



Terms of Reference

Evaluation Expert

Consultancy position based in Islamabad, Pakistan.

Revised: December 2024



Introducing Integrity

Integrity is an ethical consultancy and service provider working in challenging and complex environments around the globe.

We help our clients succeed in fragile and challenging environments while building trust and understanding as the basis for transformative change. We work across all phases of the programme and project cycle, delivering a range of complementary services, including monitoring, evaluation and learning / data analytics / research, evidence and analysis / advisory / project management / communications / technical assistance / capability and capacity development / stakeholder engagement / grant and fund management. Our services are underpinned by the principles on which we were founded, a commitment to providing reliable information and evidence, and expert and high-quality delivery.

Headquartered in London and Washington DC, Integrity also has offices in Jordan, Kenya, and Pakistan. Our multi-national team of over 80 deliver multi-year projects, programmes and consulting assignments to a wide range of government clients, international organisations, foundations and private sector clients.

VISION: To set the international standard for ethically delivered expert services in complex and challenging contexts.

MISSION: We use evidence and learning to provide trusted advice and enable change for a sustainable future.

VALUES:

- **Courage:** We work on many of the world's most complex problems. We stand against violence in all its forms. We are unafraid to stand up to illegal or unethical practices.
- **Objectivity:** We challenge conventional thinking. Our recommendations are not based on assumptions or ideology but evidence and learning.
- **Diligence:** We incorporate our best individual and collective intellect through rigour, reflection, and collaboration.
- **Accountability:** We take responsibility for the quality of our work and performance. We hold ourselves to account through clear policy and process, sustained by long-term profitability.
- **Sensitivity:** We understand the impact of our presence and our work, empathise with people's situations, and commit to do no harm.

ETHICS: Integrity upholds the highest ethical standards in our work, our employment of staff and our interaction with people. Through adherence to our core values, we ensure the best possible service, and benefit the communities amongst whom we work.

We commit to building a diverse and inclusive organisation where all feel safe and able to progress, contribute and be heard, regardless of gender, race, disability, age, sexual orientation, religion, marital or parental status.

Further information about Integrity can be found at www.integrityglobal.com.

Scope of Work

The Evaluation Expert will lead activity planning and delivery tasks, including technical design of data collection tools and methodology, work planning, resource management, and client management pertaining to TPM activities under BRAVE MEL.

Project Description: Independent Monitoring, Evaluation and Learning (MEL) of the Building Resilience and Avoiding Vulnerability to Emergencies (BRAVE) programme.

The BRAVE programme sits within its Climate, Resilience and Humanitarian Group. The key objectives of the BRAVE programme are:

1. Improved capacity of the most vulnerable people to anticipate, absorb and adapt to shocks.
2. Government of Pakistan (GoP) and civil society better able to manage resilience and response activities (at both national and sub-national levels), responding more predictably, timely and effectively to shocks.
3. Respond to new and ongoing critical humanitarian emergencies and protect developmental gains when needed.
4. Generation of enhanced evidence on what works for disaster risk and resilience programming in Pakistan to inform adaptation and to provide scale able, replicable models to the GoP.

Integrity has been contracted to support Objective 4 of the BRAVE programme, delivering the Monitoring, Evaluation and Learning (BRAVE MEL) component. Integrity will provide continuous independent monitoring and verification of all BRAVE Implementing Partners' programme activities and outputs. The contract runs until July 2028.

- Ensure they are implemented according to agreed plans, with evidence to support course corrections where necessary.
- Evaluate the performance and effectiveness of key interventions within the BRAVE programme and generate learning in terms of what works, for who and in what context to inform future programming.
- Provide accountability assurance that the programme is implemented in a transparent and participatory manner, and that FCDO and implementing partners involve all key stakeholders.
- Generate independent data and evidence on changes in knowledge and attitudes, capacities and skills, quality of partnerships, and decision-making processes for developing climate resilience.

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Role Summary

The Evaluation Expert will oversee delivery of the Evaluation and Learning workstream of the project, by leading development of evaluation tools and methodologies (both quantitative and qualitative); coordinating desk reviews of primary and secondary information; supervising the Evaluation and Research Analyst to review, clean and analyse data, and ensure quality delivery of high-level external-facing reports and presentations. The Evaluation Expert will work closely with Integrity's consortium partners GLOW and I-SAPS, and collaborate with key project staff, FCDO BRAVE implementing partners, and Integrity technical advisors.

Responsibilities and activities

Inception Phase (5%)

- Coordinate development of Evaluation and Learning workstream design in collaboration with consultant Economist to define sampling, methodology, and work plans.
- Manage rapid desk review for development of stakeholder mapping, engagement plans, and establishment of baseline data.
- Supervise the Evaluation Analyst in development of Evaluation data collection and data analysis tools in collaboration with the Dashboard Expert
- Support establishment of integrated learning plan for the project
- Oversee development of relevant inputs for inception meetings, which may include stakeholder Kick off Meetings, Theory of Change workshops, and Inception Workshops.

Implementation and Exit Phases (90%)

Under the supervision of the Evaluation Expert, and in collaboration with Integrity's technical experts and national consortium partners:

In collaboration with Integrity's technical experts and national consortium partners:

- Develop and maintain a comprehensive work plan for all field-level Evaluation data collection activities, Delegating tasks to the evaluation Analyst as relevant:
 - Translation and piloting of data collection tools once developed and approved by FCDO.
 - Support partners as directed by the Evaluation Expert in logistical planning for activity delivery.
 - Site planning, sampling and methodology for each data collection activity in line with FCDO requirements.
 - Recruitment and training schedule for data collection teams in line with TPM activity requirements.
- Supervise all data collection activities to ensure timely and high quality completion
- Complete bi-weekly internal activity reports supported by the PM and TL, detailing planned vs delivered outputs; challenges, risks and issues related to teaming, security and access, stakeholder engagement and data quality, upcoming resource needs; and activity look-ahead.
- Support delivery of baseline, midline, and endline performance evaluations in line with the project workplan
- Lead cleaning and analysis of data collected for all Evaluation activities, in line with workplans as specified by the Evaluation Expert
- Provide inputs for client-facing products, including monthly financial and technical updates, Annual Progress Reports, and technical advisory presentations.

Demand-led Technical Delivery (5%)

- Oversee preparation and delivery of reports and presentations for evaluation early findings meetings with key project stakeholders, including BRAVE IPs, GOP, or FCDO
- Facilitate collaboration between Evaluation and Research Analyst, TPM Analyst and Dashboard Expert to develop accessible Evaluation and TPM products

- Lead planning and delivery of additional learning sessions with the oversight of the Evaluation Lead, which may include online sessions to more global audiences

Required Experience

- At least 5 years' experience working within the international development, research and/or the consultancy sector ideally in Pakistan, with a focus on monitoring, evaluation and learning.
- Demonstrated experience developing theories of change and results frameworks.
- Demonstrated experience in organising and managing primary and secondary qualitative and quantitative data collection methodologies and instrument design, including key informant interviews, focus group discussions and surveys.
- Demonstrated experience of quality control, quality assurance, and analysis of monitoring data; contributing to the writing of monitoring and learning reports in a variety of reporting formats.
- Demonstrated experience managing monitoring and reporting activities across multiple workstreams/programme components.
- Excellent problem solving, organising and management skills.
- Ability to prioritise changing and competing demands and tasks and delegate to team members accordingly, while consistently delivering quality work.
- Outstanding interpersonal and communication skills verbally and in writing, collaborative and constructive approach to working with others, building effective relationships internally and externally.
- Strong proficiency with Word, Excel, and PowerPoint; and competency working with and quality assuring qualitative and quantitative analysis software outputs (e.g., NVivo, R).

Languages

- Written and oral fluency in English, with excellent communication skills, including the ability to write clear and compelling narratives.
- Proficiency in Urdu is required. Other regional language including Punjabi, Sindhi and Pashto would be an advantage.

Location

The position will be based in Islamabad, with regular travel to programme locations within the target provinces of.

Level of Effort

Inception phase: Up to 4 days per calendar month between 01 January – 31 May 2025

Implementation & Exit phases: Up to 11 days per calendar month from 01 June 2025 – 31 August 2028

On demand delivery: Up to 2 days per calendar month from 01 June 2025 – 31 August 2028

Core Competencies

You should also demonstrate the following core competencies:

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Level 2-4: Management competencies

- Ethics
- Leadership
- Planning and Organising
- Development and Continual Learning
- Results Focus and Initiative
- Teamwork
- Customer Orientation
- Communication
- Managing Change
- Analytical and Flexible Thinking
- Achievement Focus
- Managing Resources
- Teamwork and Team Leadership
- Customer Orientation
- Influencing
- Organisational Knowledge
- Organisational Alignment
- Strategic Thinking
- Accountability
- Developing Talent

How to Apply

If you are interested in applying for this position, please complete the application form at <http://www.integrityglobal.com/opportunities> and attach a CV and Cover Letter at the bottom of your application.

The deadline for applications is the **24 December**. However, we will review candidates on a rolling basis and the vacancy may be filled before this deadline. **We encourage early applications.** Please be advised that only shortlisted applicants will be contacted.

This position is contingent upon donor funding. Candidates must have the right to work in Pakistan.