

INTEGRITY INSIGHTS



Providing sector-leading Monitoring, Evaluation, and Learning services in Pakistan

 Read Time: 10 minutes

 Client: FCDO

 Project timeframe: 2017-2021

Integrity's role

As providers of Third-Party Monitoring (TPM) to FCDO on their Building Disaster Resilience in Pakistan (BDRP) programme and through the provision of third-party validation, monitoring, and research support to FCDO on its Delivering Accelerated Family Planning in Pakistan (DAFPAK) programme, Integrity has provided a range of MEL services that are flexible and context specific.

What's the story?

Leveraging learning from projects, we share lessons learned when delivering complex MEL services in Pakistan.

Integrity has long worked with partners providing a rich service offer covering Monitoring, Evaluation and Learning (MEL), Research, Evidence and Analysis, Project Management and Data and Knowledge Management. Working with a wide range of clients globally has enabled us to hone our approaches to suit ever-changing contexts, including in Pakistan. In this impact story, Integrity Senior Manager Ahmed Jawad shares five key insights that inform our continuing provision of innovative and sector-leading services, drawing on examples from our work in Pakistan.

Insight 1:

Diverse MEL approaches are essential to meeting unique project requirements.

Integrity's MEL specialists have experience across various thematic areas in Pakistan. We understand that every project has unique needs and have developed a fully integrated suite of MEL services to cater to these diverse requirements, tailored to clients on a project-by-project basis. We track project implementation, validate results reported by our clients' implementing partners (IPs), provide contextual and atmospheric assessments and monitor progress towards programme outcomes.

We also conduct situation-specific research to further our clients' understanding of the contexts within which programmes are implemented. MEL activities such as large-scale household surveys, real-time and post-event monitoring, site visits and key informant interviews help our clients





DR SARA SHAHZAD, HEALTH ADVISER, FCDO

“ Integrity’s MEL support has been extremely helpful to generate evidence, collate progress, validate results, and provide actionable recommendations to the partners to deliver impactful results. Integrity remains flexible and delivers over and above of what is expected ”

better understand the needs, impact and perceptions of their projects.

An example of our bespoke MEL services is through our provision of Third-Party Monitoring (TPM) services to the UK Foreign, Commonwealth & Development Office (FCDO) on the Building Disaster Resilience in Pakistan (BDRP) project. Our MEL experts engaged with the client from the project’s onset and understood the need to foster learning from the BDRP programme to inform future resilience programming in Pakistan. Integrity designed a comprehensive activity to produce key learning insights. This involved collecting primary data from a range of stakeholders and cross verifying findings with Integrity’s own TPM data, before presenting insights to the client in an in-depth learning product.

Insight 2:

Being flexible to ever-changing needs is pivotal to establishing good partnerships.

We understand that MEL requirements are likely to evolve through the life of the project. Our flexible approach – underpinned by our philosophy of agile and adaptive management – ensures that we can quickly and effectively tailor our technical delivery to fully meet client needs. This cements our relationships with clients, and theirs with IPs in turn, forming the bedrock of our successful technical delivery. Across our projects, our teams consistently

demonstrate a willingness and ability to adapt to evolving needs to provide greater value to our clients.

As part of our TPM work for the BDRP programme, we provided monthly atmospheric reports to the FCDO to help them understand the fluid context under which the BDRP programme was implemented. This entailed tracking any small- or large-scale disasters that occurred in the target districts and understanding impact on target communities. Following the outbreak of COVID-19 and a locust emergency in Pakistan in 2020, the FCDO needed to stay up to date with the dynamic situations in the relevant districts. We designed comprehensive TPM mechanisms to monitor and report on these emergencies. This involved tracking and quantifying impact on target communities by using open-source intelligence and collecting primary data, assessing emergency relief provided by the government of Pakistan and others, and assessing communities’ coping strategies for combating disaster impact. Our responsive delivery helped the FCDO better understand the evolving community needs and pivot to activities that could better help target populations.

Integrity offers a broad range of in-house capabilities which means that our TPM solutions can be tailored to suit specific needs



While providing third-party validation, monitoring and research support to the FCDO on its Delivering Accelerated Family Planning in Pakistan (DAFPAK) programme, we provided secondary research on a six-monthly basis on topics relevant to the wider family planning landscape in Pakistan. During COVID-19, we supported deeper understanding of the pandemic's impact on family planning by designing and undertaking primary research. The resulting findings were shared with both the client and wider stakeholders through the Family Planning Core Group, a national-level donor working group.

On both of these projects, our flexible approach helped build strong relationships with key project stakeholders, with Integrity's recommendations informing clients' technical design of current and future programmes.

Insight 3:

A focused engagement and learning strategy can ensure evidence uptake.

To maximise the utility and uptake of MEL findings, we develop comprehensive engagement policies that involve key stakeholders at all stages of a project life cycle. We work closely with clients and IPs to create consensus on the purpose of MEL services. Early coordination and close engagement allow us to build a sustained and cross-component community of interest.

The generation of evidence must be complemented by both actionable recommendations and collaboration with all stakeholders to ensure evidence is successfully incorporated into programme design and activities. We design detailed activities to facilitate the dissemination of evidence across stakeholder networks. We build in feedback loops to ensure constant reflection and share tailored evidence uptake plans with clients and their IPs to enable actionable recommendations to

INTEGRITY

Integrity uses high-quality evidence and learning to help governments, the private sector and the international community navigate complex challenges, especially in fragile and conflict affected settings.

We help our clients in government, international development in these challenging environments, while building trust, access and trust at the community level combined with to produce powerful recommendations and deliver positive outcomes.

Our multinational team of over 60 specialists has extensive programmes in fragile geographies across Africa, Asia and with offices in the UK, US, Jordan, Pakistan and Kenya.

We offer ethically informed, expert and cost-effective working across all stages of the policy, programme and project cycle.

Research, Evidence and Analysis: We help our clients understand complex and challenging contexts and build the evidence base for transformative change within programming and policy by providing sensitively conducted research.

Monitoring, Evaluation and Learning: We help our clients increase the value, impact and sustainability of their programming, while ensuring accountability and oversight. We help set realistic goals and improve performance.

Data and Knowledge Management: We help our clients access the most important information and make evidence-based decisions by offering our combined information management skills, systems and processes.

Capacity and Capability Development: We help our clients understand and improve organisational and individual performance.

Risk: Manage and navigate environmental, financial, operational, and reputational risks.

Project: Plan and manage projects to ensure they are delivered on time, within budget, and to the required quality.

Stakeholder: Engage and manage stakeholders to ensure they are aligned with the project goals and objectives.

Community: Build and strengthen communities to ensure they are resilient and able to manage risk.

Communication: Develop and implement communication strategies to ensure they are effective and reach the target audience.

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Capability Statement

Third-Party Monitoring

Third-Party Monitoring (TPM), or independent monitoring services, involves systematically collecting and analysing data to provide the main stakeholders of an ongoing intervention with information on progress and to support decision making.

We help our clients to understand what they have achieved and why. Since 2010, Integrity has delivered hundreds of projects across the world. We assess and demonstrate the value of development interventions to policy makers, taxpayers and communities impacted by the interventions. Our projects include:

- Learning and Monitoring Programme Somalia UK Foreign, Commonwealth & Development Office)
- Delivering Accelerated Family Planning in Pakistan (UK Foreign, Commonwealth & Development Office)
- The Afghanistan Reconstruction Trust Fund Third Party Monitoring Program (World Bank)

We have delivered over 150 of our projects in hard-to-reach environments. We place high value on local presence and have a global network of enumerators. Our approach has been tested in some of the most challenging contexts in the world, and COVID-19 has further increased the demand for our expertise in remote data collection.

We use a range of monitoring approaches to help our clients achieve their goals on individual projects, programmes and entire portfolios. Our monitoring systems are rigorous but practical. We build our approach to match the client's organisational rhythm and adjust methods based on need – whether

the aim is to improve accountability or facilitate learning.

We pair our monitoring systems with our other services so that we can assist our clients at all levels of their operations.

We set ourselves high ethical standards and hold ourselves accountable for being inclusive. Fragile and conflict affected settings and other complex environments introduce ever-evolving trade-offs to access information safely and ethically. Our understanding of the project-specific context derived from our local presence is key for our ability to deliver effectively.



Integrity offers a broad range of in-house capabilities, which means our TPM solutions can be tailored to suit specific needs.

Looking for more details of our offer? Look out for the TPM logo on the website for news stories and blogs.

View our Third Party Monitoring capability statement here.

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help improve implementation quality. In Pakistan, we have organised learning events, outcome harvesting sessions and design workshops to understand the perspectives of key stakeholders and foster learning through effective dissemination.

In our role on the DAFPAK programme, we provide IPs with recommendations that are actionable and rooted in evidence. To support uptake, we undertake multi-forum dissemination and monitor uptake through a detailed recommendations tracker.

Our clients have particularly appreciated Integrity's use of engaging, efficient and appropriate technological solutions to enable communication and facilitate learning; for example, through the visualisation of MEL results via interactive dashboards. This close collaboration and engagement has allowed us to build trust between different stakeholders and help them work together to deliver maximum impact to target communities.

Insight 4: Value for money assessments help donors understand the value their programmes are providing.

Given how quickly donor agencies must respond to global and evolving critical priorities, many of our clients have a growing need for robust evidence to understand the value a programme offers across a spectrum of pre-established parameters. To support this, value for money (VfM) assessments offer interesting and comprehensive evidence,

gaging programme impact across the four Es – Economy, Efficiency, Effectiveness and Equity – in line with the FCDO's own VfM framework. In Pakistan, our skilled teams have provided VfM assessments of different frequencies and scope, from quarterly light-touch VfM analyses to comprehensive endline VfM assessments. Light-touch VfM analyses rely on output and outcome indicator results reported by clients' IPs on a quarterly and annual basis. Meanwhile, comprehensive year-end VfM assessments leverage primary data collection based on key research questions and triangulation with both partners' own reporting and the findings of our own MEL activities. At all stages, we continuously engage with clients to better understand their needs and evolve our VfM service offer accordingly.

Our VfM service offer proved valuable when we conducted an in-depth VfM assessment on the BDRP programme, helping to understand the value offered by its Community-Based Disaster Risk Management component. We undertook a detailed VfM analysis on a sample of component activities to understand the four Es. This entailed primary data collection with key programme stakeholders to understand the efficiency and effectiveness of programming, an assessment of the unit costs of key inputs against market benchmarks, and the use of equity data across five rounds of TPM activities. We triangulated findings with both IPs' reporting and our client's annual reviews of the programme, resulting in a comprehensive and well-rounded VfM assessment of the largest component of the programme.



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Contact us

To find out more about work in Pakistan or to discuss how we can help your organisation better learn and adapt to changing and complex environments.

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Insight 5:

Providing culturally responsive MEL and research services supports success in technical delivery.

Our clients design and implement complex development projects. As such, they often require close collaboration and a suite of comprehensive and fully integrated research and MEL capabilities. Engaging with and empowering local expertise is central to all of our programming:

We develop complementary partnerships:

We blend international and local expertise, not only to provide industry-standard services to clients, but also to root our work in local understanding and reflect in our recommendations the realities on the ground.

Integrity's MEL team working to support the FCDO's Multi-Year Humanitarian Programme spans four countries, bringing a mix of international expertise and local understanding to deliver high-value MEL services.

We build capacity:

We understand that the quality of technical delivery is of paramount importance. Therefore, we work closely with our partners to organise any required capacity building activities to ensure that the highest level of consistent quality across our work. For example, in-depth workshops have covered data analysis and style guide development.

We employ a 'one-team' approach:

Instead of operating in silos, we instil a 'one-team' consortium identity, emphasising collaboration and coordination to provide maximum value to our clients. Our partners fulfil significant project roles and, where possible, we strive to convene in person. We often deliver co-branded products and always strive to operate as equal partners who learn from each other.



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