Terms of Reference

Monitoring, Evaluation & Learning (MEL) Manager

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

Revised: September 2024

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) Manager fits into the Integrity Team

The MEL Manager will play a varied technical and management role in delivering Integrity's projects in Ukraine. Working within the technical delivery 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 technical member of a project delivery team, the MEL Manager will be expected to report to the MEL Lead (responsible for the overall technical design 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), and a MEL Officer(s) in support of technical delivery of the project.

The specific project focus of the MEL Managers' 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 Manager is a consultancy position, with a 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 manage team members. Security provisions, risk assessments, insurance, and travel plans will be produced to ensure the safety and security of all travelling personnel, with specific arrangements made for any work-related trips. 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 Manager will support the technical design, delivery and learning of monitoring, evaluation, and learning components of selected projects delivered by Integrity in Ukraine.

The MEL Manager provides support to the technical delivery, design and coordination of all MEL workstreams for a project. With the oversight of the MEL Lead, they will lead the development of the projects MEL system(s) and support technical engagement with the client and other stakeholders (including Government, donors and implementing partners) to ensure the scope and design of the project's activities meet key requirements and specifications.

The MEL Manager will contribute to the design and implementation of appropriate and innovative methodologies, manage ongoing quantitative and qualitative data collection, and take a lead role in using analytical tools to clean, extract and analyse the data produced. They will lead the drafting and finalisation of the technical products in English, incorporating feedback from the MEL Lead and Project Director, as required.

The MEL Manager will work according to project workplans, coordinating with other team members to ensure these are updated and adhered to, with activities sequenced to allow efficient delivery across the project. The MEL Manager will escalate risk and issues to the MEL Lead to allow timely management and mitigation.

Terms of Reference

A. Technical Design and Delivery

- Coordinate closely with the MEL Lead, other MEL Manager(s), 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.

- Systematically review and engage with the contractually agreed scope of work and approved delivery approach, working with the MEL Lead to ensure a comprehensive understanding of the key technical requirements and proposed solutions.

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

- Support the MEL Lead in the production of analysis plans, theories of change and results frameworks.

- Support the MEL Lead in 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).

- In coordination with the MEL Lead and other MEL Manager(s), manage the delivery of data collection activities, including day-to-day coordination with data collection partners, MEL Officer(s) and operations focal points to ensure timely, high-quality delivery, maintaining an accurate understanding of progress and escalating issues or risks.

- When required, lead 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).

- Implement comprehensive quality management systems and processes, ensuring quality control and assurance processes on all data cleaning and translation are followed.

- Lead 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 MEL Lead in preparing, conducting and incorporating feedback from internal and external analysis or initial findings workshops.

- Lead or support the drafting and finalisation of reporting products, ensuring the high standard of written (e.g. briefing packs, reports) and graphic (e.g. PowerBI dashboards, presentations) products, and successfully incorporate client and/or stakeholder feedback.

- Provide regular reporting progress updates to the MEL Lead and Project Director.

- Participate and, when required, 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 and STTA as required; ensuring that their tasks are understood and executed to a high quality in a timely manner.

- 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 Manager will have:

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

- Demonstrated experience in monitoring and evaluation framework design, instrument design, contextual analysis, Theory of Change design, and analysis plan development.

- Demonstrated experience of 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.

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

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

- Strong ability to communicate and collaborate in a team, with individuals with diverse technical backgrounds and with external stakeholders, verbally and in writing.

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

- Ability to priortise changing and competing demands and tasks, whilst consistently delivering quality work.

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

- Excellent spoken and written English and Ukrainian language skills.

It is **desirable** that the 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 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.

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.