Terms of Reference

Monitoring, Evaluation & Learning (MEL) Lead

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

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 ten 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.**

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

The MEL Lead will play a varied technical and management role in delivering Integrity's projects in Ukraine. Working within the Integrity project leadership team, 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 a project leadership team, the MEL Lead will be expected to report to a Project Director (accountable for the overall performance and delivery of a project) and work in close coordination with a Project Manager (responsible for all elements of contract, financial, operational and risk management) in the performance management and oversight of technical delivery teams.

The specific project focus of the MEL Lead's work will be determined based on future project wins, with the Terms of Reference updated for the relevant project requirements. These projects will likely include multi-year third-party monitoring (TPM) projects or the MEL components of large implementation contracts supporting the resilience and development of Ukraine.

The MEL Lead is a consultancy position, with a fixed term determined by the project assignment. Successful candidates must be based in Kyiv and prepared to travel to and within Ukraine regularly, in order to meet with project stakeholders and manage 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 Lead is responsible for the technical design, delivery and learning of monitoring, evaluation, and learning components of selected projects delivered by Integrity in Ukraine.

The MEL Lead provides technical direction, guidance, coordination and oversight across all MEL workstreams for a project. They oversee the technical quality management process, conduct quality assurance reviews, and sign off on key technical deliverables. 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 MEL Lead will lead technical engagement with client focal points, working with them and other project stakeholders (including Government, donors, and implementing partners) to ensure project activities' scope and technical design meet key requirements and specifications. They will advise on the alignment of programme-level theories of change with high-level policy and strategic documents, developing and updating project-level theories of change and results frameworks to fit evolving needs.

The MEL Lead will oversee the development of project workplans, 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 MEL Lead will develop appropriate and innovative approaches and methodologies to meet the needs of our clients and reflect contextual sensitivities or considerations on the ground. The MEL Lead should have considerable experience employing quantitative and qualitative data collection methodologies and using analytical tools to clean, extract and analyse the data produced. They will

direct and, where necessary, lead the drafting of technical products in English into a finalised form, incorporating inputs from copy editors and graphic designers, as required.

Terms of Reference

A. Technical Design and Delivery

- Coordinate closely with the Project Director and Project Manager as part of a Project Leadership Team responsible for ensuring the successful delivery of project work in line with project constraints and Integrity's ethics and values.

- Systematically review and engage with the contractually agreed scope of work and approved delivery approach, ensuring a comprehensive understanding of the key requirements and proposed solutions.

- Diligently and proactively build and maintain empathetic relationships with clients, consortium partners, and project stakeholders to ensure clear communication, effective technical collaboration and accurate understanding of their roles, responsibilities, interests and engagement.

- Support project governance structures, reporting on developments, activities and risks/issues encountered in areas of responsibility, and advising on critical contextual or technical considerations affecting strategic priorities and project benefits.

- Lead the clarification and refinement of the agreed technical scope of work in the project inception period and review junctures. Applying understanding of key overarching strategy and policy documents, the project contract, and theory of change, ensure that scope of work is aligned with client expectations and project time, resource, risk, and quality constraints.

- In coordination with the Project Manager, oversee the development work plans for all MEL deliverables, ensuring key technical requirements are fulfilled, and delivery is sequenced to allow the most efficient and effective process to completion.

- Lead the design, development, trial, and refine contextually sensitive and innovative 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).

- Oversee the planning and delivery of data collection activities, coordinating day-to-day with data collection partners, team members and operations focal points to maintain an accurate understanding of progress, mitigate risks, and manage issues.

- Develop and oversee a comprehensive quality management system, ensure processes and checks are in place to ensure quality controls on all data cleaning and translation.

- Lead the production of analysis plans, inform the coding of data collected and the adoption of analysis tools (e.g. R, SPSS, NVivo). Quality assure all analytical outputs. Where appropriate lead internal and external analysis or initial findings workshops.

- Lead or oversee the drafting of reporting products, ensuring the high standard of written (e.g. briefing packs, reports) and graphic (e.g. PowerBI dashboards, presentations) products.

- Oversee submission of reports or other deliverables, ensuring that they are on time, meet agreed quality standards, and successfully incorporate client and/or stakeholder feedback.

- Provide regular reporting progress updates through established coordination mechanisms.

- Lead external (i.e., with client teams) and internal (i.e., company or project teams) engagement and workshops on technical issues or products.

B. Learning

- Share lessons identified and learnt from technical delivery, managing, and integrating client feedback into project delivery.

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

C. Personnel Management

- Day-to-day project line management of selected project consultants, data collection teams, subcontractors, and STTA as required; ensuring that their tasks are understood and executed to a high quality in a timely manner.

- Coordinate with project management on teaming and resource requirements required to fulfil technical delivery requirements.

- Provide ongoing professional development mentoring to project personnel, including enhancing M&E capacity of all personnel, strategies for learning and management.

- 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 Lead will have:

- 12+ years' experience working on monitoring, evaluation and learning within international development and/or the consultancy sector.

- A master's 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 and Ukrainian language skills.

It is **desirable** that the MEL Lead 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 personnel 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 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 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	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, separates and combines tasks into an efficient workflow to deliver project outputs according to a clear timeframe.
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 assists 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.

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 closing date for applications is **30 September 2024**. 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.

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.