



Terms of Reference

Monitoring, Evaluation & Learning (MEL) Officer

Full-time, fixed-term conditional consultancy position based in Kyiv, Ukraine.

Revised: November 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 eleven complementary services: monitoring, evaluation and learning / data and knowledge management / 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.

Overview of the PFRU-2

The Partnership Fund for a Resilient Ukraine (PFRU) is a multi-donor programme, which unites the Government of Ukraine with its international government partners to deliver projects in liberated and frontline communities and at the national level.

The FCDO is the contracting authority, and PFRU Financing Partners include Canada, Estonia, Finland, the Netherlands, Sweden, Switzerland and USA, and potential additional PFRU-2 financing partner, Norway. Exact Financing Partners may change throughout the Contract.

Partnership Fund for a Resilient Ukraine: Origins and Adaptation

The Partnership Fund for a Resilient Ukraine (PFRU) was established by politically aligned donors to provide structured support for the Ukrainian government's conflict response. The Fund was launched under FCDO contractual management in December 2021, focusing on building resilience to Russian hybrid tactics and supporting Ukraine's outreach to communities in conflict-affected areas. Following Russia's full-scale invasion in February 2022, PFRU rapidly adapted to address immediate needs, including emergency projects to maintain government authority and essential services. Despite the evolving context, the Fund's core principles—joint governance, political alignment, and adaptability—remained intact. The first phase (PFRU-1) will conclude in November 2024, with transition activities to the second phase/programme PFRU-2 beginning in October 2024.

Impact and Outcomes of PFRU Phase 2

Impact: Ukraine – represented by its state, communities, civil society, and private sector – is resilient to Russian aggression now and into the future.

Outcome 1 (Working on Temporarily Occupied Territories (TOTs): Ukraine is more capable and effective at hindering Russian attempts to isolate people in the TOTs preparing immediate responses for when people and territories are liberated, and setting foundations for longer-term reintegration.

Outcome 2 (Reviving services to build confidence in the state): Government of Ukraine is supported to maintain/re-start/improve selected services in priority vulnerable areas (through inclusive planning and delivery), to maintain/build public confidence in the state and stabilise the situation.

Outcome 3 (Social cohesion): Horizontal and vertical cohesion are maintained/strengthened, providing societal resilience (incl. psychological & economic resilience) against Russian aggression, and reinforcing societal unity. [Horizontal cohesion: within and between communities; Vertical cohesion: between the state and communities]

Outcome 4 (Generating and sharing research and lessons): Local resilience needs, perceptions and risks are understood, and lessons drawn from PFRU activities; this information is used to inform PFRU and shared with relevant policy-makers and programmes to encourage national policies (e.g. on recovery and reintegration) which take account of local dynamics.

Integrity's role in the PFRU-2

Integrity's role on the PFRU-2 includes:

- Leading on the MEL function for the PFRU-2 programme.
- Being responsible for the rigorous and robust collection and analysis of data, and for supporting the use of evidence to inform project design, adaptation, and learning.
- Responsibility for developing the monitoring, evaluation and learning elements of the Research, Monitoring, Evaluation and Learning (RMEL) strategy, which includes the RMEL framework, Results Framework, and Theory of Change (ToC), in addition to a detailed approach to its implementation, including a time-bound workplan.

These will be primary deliverables for the inception phase with support from the PFRU-2 research team to ensure research and MEL are aligned. The MEL function will then be implemented by Integrity team, in coordination with subcontracted data collection agencies, and working to, and in close cooperation with, the PFRU-2 Deputy Team Leader for Learning, Adaptation & Policy to collaboratively deliver the Learning and Adaptation function; and in collaboration with the Outcome, Regional and Rapid Response Mechanism teams. Integrity will also be involved in advising on research strategy and design, aligning data collection to avoid duplication and promote harmonisation, as well as working closely with the PFRU-2 team to draw on research findings useful for their work.

To fulfil its scope of work and produce quality deliverables and products, Integrity will work collaboratively with the PFRU-2 consortium, led by Chemonics UK (the prime contractor), as well as the primary financing partner and contracting entity, the UK's Foreign, Commonwealth, and Development Office (FCDO), and the additional financing partners and Government of Ukraine stakeholders who form the PFRU governance structure.

How the Monitoring, Evaluation & Learning (MEL) Officer fits into the Integrity Team

The MEL Officer will support technical delivery of the MEL strategy for the PFRU-2 within Integrity's MEL team. Working within the project delivery team, they will draw on their contextual, technical and thematic experience to support the delivery of their workstream's projects on time, to high levels of quality, and in keeping with Integrity's values and ethics.

The MEL Officer will report to the MEL Manager(s) (supports the overall technical design and delivery of a project) and work in close coordination with other MEL Officer(s) in support of technical delivery of MEL for the PFRU-2.

The MEL Officer is a consultancy position, with the fixed term determined by the project assignment. Successful candidates must be based in Ukraine, with a strong preference that this position be based in Kyiv, and be prepared to regularly travel to and within Ukraine, in order meet with project stakeholders and work in-person with team members. If candidates know of any impediment to their ability to travel to and from Kyiv regularly, they must state and explain this in their application.

Scope of Work

The MEL Officer will support the technical delivery and learning of monitoring, evaluation, and learning components of selected projects delivered by Integrity in Ukraine.

The MEL Officer provides support to MEL Manager(s), Senior MEL Lead and MEL Lead in the technical delivery and coordination of all MEL workstreams for a project. They will support the development of the projects MEL system(s) and implementation of MEL activities for the project, according to their key requirements and specifications.

The MEL Officer will assist in the design and implementation of appropriate and innovative methodologies, conduct quantitative and qualitative data collection, and take a lead role in using analytical tools to clean and extract the data produced. They will support the preparation and drafting of the technical products in English, incorporating feedback from the MEL Manager(s), Senior MEL Manager and MEL Lead, as required.

The MEL Officer will work according to project workplans, coordinating with other team members to ensure these adhered to. They will support in the procurement of MEL platforms or tools where necessary and support the Project Manager with logistical arrangements for MEL activities, where required.

Terms of Reference

A. Technical Delivery

- Coordinate closely with the MEL Manager(s), other MEL Officer(s) and Project Manager as part of the project delivery team supporting successful delivery of project work in line with project constraints and Integrity's ethics and values.
- Review and engage with the contractually agreed scope of work and approved delivery approach, ensuring a comprehensive understanding of the key technical requirements and proposed solutions.
- Support the MEL Manager in the development of mixed (qualitative and quantitative) MEL methods and data collection tools, ensuring their relevance and appropriateness for use in Ukraine and in different languages (English, Ukrainian, and Russian).
- Conduct desk-based and document reviews, including grey literature, evidence reviews and synthesis.
- When required, support primary data collection by conducting Key Informant Interviews (KIIs)/In-depth Interviews (IDIs), Focus Group Discussions (FGDs) or/and Online Surveys, using data collection tools to clean the data and code against the analytical framework(s).
- Lead the translation and cleaning of transcripts of KIIs, notes from FGDs and online surveys from Ukrainian/Russian into English.
- Support quantitative and qualitative data analysis for MEL activities, utilising analytical plans and analysis tools (e.g. R, SPSS, NVivo) to produce high-quality, evidence-based findings, conclusions, actionable recommendations, and identify lessons for future delivery.
- Support the preparation and drafting of reporting products and engage with internal quality assurance and client feedback to ensure high delivery standards.
- Ensure that draft outputs meet the required level of quality assurance standards.
- Support the MEL Lead and/or MEL Manager(s) in the coordination and preparation of workshops and presentations.
- Provide regular progress updates on data collection and analysis to the MEL Manager(s).
- Contribute to external (i.e., with client teams) and internal (i.e., company or project teams) engagement and workshops on technical issues or products.

B. Coordination

- Provide technical and coordination support to the MEL Lead and other MEL Manager(s) in the delivery of data collection activities, including day-to-day coordination with data collection partners, operations focal points to support in tracking project activities.
- Assist the Project Manager and MEL Manager(s) in the procurement of MEL tools, equipment of services for field activities, where necessary.
- Support the Project Manager with logistical arrangements for MEL activities, such as organising transport, accommodation and ensuring availability of required materials for teams.

C. Learning

- Collaborate with the project team and Integrity staff to share best practices and lessons from programme delivery.
- Develop and cultivate a 'one team' ethos across the project team, fostering a collaborative, constructive team ethos with an emphasis on accountability, agility, problem-solving, and effective communication with all parties.

Support other ad-hoc tasks, as required.

Your Experience, Skills and Expertise

The MEL Officer will have:

- 3+ years' experience working on monitoring, evaluation and learning within international development and/or the consultancy sector.
- Good experience of monitoring and evaluation framework design, instrument design, contextual analysis, Theory of Change design, and analysis plan development.
- Strong research, evaluative and analysis skills.
- Strong proficiency with Word, Excel, and PowerPoint.
- Maintains a high level of accuracy and attention to detail in work.
- Good ability to communicate and collaborate in a team, with individuals with diverse technical backgrounds and with external stakeholders, verbally and in writing.
- Excellent spoken and written English and Ukrainian language skills.

It is **desirable** that the MEL Officer will also have:

- Strong understanding of the political landscape and regional dynamics of Ukraine.
- Demonstrated experience with quantitative and qualitative analysis software (e.g. R, SPSS, NVivo, etc.).
- Experience working with a team of staff and consultants in successful learning/evaluative project delivery.
- Excellent spoken and written Russian language skills.

Required Competencies

| Competency | Definition |
|--------------|--|
| User-focused | <p>To be able to ensure that stakeholders gain from the relationship so they can be sufficiently motivated to engage and cooperate.</p> <ul style="list-style-type: none"> • Talks to stakeholders to understand issues, what they want and how satisfied they are with our support and/or products. • Lets stakeholders know they are working to meet their needs. • Finds ways to measure and track stakeholder satisfaction. • Anticipates, meets and exceeds the needs and expectations of stakeholders (internally and externally). |

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| | <ul style="list-style-type: none"> • Works together to build long-term relationships and focuses efforts on delivering increased value. |
| Adaptable and flexible | <p>The ability to adjust or change to best meet the needs of the situation or environment.</p> <ul style="list-style-type: none"> • Independently engages in tasks requiring interpretation of complex and often vague sets of information. • Identifies information gaps and makes assumptions in order to continue analysis and/or take action. • Seeks a wide range of sources of information. • Seeks best practices inside and outside Integrity to anticipate change. • Stays open-minded and encourages others to bring new perspectives. • Engages in continuous learning, adjusting the application of knowledge, skills and abilities while addressing new challenges. |
| Collaborative | <p>The ability to work cooperatively with a range of stakeholders, to be part of a team, and to work together as opposed to working separately or competitively.</p> <ul style="list-style-type: none"> • Acts to promote a friendly climate, good morale and cooperation. • Works to address and resolve conflicts within the team. • Creates and supports opportunities for cross-functional team working. |
| Organised | <p>The ability to plan and monitor one's own work and the work of others to ensure the achievement of desired results.</p> <ul style="list-style-type: none"> • Coordinates ideas and resources to achieve goals. • Identifies the sequence of tasks and the resources needed to achieve a goal and prioritises key action steps. Anticipates the impacts and risks of decisions and actions. • Creates realistic schedules and follows them. • Evaluates progress against schedules and goals. |

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.

This is a rolling recruitment; we will review applications as they are submitted. **We encourage early applications.** Please be advised that only shortlisted applicants will be contacted.

Candidates must have the right to work in Ukraine.

Integrity is an equal opportunities employer. We encourage applications from suitably qualified and eligible candidates, regardless of gender, race, disability, age, sexual orientation, religion, marital or parental status. We will respect your confidentiality and abide by UK / US data protection laws.