or theory of change, mapping of completed projects with respective results, meta-evaluation) each of them contributing to answer the overarching evaluation question. The deliverables described below are reflecting this, and should be embedded in a relevant evaluation design.

Final report to be submitted by June 2027, with intermediary deliverables as per below, timeline to be finetuned during inception phase.

## EVALUATION QUESTIONS

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Based on the completed TIC supported projects (2016-2025, 80 projects, 92 MEUR):

- What does success look like for the TIC as a program?
  - Which value criteria constitute success and what is their respective definition?
  - What is success for a given TIC supported project vs success for the TIC as a program?
- How successful is the TIC portfolio 2016-2025? What is its value for MSF?
  - What are the main enablers and barriers to success?
- What would contribute to increase the overall value of the TIC for MSF as a movement?

## EXPECTED DELIVERABLES

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### 1. Inception Report

As per SEU standards, after conducting initial document review and preliminary discussions. It will include a detailed evaluation proposal, including methodology. A stakeholder analysis should also be developed and continually updated throughout the evaluation process.

### 2. Continuous feedback

Establish a mechanism to share observations and preliminary findings as they emerge during the evaluation process, with the commissioner and consultation group for the evaluation. The idea is to feed into the thoughts process and inform decision-making and potential adjustments, without necessarily having to wait for the final report. Feedback during the evaluation will also increase understanding of the evaluation process, as well as of final findings and recommendations.

### 3. Sense making

Reach a shared understanding of value criteria for the TIC, against which the portfolio can then be assessed. This would constitute the first building block of the evaluation process and will include a working session with commissioner and consultation group members.

### 4. Portfolio analysis

On the basis of value definition reached in point 3, assessment of the TIC portfolio (completed projects). This would constitute the second building block of the evaluation and will include a working session with commissioner and consultation group members.

### 5. Working Session

With the participation of evaluation commissioner and consultation group members. This session is part of the report writing process: the evaluator(s) will present the findings from the evaluation, in order to discuss them and collect first feedback. This session will also aim to co-create recommendations.

#### 6. Draft Evaluation Report

As per SEU standards. It will answer the evaluation questions and will include conclusions, lessons learned (and recommendations when relevant, ideally co-created, see working session above).

#### 7. Final Evaluation Report

After addressing feedbacks received during the working session as well as during the feedback loop with SEU, commissioner and consultation group (written inputs on draft).

#### 8. Webinar to present the evaluation to MSF broad audience, as per standard SEU process. *Other dissemination deliverables to be suggested and confirmed during the evaluation process.*

## 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 SECONDARY SOURCES

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- TIC foundational documents, strategic plan, reporting, tracking sheets.
- TIC's portal.
- TIC project's reporting, monitoring and evaluation.
- External literature and documentation on organizational change management.

## PROFILE/REQUIREMENTS FOR EVALUATOR(S)

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- **Requirements:**
  - Proven competencies in evaluation
  - Experience in the humanitarian sector
  - Proven experience evaluating complex programmes, portfolios, or multi-project initiatives.
  - Experience related to transformational change in organizations, with wide project portfolio.
  - Fluent in English
- **Assets:**
  - French
  - MSF experience and/or understanding

## ETHICAL CONSIDERATIONS

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The proposal should include a reflection on how adherence to ethical standards for evaluations will be considered throughout the evaluation, as well as how values and perspectives of different stakeholders will be brought into the process.

MSF is committed to apply responsible data protection principles across all its activities, including evaluations, through the respect of both Humanitarian principles and European GDPR. During the evaluation process, you will potentially access, collect, store, analyse and eventually dispose of MSF and its patients' sensitive and personal data and information (SPDI). Please take special note of the SEU's Ethical Guidelines in preparing your proposal, explicitly detailing what tools and solutions you will use, how you will work to mitigate any data incident, how you will store the data for the period set by the SEU, and how you will dispose of any data collected once that period has passed.

## APPLICATION PROCESS

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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 (based on the CV and the submitted work sample).

**The application should consist of** (submitted as separate attachments):

- a technical proposal
- CV(s) with contact details
- a previous work sample
- a budget proposal 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. **The level of effort is to be proposed by the evaluator(s).**

Any proposed travel does not need to be included in the budget, as the SEU will arrange and cover travel-related expenses (flight tickets, local transportation, accommodation, visa). **Do note that MSF does not pay any per diem.** *Consultants should therefore ensure that their fee estimates cover any other costs typically associated with per diem.* The evaluator(s) will **not** be hired full-time over the period.

Interested teams or individuals should apply to [evaluations@stockholm.msf.org](mailto:evaluations@stockholm.msf.org) referencing TICEV no later than Monday 11 May 2026 – 23:59.

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

## SELECTION PROCESS

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Our selection process is designed to be comprehensive and fair, based on the specific requirements outlined in this ToR, alignment with MSF principles, evaluator competencies, quality of proposal, budget assessment, and interview with the short-listed candidates.

When submitting your application, you accept that your personal information is registered electronically to be used for the tender process. The information will be accessible to staff and managers in the Stockholm Evaluation Unit involved in this tender process.

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