



HM Government



# GMEL Evaluation & Synthesis Strand Lead / Deputy Team Lead

80% LoE



## Project Background

The Conflict, Stability and Security Fund (CSSF) is a cross-Government fund focusing on tackling national security threats to the UK, at the direction of the National Security Council. This enables the CSSF to drive and incentivise a whole of Government approach to delivery through programmes drawing together diplomatic, development and military levers. The CSSF is agile and flexible, able to support quick HMG response in times of crises. For Financial Year 21/22 it has a budget of £874m and will operate in over 70 countries.

CSSF has contracted Integrity Research and Consultancy, and our partner LTS-Niras, to deliver the **Global Monitoring, Evaluation and Learning (GMEL)** contract. Through this contract, we aim to help the CSSF cultivate world-class monitoring, evaluation and learning (MEL) at the Fund level that meets the demands of programming in fragile and conflict affected contexts and generates and synthesises evidence for policy and decision making.

To achieve this ambition we:

- Support CSSF to develop and use tools and approaches that are appropriate for the complex environments in which the fund operates.
- Equip the CSSF network with the confidence and skills to make long-lasting transformational changes that allow evidence-based decision making.
- Create opportunities for CSSF stakeholders to engage and connect to enable learning and shared understanding.
- Collaborate with Senior Leadership to build confidence in the value added by good MEL practices.

We are a multidisciplinary team working collaboratively with the Joint Funds Unit (JFU) and CSSF to deliver transformational support. Our team bring together an exciting blend of MEL experts, organisational development specialists, skilled facilitators and thematic specialists. Together, we deliver technical capability, capacity in an adaptive and highly responsive way.

There are five strands that organise the GMEL portfolio: MEL Systems, Evaluation and Synthesis, CSSF Principles (focused on how the Fund works), Cross-Fund Learning and Data Analytics and Knowledge Management. Each Strand is comprised of a portfolio of interventions, ranging in purpose, scope, size and timeline.

## Scope of Work

We are seeking an experienced **MEL specialist**, to fill the roles of **Evaluation & Synthesis Strand Lead and Deputy Team Lead**.

The **Strand Lead (SL)** is both a technical and managerial role. As a Strand Lead, you will oversee, coordinate and integrate interventions within the strand, which includes signing off internal and Client deliverables.

You will report directly to the GMEL Team Lead (TL), and work closely with other Strand Leads to build technical coherence and connectivity across GMEL strands and interventions. You will likely be supported by a Deputy who will provide cover when you are unavailable. The number of interventions and intervention owners will fluctuate over time. It is expected you will likely have several Intervention Owners (IOs) reporting to you at any given time.

Expected Level of Effort (LoE) is around **3 days/week**.



The scope of work for the Strand Lead is outlined in the table below.

	Strand Lead
Responsibilities	<ul style="list-style-type: none"> <li>- Oversees GMEL interventions within the strand, ensuring they are designed and delivered to contribute to GMEL purpose.</li> <li>- Ensure interventions are delivering excellent Value for Money (VfM) by providing steers to IOs, and quality assurance products, where agreed and appropriate.</li> <li>- Ensure the coherence, connectivity and prioritization of GMEL interventions within and across the Strands.</li> <li>- Enable and encourage the development of shareable approaches and products that can be used and applied across the CSSF.</li> <li>- Input, review, and approve Strand interventions results.</li> <li>- Input into monthly and quarterly Key Performance Indicators (KPI) and VfM reports and Client reporting.</li> <li>- Review and Quality Assurance (QA) of Scopes of Work (SoW) for Leadership Team (LT) and Client sign-off.</li> </ul>
Meeting requirements	<ul style="list-style-type: none"> <li>- Strand and JFU Technical Point of Contacts (PoC) Meeting (fortnightly)</li> <li>- Strand meetings (fortnightly) (SL as Chair)</li> <li>- Strand and Thematic meeting (monthly)</li> <li>- Strand Cohesion Meeting (monthly)</li> <li>- Team meeting (monthly)</li> <li>- Ad-hoc 1-2-1s and huddles with IOs and Client</li> </ul>
Reporting requirements	<ul style="list-style-type: none"> <li>- Regular reporting to TL (format and frequency to be agreed with TL)</li> <li>- Client quarterly report (quarterly): Input.</li> </ul>
Reports to	Team Lead
Reportees	Intervention Owners within Strand
Sign-off	<ul style="list-style-type: none"> <li>- Intervention Ideas to Design Phase</li> <li>- Intervention deliverables</li> <li>- Intervention workplans and updates</li> </ul>

**As one of two Deputy Team Leads (DTL)**, you will provide cover for the TL when needed (during annual leave, sick days, etc.). You will also oversee a portfolio of internal initiatives related to your designated areas of responsibility (see below).

You will be an active member of the Leadership Team (LT), attending weekly meetings. At these meetings, you will be responsible for escalating issues and recommending solutions and ways forward related to your areas of responsibility. You will also be responsible for reviewing new GMEL scopes of work (for new or amended interventions) and approving these in agreement with the other LT members.

Specific responsibilities are outlined below.

	Deputy Team Lead
Responsibilities	<ul style="list-style-type: none"> <li>- Cover for the TL when needed, including in engagement and negotiations with Client on matters related to the whole programme.</li> </ul>

	<ul style="list-style-type: none"> <li>- Cover for other DTL when needed.</li> <li>- Oversee GMEL results reporting, KPI and VfM reporting, communications and delivery approach.</li> <li>- Oversee GMEL internal initiatives, particularly communications (both internal and external), design processes, and efforts to learn and adapt.</li> <li>- Lead on delivery of portfolio report.</li> <li>- Identify issues and recommend solutions to LT on areas of oversight.</li> <li>- Review and ensure frameworks and systems are fit for purpose.</li> <li>- Actively contribute to LT decision making.</li> </ul>
<b>Meeting requirements</b>	<ul style="list-style-type: none"> <li>- LT meeting (weekly)</li> <li>- Strand Cohesion meetings (Chair)</li> <li>- Team Meeting (monthly)</li> </ul>
<b>Reporting requirements</b>	<ul style="list-style-type: none"> <li>- LT meeting (weekly): Present issues and recommendations to enable decision making.</li> <li>- Results reporting (monthly): Responsible for report and highlighting key issues and recommending solutions to LT.</li> <li>- KPI and VfM (quarterly): Responsible for report and highlighting key issues and recommending solutions to LT.</li> <li>- Steering Group report (quarterly): Input.</li> <li>- Portfolio report (monthly): Oversight.</li> </ul>
<b>Reports to</b>	Team Leader
<b>Reportees</b>	Relevant initiative owners (for results, KPI and VfM initiatives, communications, delivery approach).
<b>Sign-off</b>	<ul style="list-style-type: none"> <li>- Internal initiative deliverables</li> <li>- Internal initiative workplans and updates</li> <li>- Intervention SoW (as part of LT)</li> </ul>

Expected LoE is **1 day/week**.

## Your Experience and Expertise

We are looking for an experienced MEL specialist with leadership and management experience. We are particularly interested in individuals who have **experience designing and delivering innovative approaches** to strengthening MEL systems, especially in dynamic and complex contexts.

Technical Experience:

- Minimum 10 years of relevant experience, including in leadership and technical roles.
- Experience in leading MEL programmes of work in complex organisations, including change management and communications.
- Experience in enabling learning and adaptation of complex MEL programmes through evidence, translating lessons into products and discussions for different stakeholders and audiences.

- Experience working on donor government programmes in two or more of the following thematic areas: conflict prevention and peacebuilding, security sector reform, governance and public sector reform, stabilisation, migration, serious and organised crime, gender equality.
- Experience in performing evaluations, including design and delivery, using various approaches and methods, including utilisation focus, developmental, real-time evaluation, and theory-based approaches.
- Experience in developing tailored evaluation policies and guidelines in complex organisational settings.
- Experience in leading the development and adaptation of MEL frameworks and tools for complex programmatic environments.
- Experience in designing, utilising and adapting quantitative, qualitative and/or mixed research and analysis methods.
- Experience operating in Fragile and Conflict-Affected States and familiarity with the CSSF network is desirable.
- Ability to adjust or change to best meet the needs of the situation or environment, engaging in continuous learning, adjusting the application of knowledge, skills and abilities while addressing new challenges.
- Ability to understand problems and discover new opportunities and solutions for problems by looking beyond current practices and using innovative thinking.

#### Team Management and Leadership Experience:

- Ability to plan and monitor the work of others to ensure achievement of desired results.
- Experience managing teams remotely, working collaboratively and enabling others to deliver and stay motivated.
- Experience of working in fast-paced environments with the ability to adapt to new information and constantly reprioritise own and team's tasking.
- Experience in agile work methodologies and influencing the work of both colleagues and external stakeholders.
- Confidence to make and take responsibility for appropriate decisions in a timely manner - starting, stopping and adapting work in an evidenced based way - and taking these decisions forward with your team.

#### Stakeholder Engagement Experience:

- Experience of working in fast-paced environments with the ability to adapt to new information, constantly reprioritise and manage stakeholders, including senior government staff.
- Experience and confidence working closely with senior government stakeholders.
- Demonstrated ability to provide constructive feedback to clients successfully.
- Familiarity with the CSSF network, and confidence to engage with senior level stakeholders in UK and HMG country offices, are desirable.

#### Languages:

- Written and oral fluency in English, with the ability to write clear, distilled and compelling narrative.

#### Security Clearance:



- The candidate must be eligible for UK Government security clearance. This means being currently resident in the UK and having lived in the UK for at least two of the past five years, where one year is a period of 12 months consecutive months.

## Competencies

Competency	Definition
<b>Curious</b>	<p>The impulse to seek new information and experiences and explore novel possibilities</p> <ul style="list-style-type: none"> <li>▪ Demonstrates genuine inquisitiveness</li> <li>▪ Has a bias toward asking and learning</li> <li>▪ Demonstrates an interest in others and what they might have to share</li> </ul>
<b>Adaptable and flexible</b>	<p>The ability to adjust or change to best meet the needs of the situation or environment.</p> <ul style="list-style-type: none"> <li>▪ Engages in continuous learning, adjusting the application of knowledge, skills and abilities while addressing new challenges</li> </ul>
<b>Creative</b>	<p>The impulse to understand problems and discover new opportunities and solutions for problems by looking beyond current practices and using innovative thinking.</p> <ul style="list-style-type: none"> <li>▪ Knows when a new approach is required</li> <li>▪ Introduces new ways of working</li> <li>▪ Draws on the expertise of a team with a diverse range of experience and skillset</li> </ul>
<b>Collaborative</b>	<p>The ability to work co-operatively with a range of stakeholders, to be part of a team, to work together as opposed to working separately or competitively.</p> <ul style="list-style-type: none"> <li>▪ Acts to promote a friendly climate, good morale and co-operation</li> <li>▪ Works to address and resolve conflicts within the team</li> <li>▪ Creates and supports opportunities for cross functional team working</li> <li>▪ Relationship building</li> </ul>
<b>Organised</b>	<p>The ability to plan and monitor one's own work and the work of others to ensure achievement of desired results.</p> <ul style="list-style-type: none"> <li>▪ Coordinates ideas and resources to achieve goals.</li> <li>▪ 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</li> <li>▪ Creates realistic schedules and follows them. Evaluates progress against schedule and goal. Evaluates proposed actions and timelines against the project's theory of change</li> </ul>

## Additional leadership and management competencies

Competency	Definition
<b>Leadership and management</b>	<p>The ability to lead, manage and motivate the project team and mediate any issues (including interpersonal ones) that may arise during the project. Inspires and motivates team members while keeping the project on track.</p> <ul style="list-style-type: none"> <li>▪ Assembles the necessary resources to meet what has to be done</li> <li>▪ Monitors and addresses gaps in performance</li> <li>▪ Reviews work in the light of setting future objectives and leading change to meet projects needs</li> <li>▪ Provides clear directions to individuals about performance expectations and checks to ensure understanding</li> <li>▪ Works closely enough with team to know when issues are 'brewing'</li> </ul>

	<ul style="list-style-type: none"><li>▪ Makes sure team and others have all the necessary information to remain motivated and work effectively</li><li>▪ Clarifies issues when needed and gives explicit instructions to the team when new or different priorities emerge</li><li>▪ Prioritises team effectiveness when matching individuals to projects and tasks and gets involved in the work of the team when required</li><li>▪ Talks to the project team about team standards and goals</li><li>▪ Invites input from team members into decisions that affect them</li><li>▪ Addresses performance issues promptly and takes action to get performance back on track</li></ul>
<b>Confident</b>	<p>The ability to believe in one's own capability to accomplish a task and select an effective approach to a task or problem. Appears confident in relation to the tasks of the job and ability to complete them.</p> <ul style="list-style-type: none"><li>▪ Willing to ask questions and make suggestions for better ways of achieving a task</li><li>▪ Works without needing close supervision</li><li>▪ Remains calm and tactful when challenged</li><li>▪ Is confident working with others</li><li>▪ Maintains a business-like approach when unduly annoyed, disturbed or disrupted by others</li></ul>

