Terms of Reference

Senior Monitoring, Evaluation & Learning (MEL) Manager, Partnership for a Resilient Ukraine, phase 2

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

Revised: January 2025

INTEGRITY

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 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.

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

Overview of the PFRU-2

The Partnership Fund for a Resilient Ukraine 2 (PFRU-2) is a multi-year and multi-donor programme, which unites the Government of Ukraine with its international government partners to deliver projects in across the country and at the national level.

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.
- 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.
- Being responsible for the rigorous and robust synthesis of internal project data, as well as overseeing the collection and analysis of monitoring data and supporting the use of evidence to inform project design, adaptation, and learning.

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 the 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, financing partners and Government of Ukraine stakeholders who form the PFRU governance structure.

How the Senior MEL Manager fits into the Integrity Team

The Senior MEL Manager will play a varied technical and management role in delivering the MEL strategy for the PFRU-2 in Integrity's MEL team. Supporting the MEL Lead, they will draw on their contextual, technical and thematic expertise to deliver assigned projects on time, on budget, to high levels of quality and in keeping with Integrity's values and ethics.

As a senior technical member of the PFRU-2 MEL team, the Senior MEL Manager will be expected to report to the MEL Lead (responsible for the technical direction, guidance, coordination and oversight across all MEL workstreams for the PFRU-2 project) and work in close coordination with the Project Manager (responsible for all elements of contract, financial, operational and risk management) in the performance management and delivery of the MEL team.

The Senior MEL Manager is a consultancy position with a fixed term. The PFRU-2 contract is planned to run for a minimum of three years and a maximum of five years. Successful candidates must be based in Kyiv and prepared to travel within Ukraine as needed to meet with project stakeholders and manage team members. If candidates know of any impediment to their ability to travel, they must explain this in their application.

Scope of Work

The Senior MEL Manager will support the MEL Lead in the technical design, delivery and learning of the PFRU-2's MEL strategy, working to ensure the successful technical delivery and management of the MEL team.

The Senior MEL Manager will report to the MEL Lead, managing the day-to-day activities of the MEL team and taking a leading role in the technical delivery of the PFRU 2 MEL function. Working with the project team, they will draw on their contextual, technical and thematic experience to support the delivery of assigned projects on time, to high levels of quality and in keeping with Integrity's values and ethics. They will manage technical line reports, strengthen their performance, build their technical competencies and capabilities in line with project needs, provide feedback, and guide learning activities.

The Senior MEL Manager will assist the MEL Lead in the design and iterative adaptation of foundational project MEL plans and documents in line with strategic priorities and programmatic objectives. They will support the MEL Lead in developing appropriate innovative technical approaches, methodologies, and monitoring tools, adapting and refining these to meet evolving programmatic needs and reflect contextual sensitivities or considerations.

The Senior MEL Manager will manage the adoption and roll-out of MEL platforms or tools and oversee the management of quantitative and qualitative data collection by the MEL Managers. They will manage the development of project work plans, managing teams to ensure these are updated and adhered to, with activities sequenced to allow efficient delivery across the project, and risks or issues are escalated and addressed to allow timely management and mitigation.

The Senior MEL Manager will oversee the development and use of analytical tools to clean, extract and analyse the data produced. They will operationalise quality management systems and supervise the drafting of technical products in English. They will work closely with the MEL Lead to develop and maintain relationships with relevant project stakeholders and assist in developing outputs that communicate the fund's MEL approach, processes and tools adequately with them.

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Technical Design

Support the MEL Lead in the:

- **Design and Revisions of Foundational MEL Documents**:
    - The Senior MEL Manager will help to lead the design and revision process for the Theory of Change and Results Framework, supporting the MEL Lead and/or technical experts.

- **Monitoring Design**:
    - Support the Monitoring Team in the development of tools and methodologies for qualitative and quantitative data collection for assigned PFRU projects, providing feedback where necessary.
    - Provide day-to-day technical guidance to the delivery teams and liaise with them to support the uptake and use of monitoring systems and information.

- **Data Collection, Analysis and Reporting**:
    - Oversee the synthesis of project activity and output data utilising data knowledge management good practice and tools.
    - Oversee the scheduling and logistics of data collection.
    - Support accurate and timely data synthesis and collection for project activities, following established MEL procedures and ensuring a common understanding amongst teams on data collection expectations.
    - Conduct and oversee data synthesis, analysis, and reporting of monitoring findings.
    - Support the development and implementation of analysis protocols and the production of reporting templates.
    - Ensure monitoring data is accurately captured in the MEL information management system and effectively presented in graphs and dashboards on the MEL reporting platform.
    - Lead the story of change development for projects that have ended, including additional primary data collection.
    - Support fortnightly, quarterly and annual reporting by providing inputs as necessary.
    - Provide information and support for other programme reporting products as necessary.

- **Quality Assurance**:
    - Support the MEL Lead in quality assurance to ensure the accuracy and consistency of MEL processes and outputs, including reports, dashboards, and presentations.
    - Conduct spot checks to ensure MEL reporting is accurate.
    - Oversee the submission of reports or other deliverables, ensuring they are on time and meet the agreed quality criteria.
    - Ensure that data storage and document configuration follow Integrity's standards and protocols.

- **Promote Learning and Adaptation**:
    - Facilitate the use of MEL findings to drive programme improvements and adaptive management.
    - Design lessons learned engagements and lead facilitation.
    - Manage the support for RMEL workshops and events, including Theory of Change workshops

MEL Team Management

- **Team Management and Capacity Building**:

  – Supervise MEL Team members, guiding team members to strengthen their technical skills.

  – Work with the MEL Lead and other technical experts to develop training materials, presentations and reports to strengthen MEL capacity development of the MEL Team and, as required, PFRU delivery teams.

  – Support the PMU in the recruitment of new team members and resource requirements to fulfil technical delivery requirements.

- **Coordination:**

  – Attend and lead internal team calls and external meetings, as required.

  – In support of the MEL Lead, manage the activities of the MEL Coordinator, ensuring timely delivery of MEL activities according to the workplan.

  – Provide regular, clear communication on resource gaps to undertake required activities to the MEL Lead and PMU.

  – Coordinate with programme staff with research and monitoring activities to ensure that all required data, outputs, outcomes, and learning are comprehensively captured.

- **Stakeholder Engagement**:

  – In coordination with the MEL Lead, collaborate with delivery teams, PFRU senior management, financing partners, and other stakeholders to align MEL activities and learning with broader program objectives.

  – Coordinate with key stakeholders to address problems with delivery in a timely and solutions-oriented manner.

Learning

- Report to the Team Lead and MEL Leadership on the capturing of key insights from delivery lessons from MEL activities, working with MEL Managers and MEL Officers to identify and capture these insights for review and synthesis into reporting.

- Collaborate with the programme team and Integrity staff to share best practices and lessons from delivery.

- Develop and cultivate a 'one team' ethos across the project team, fostering a collaborative, constructive team ethos emphasising accountability, agility, problem-solving, and effective communication with all parties.

Support other ad-hoc tasks, as required.

Your Experience, Skills and Expertise

The Senior MEL Manager will have:

- 8-10 years of experience working on monitoring, evaluation and learning within international development and/or the consultancy sector.

- A degree in economics, social science research, international affairs or development, or other relevant field.

- Excellent understanding of monitoring and evaluation framework design, instrument design, contextual analysis, theory of change design, data collection supervision and analysis plan development.

- Experience designing and delivering monitoring and evaluation projects, using qualitative and quantitative data collection methodologies, including direct observation, survey forms, call centre data collection, key informant interviews, focus group discussions and MIS review.

- Strong proficiency with Word, Excel, and PowerPoint.

- Experience with quantitative and qualitative analysis software (e.g., SPSS, NVivo, STATA, etc.), including quality-assuring qualitative and quantitative analysis software outputs.

- Demonstrated experience in quality control, quality assurance, and analysis of M&E data, leading the writing of monitoring and learning reports in a variety of different reporting formats.

- Proven ability to communicate well, work in a team, and collaborate with individuals with diverse technical backgrounds and with external stakeholders, including government entities and international agencies.

- Demonstrated experience in MEL and/or TPM reporting and technical writing skills, with the ability to produce high-quality technical work expeditiously and independently.

- Successful track record managing teams of staff and consultants in successful MEL and/or TPM project delivery.

- Strong understanding of the political landscape and regional dynamics of Ukraine.

- Experience working with international humanitarian, development and security actors in Ukraine.

- Excellent spoken and written English language skills.

It is **desirable** that the Senior MEL Manager will also have:

- Thematic experience in conflict, security and justice, governance, gender and social inclusion, economic development, climate, natural resources and environment, health and/or education.

- Experience managing technical aspects of contract performance as well as procurement, staffing and personal management, and reporting requirements

- Experience using Microsoft Project and PowerBI.

- Experience using data engineering and analytics programming languages (e.g. Python, R).

- Experience working with a multilateral agency, fund, consultancy and/or an NGO delivering in Ukraine since February 2022.

- Excellent spoken and written Ukrainian (highly desirable) and Russian language skills.

Required Competencies

Competency	Definition
User-focused	To be able to ensure that stakeholders gain from the relationship so they can be sufficiently motivated to engage and cooperate. • 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). • Works together to build long-term relationships and focuses efforts on delivering increased value.
Adaptable and flexible	The ability to adjust or change to best meet the needs of the situation or environment. • Independently engages in tasks requiring interpretation of complex and often vague sets of information. • Identifies information gaps and makes assumptions 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	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. • 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	The ability to plan and monitor one's own work and the work of others to ensure the achievement of desired results. • 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.
Managing Resources	• Allocates and controls resources within own area of responsibility/ scope of the assignment. • Identifies needs for resources to effectively support current initiatives, services and offerings. • Manages assignments' delivery process and deadlines. • Advises and/or develops practical solutions to address resource issues that impact the effectiveness of a team or project and the work to be delivered. • Organises people and activities, and separates and combines tasks into an efficient workflow to deliver project outputs according to a clear timeframe.

Competency	Definition
Achievement Focus	- Identifies needed adjustments in own area of responsibility and sets priorities accordingly. - Considers the implications of proposed courses of action. - Takes new initiatives aimed at improving team performance.
Stakeholder Orientation	- Acts as a seasoned adviser, providing independent opinions on complex customer problems and assisting with handling priority issues. - Uses compelling arguments to convey conclusions and ideas. - Understands others' complex or underlying needs, motivation, emotions or concerns and adjusts communication effectively.
Accountability	- Applies the competency in difficult situations. - Requires occasional guidance. - Implements new guidelines and procedures. - Accepts responsibility when personal or team deadlines are missed, affecting major project outcomes.

6. Reporting

The Senior MEL Manager will report directly to the MEL Lead.

7. Location

The position is based in Kyiv, Ukraine. The Senior MEL Manager may be required to travel in Ukraine to support project activities. The PFRU's Ukraine Security Team will support any project-related travel.

8. Level of Effort

The Senior MEL Manager is expected to work full-time (100% level of effort), beginning ASAP to 30 September 2027, equivalent to 220 days per calendar year.

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 15th February 2025. 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.