PROJECT ADVERTISEMENT

ORGANIZATIONAL CHANGE SPECIALIST
USAID/CPS Peacebuilding Evaluation, Analysis, Research & Learning (PEARL)

Total duration of 15-days between April 30th – June 15th 2023, home based.

May 2023

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 program and project cycle, delivering eleven complementary services: monitoring, evaluation and learning **/** data and knowledge management **/** research, evidence and analysis **/** advisory **/** project management **/** communications **/** risk management **/** 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 60 deliver multi-year projects, programs and consulting assignments to a wide range of government clients, international organizations, 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, empathize 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 organization 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.**

Project Background

PEARL aims to improves USAID's ability to identify the systems that facilitate or diminish armed conflict and violence, to provide USAID with actionable recommendations to prevent, manage, or mitigate violent conflict and its effects, and to build evidence for effective peacebuilding and violence prevention. PEARL is a mechanism providing USAID's peacebuilding community of practice with access to a range of flexible, demand-driven technical, analytic, and advisory support in order to strengthen collaboration, learning and adapting (CLA); promote institutional memory; produce evaluation, learning products as appropriate; strengthen knowledge management and organizational learning, organizational effectiveness and operational efficiency; and strengthen data-driven decision-making through an efficient use of GIS and other innovative spatial analysis.

PEARL has received a request to evaluate the Conflict Sensitivity Integration Hub in Honduras. Development concepts and ideas move slowly through the innovation continuum from being a novel concept towards adoption. Some concepts have been around for a long time, such as conflict sensitivity and gender. While awareness is high, adoption is slow and low. Other concepts and ideas, such as CLA and localization, evolve quickly and integrate rapidly. What leads to the implementation and integration of some developmental approaches and not others? How does change take place within USAID? This study seeks to better understand the mechanisms that have helped ensure that some concepts are adopted by USAID. The study will yield insights into how organizational change happens within USAID. What is needed for missions to feel supported? What features or models work best? Is change driven by demand or supply of new ideas? Who is best placed to influence organizational change? What are the key leverage points and entries to organizational change management?

Scope of Work

Integrity Global is looking for an Organizational Change Specialist, who will conduct interviews plus desk study review of how key themes and programmatic approaches have been successfully socialized, adopted, and integrated into USAID programming. The specialist will conduct a rapid literature view on organizational change management. They will also review key materials on USAID programs and initiatives. Some of the programs that the researcher may want to explore include initiatives to mainstream and integrate CLA (collaborative, learning, and adapting), localization, and resilience. The specialist should embrace Appreciative Inquiry as a key methodology, approach, and outlook. This is a lesson learned exercise that seeks to better understand (1) how USAID organizational change happens, and (2) how USAID Missions is influenced. The exercise should also yield lessons on how Missions are motivated, incentivized, and supported effectively. The specialist will be responsible for working with a Lead Evaluator, producing a short summary report, and documenting interviews. The specialist will conduct 10 to 15 interviews. The specialist is not expected to travel. All work will be remote.

Key Research questions that will be used to inform recommendations for the client include:

1. What are the conditions that are necessary to effectively integrate developmental approaches (such as conflict sensitivity) within USAID?
2. What efforts are most effective and which ones are least effective?
3. What supported the integration of CLA, localization, and resilience within USAID?
4. What actions did USAID take to support Missions to better integrate CLA, localization, and resilience? Which features or models did it use (i.e., HQ based, technical experts, policy change etc.)? Which

were most successful, and which were least successful? What are the key entry points into the system? How can these be leveraged?

5. What recommendations can be drawn from learning from other initiatives for the conflict sensitivity field?

The research conducted does not have to be conclusive. The time that it would take to answer the key research questions above is beyond the time allocated. That said, the 15 working days should be used strategically to gain key insights, gather qualitative data, and perceptions of USAID staff (current and former) that led to key organizational-change management. Similarly, the research may be supplemented with interviews with USAID Mission staff to identify their needs to better integrate developmental approaches, such as conflict sensitivity.

Terms of Reference

- Create a brief plan for review and approval of timebound research deliverables.
- Literature review on Implementing partner's activities in development and conflict sensitivity.
- Read and summarize key knowledge from evaluations, lessons learned, websites, and webinars (if available).
- Identify stakeholders to interview with support from the Lead Evaluator.
- Lead or support key interviews with stakeholders, including documenting interviews.
- Produce short documents that answer the key research questions.
- Participate in key meetings, including training and workshops if required.
- Create data collection tools with support of Lead Evaluator.
- Lead all logistics and communication with the Implementing Partners to schedule interviews.
- Provide a copy of all interviews or focus group data, including interview notes and transcripts.
- Translation of workshops, meetings, and documents where required.

The work will take place virtually between April 30th and June 15th, 2023. The report is expected no later than the 10th of June. The number of working days to complete the assignment is expected to be 15 days.

Your Experience and Expertise

- A university degree in humanitarian studies, peacebuilding, conflict resolution, international development, monitoring and evaluation or other relevant disciplines.
- Experience with monitoring and evaluation or other relevant discipline.
- Experience with conflict sensitivity or peacebuilding sector.
- Experience with USAID is a requirement. The person needs to know how USAID works to better appreciate how change happens.
- At least 5 to 8 years of experience in program research, including conducting key informant interviews, qualitative data analysis, and reporting on key findings.
- Demonstrated knowledge of evaluations and research.

Languages

- Fluency and effective communication skills in English and Spanish is required.

How to Apply

If you are interested in applying for this position, please complete the application form at https://podio.com/webforms/28451986/2269996 and attach a CV and Cover Letter, explaining why you are suitable for and want the role. **Applications submitted without a cover letter will not be considered.**

The closing date for applications is **22nd May 2023**. 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.

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 data protection laws.