



PAKISTAN

Capability Statement and Track Record

November 2020



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Integrity sets the international standard for expert services in fragile and complex contexts

Through our work, we transform conflict and build Stability, Accountability and Prosperity.

ABOUT INTEGRITY

Integrity is an international consultancy and service provider working in challenging and complex environments around the globe.

We help our clients in government, international development and the private sector to succeed in these challenging environments, while building trust and giving voice to local people. Our access and trust at a community level, combined with our global perspectives produce powerful recommendations and deliver positive and sustainable change.

Our multinational team of over 50 specialists has extensive experience of delivering complex programmes in fragile geographies across Africa, Asia and the Middle East. We operate globally with offices in the UK, US, Jordan, Kenya, and Pakistan.



ANTHONY ELLIS
FOUNDER AND CEO

Our Vision is to set the standard for ethically delivered, expert services in conflict, post-conflict and fragile environments. Through our work we help the international community transform conflict and build stability, accountability and prosperity.

Our Mission is to help clients and communities build trust and understanding as the basis for transformative change. We do not advocate: we listen, comprehend and recommend.

Our Commitment is to uphold the highest ethical standards in our service delivery, our employment of staff and our interaction with people. This ensures not only that our clients receive the best possible service but that we benefit the individuals and communities amongst whom we work.





OUR WORK IN PAKISTAN

Pakistan faces significant political, economic, and environmental challenges to its development while remaining of vital importance to peace and stability in the region.

OUR EXPERIENCE

Since 2013, Integrity has been working with local partners and international clients to help overcome a range of political, economic and environmental challenges that Pakistan faces and deliver more effective and accountable development programming in the country.

Our experience delivering work in Pakistan includes work in the justice sector in Khyber Pakhtunkhwa, health provision in Punjab, and evaluating DFID's approach to Value for Money in Pakistan for the Independent Commission for Aid Impact. We have also recently concluded work providing research and monitoring & evaluation support to the UK CSSF across its portfolio.

Currently, we are providing third-party validation, monitoring, and research services to DFID for two ongoing multi-year programmes: Delivering Accelerated Family Planning in Pakistan (DAFPAK), and Building Disaster Resilience in Pakistan (BDRP).

OUR PRESENCE IN PAKISTAN

Integrity is fully registered in Pakistan, and headquartered in Islamabad. Our office is based in F-7, well-located for working with our partners and clients.



STAFF, CONSULTANTS AND LOCAL PARTNERS

Integrity employs full-time staff and project consultants in Pakistan. We also maintain a roster of 300+ consultants with experience working in country on a range of thematic areas. We have also developed close relationships with local partners across the country who bring specific subject knowledge and/or delivery capabilities.

OUR SERVICES

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.

MONITORING AND EVALUATION

Our monitoring and evaluation services create evidence-based programming and measure programmes' progress toward objectives. During mobilisation, we work with clients to set realistic goals. During delivery, we offer integrated validation, monitoring, and evaluation services. We also undertake end of programme evaluations to help clients understand the impact of delivery and learn lessons to inform future programming.

Through our rigorous data collection processes, we provide assurance that implementation activities being delivered are timely and of the required quality. This delivers a greater level of accountability, while also improving the quality of the services delivered. We use a range of qualitative and quantitative methods to analyse performance in line with the five core standards of relevance, effectiveness, efficiency, impact, and sustainability.

RESEARCH

Working through a range of qualitative and quantitative research methods, we adapt to the complexity of local environments. Our methodological approaches are designed to translate complexity into actionable recommendations. Our research reports, policy briefs and political economy analyses (PEAs) provide clients with action-focused findings and recommendations. Throughout our research work, we strive to promote innovative methodologies and work with leading thematic experts to provide cutting-edge research.

LEARNING

We design and deliver a set of systems and activities that enable learning as part of our overall approach to service delivery. Stakeholders are involved at key points in the monitoring and evaluation cycle from design to validating findings and testing recommendations, to build buy in, ownership and uptake. We reinforce both organisational and stakeholder learning through a communications strategy (internal and external, vertical and horizontal) that supports the dissemination of lessons and good practices.





OUR GLOBAL THEMATIC EXPERTISE

We deliver our services across a range of thematics key to transforming complex, fragile and conflict-affected contexts through the generation of stability, accountability and prosperity.

-  **Health:** Promoting healthy lives and well-being for all is essential to sustainable development as enshrined in Goal 3 of the Sustainable Development Goals (SDGs).
-  **Fragility and Violent Conflict:** We support communities to foster the stability, prosperity and accountability needed to mitigate violence and transform conflict.
-  **Gender and Social Inclusion:** We integrate a strong gender and social inclusion perspective into our research and programming.
-  **Climate, Natural Resources and Environment:** We research, develop and monitor equitable, community-focused solutions to sustainable natural resource management.
-  **Education:** Schooling provides routine and security, whilst catalysing stabilisation and building critical life skills that increase employment opportunities and contribute to economic growth.
-  **Security and Justice:** We work to design and deliver security and justice programming that engenders a culture of service and strengthens accountability to citizens.
-  **Economic Growth:** Our research, dialogue and engagement helps design and facilitate economic development.
-  **Aid Effectiveness:** When aid is spent it should realise the maximum value and impact in delivery, while also mitigating against harm.
-  **Emergency Assistance:** The quality of evidence generated in humanitarian situations often falls short of what is required to deliver effective and accountable emergency assistance.
-  **Civil Society:** We support organisations to develop the necessary skills to work with communities, government partners and international donors to strengthen civic life.
-  **Migration, Displacement and Slavery:** Our work helps promote safe routes, build better linkages between migrant and host communities and create alternative livelihoods.
-  **Media:** Social media and digital and mobile communications have transformed public discourse.
-  **Governance:** We utilise our extensive expertise in governance and politics, engage with national stakeholders, and assist them in building effective, accountable governance systems.

OUR TRACK RECORD IN PAKISTAN

Third Party Validation, Monitoring and Research Peer Review of Delivering Accelerated Family Planning in Pakistan (DAFPAK)

Department for International Development (DFID) Pakistan / 2019 – 2022

Integrity is the **Third-Party Validation and Monitoring** lead for DAFPAK, DFID's £90m, multi-year investment into family planning across Pakistan. In this role, Integrity has the responsibility of validating and monitoring the delivery of all other implementation partners through quarterly progress reviews, six-monthly field validations and annual surveys. Working with local partners, Integrity oversees field validation in all provinces of Pakistan. During the most recent exercise, this saw our teams visit 1000+ locations in order to verify activity and assess quality of delivery. Through our quarterly report analysis we also review partner's reported versus actual performance against LogFrame indicators, as well as value for money (VfM) and risk management. Finally, Integrity is the convener of the Programme M&E and Research Working Groups, both of which provide technical guidance to partners, helping to promote consistency and high-quality delivery.

Due to our work across all components, it has been crucial for Integrity to build effective relationships with all partners, including international companies, private sector national organisations and multinationals. These relationships, and the perspective our work provides, has led us to become a trusted advisor to DFID, being consulted regularly regarding the overall direction and impact of the programme.

OUR COVID-19 RESPONSE

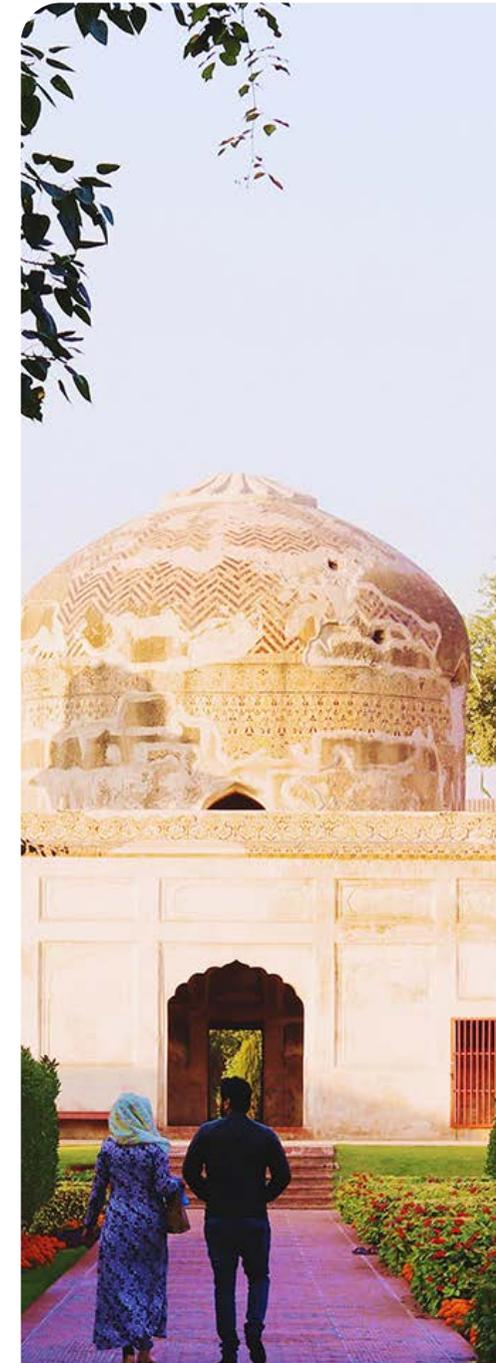
During the COVID-19 pandemic, Integrity has played a key role in pivoting the DAFPAK activity towards responding to the crisis. Initially, this involved providing capacity-building to partners to redesign their delivery. This was followed by supporting them to develop new monitoring and evaluation methods. As third-party monitors, we have also pivoted our own delivery, undertaking Rapid Reviews of delivery to understand the impact on the programme of the pandemic. We have also commenced a Programme-wide research study, drawing in data from all partners, that will assess the impact of COVID-19 upon family planning in Pakistan.



Monitoring,
Evaluation and
Learning

Research,
Evidence and
Analysis

Technical
Assistance





Third Party Monitoring of the Building Disaster Resilience in Pakistan (BDRP) Programme – Phase II

DFID Pakistan / 2019 – 2020

Building Disaster Resilience in Pakistan (BDRP) is a £30 million programme for the UK Department for International Development (DFID) that aims to increase Pakistan’s capability to reduce disaster risk through better planning, preparedness and response at government and community levels. The programme has two core components: Community-based Disaster Risk Management, implemented by a consortium led by Concern Worldwide; and Institutional Strengthening, implemented by a United Nations consortium led by the Food and Agriculture Organization. The pilot phase of the project was implemented from September 2016 to September 2018 in four flood-prone districts. Based on learning from the pilot phase, the implementation of Scale up Phase started from October 2018 in nine disaster prone areas of Pakistan and will continue until September 2020.

Integrity provides **Third-Party Monitoring** services to DFID for BDRP. We complement internal consortium monitoring to increase accountability, oversight, and evidence-based learning on the programme. We also provide learning opportunities to inform the design of the next phase of DFID resilience programming in Pakistan. We provide assurance to DFID Pakistan that the activities of BDRP under Phase II are being delivered to time and quality; an assessment that implementing partners are on track and programme results are being achieved; and commentary and evidence where activities have worked well and where activities can be improved. Integrity carries out its third-party monitoring activities of the BDRP programme in all nine implementation districts across Punjab, Sindh, and Khyber Pakhtunkhwa. We engage with the implementing consortium, provincial government officials, and the communities in these districts to carry out the work.

OUR COVID-19 RESPONSE

After the outbreak and spread of COVID-19 in Pakistan, Integrity has broadened the scope of monitoring to include the spread and impact of the virus on BDRP’s target communities. Starting March 2020, Integrity has undertaken a new set of activities to provide evidence-based learning and information that can help bring necessary changes to DFID’s current resilience programming in Pakistan, and to further inform the design of the next phase of DFID resilience programming in the country.



Monitoring,
Evaluation and
Learning

Technical
Assistance



Design and Management of a Research and Innovation Unit for the Aitebaar Programme

DFID Pakistan / 2014 – 2015

The DFID-funded Aitebaar programme intended to strengthen trust between citizens and government in the Security and Justice Sector in order to bring more stability to Khyber Pakhtunkhwa (KP) province in Pakistan. The Aitebaar programme worked with the KP Home and Tribal Affairs department and KP Police to improve the rule of law, security forces accountability and build trust between communities and the police and judicial system.

Integrity's role was to establish and manage delivery for the Research and Innovation Unit component of the programme. The Research and Innovation Unit was established to inform, develop and implement the programme's research needs, including those related to implementation, knowledge management and monitoring and evaluation. Our work managing the Research and Innovation Unit for the programme expanded the evidence base available to the KP Government and wider donor community through field research, behavioural surveys, literature reviews and stakeholder mapping. Integrity's work on the Aitebaar programme demonstrates our in-depth understanding of the security and justice sector in KP, how to work effectively with provincial governments in Pakistan.



Monitoring,
Evaluation and
Learning

Research,
Evidence and
Analysis



Empowerment, Voice and Accountability for Better Health and Nutrition (EVA)

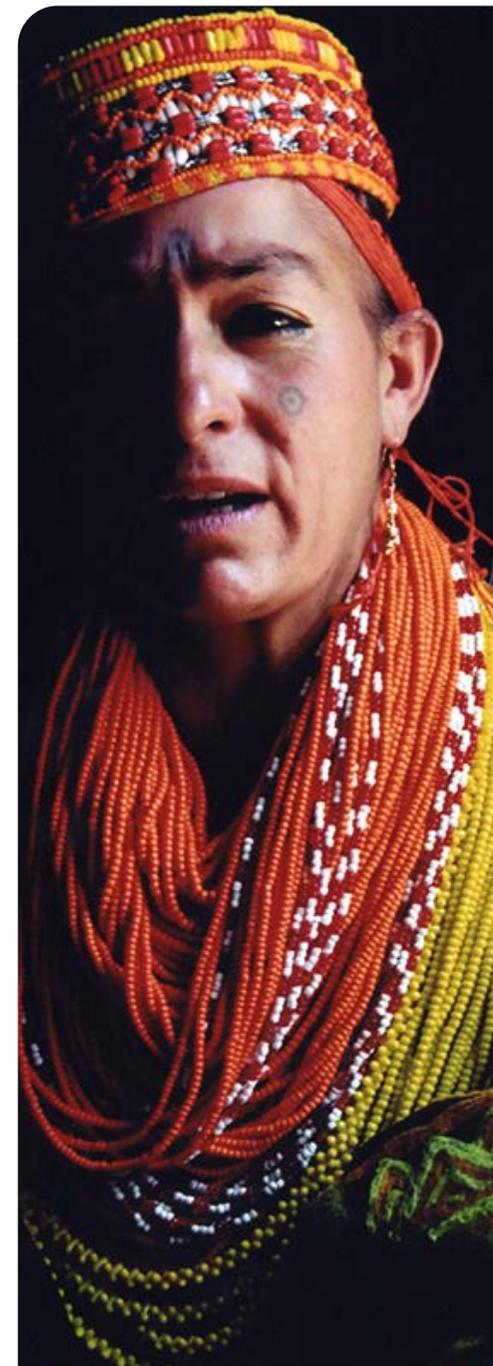
DFID Pakistan / 2014

The DFID EVA programme objective was to increase the demand for better public health services and nutrition for women and girls and enhance the accountability of health service providers in the provinces of Punjab and KP. Integrity developed a community communications strategy to foster supply- and demand-side behavioural change on health at the community level, with a focus on women and girls. Integrity designed an M&E framework and community-based monitoring system for the programme and reviewed existing feedback mechanisms within the health sector to help improve effectiveness. Integrity's role demonstrates our experience in designing M&E systems for health programmes in Pakistan, and our commitment to ensuring accountability in development programming.



Monitoring,
Evaluation and
Learning

Communications





Evaluability Assessment: Sub-national Governance Programme

DFID Pakistan / 2013

The Sub-national Governance programme is DFID's flagship governance programme in Pakistan. It seeks to support provincial governments in essential service delivery following the devolution of numerous ministries as a result of the 18th Amendment to the constitution in 2010. The programme, carried out in 12 districts of Punjab and KPK, focused on strengthening public finance reform, supporting improved planning and budgeting, strengthening service delivery monitoring and establishing the District Delivery Challenge Funds. One of the conditions set by DFID was that the programme be evaluated independently.

Integrity assessed which components of the programme could be evaluated effectively and how, and developed a scope of work for the independent evaluator. Integrity produced recommendations on the evaluability of the programme, validated the baseline and provided options for the evaluation methodology. The project demonstrates our understanding of how to evaluate complex programmes effectively.



Monitoring,
Evaluation and
Learning

Stakeholder
Engagement



SELECTED GLOBAL TRACK RECORD

Monitoring and Evaluation of the Climate Public Private Partnership (CP3) Programme – Phase II

DFID / 2020 – 2026

A consortium led by Integrity acts as Monitoring and Evaluation (M&E) partner for the Climate Public Private Partnership (CP3) programme. CP3 is a £130 million programme funded through HMG's International Climate Finance (ICF) and jointly managed by the Department for International Development (DFID) and the Department for Business, Energy and Industrial Strategy (BEIS).

CP3 aims to increase low carbon investment in renewable energy, water, energy efficiency and forestry in developing countries. CP3 consists of two private equity funds and a technical assistance facility which provides grant and reimbursable grant support for early-stage development to a revolving funding facility for first-time funds, renewable projects and climate funds.

CP3-supported funds are expected to increase clean energy generating capacity, reduce greenhouse gas (GHG) emissions, increase resource efficiency and support jobs, while delivering fully commercial returns. It thus aims to demonstrate to private investors that investing in Low Carbon and Climate Resilient (LCCR) companies in developing countries is not only ethically right but can deliver commercially viable returns. Through this “demonstration effect” CP3 also seeks to catalyse new sources of finance, such as pension and sovereign wealth funds, to flow into climate mitigation and adaptation.

Integrity and our consortium partners provide a rigorous and independent assessment of the relevance, coherence, effectiveness, efficiency, impact and sustainability of the programme in catalysing the role of private sector finance in driving low carbon, climate resilient growth in developing countries. This includes assessing and measuring whether the programme is meeting its milestones and the extent to which the theory of change is being enacted.



Monitoring,
Evaluation and
Learning





Third-Party Monitoring of the World Bank's Afghanistan Reconstruction Trust Fund (ARTF)

The World Bank, Afghanistan / 2020-21

Eighteen years after its establishment in 2002, the ARTF is Afghanistan's main multi-donor mechanism for on-budget financing of civilian expenditures. As of February 2019, 34 donors have contributed a cumulative US\$11.4 billion to the ARTF to fund Afghanistan's development priorities. The current ARTF-IDA portfolio comprises 32 projects. The 32 active projects are divided among 20 investment projects with ARTF financing (either solely or co-financed with IDA), 10 investment projects only with IDA financing, a project preparation grant (the Recurrent Cost Window project), and the Incentive Program Development Policy Grant.

Integrity leads the Analysis and Reporting Team and Digital Platform Unit for the Third-Party Monitoring of the World Bank's Afghanistan Reconstruction Trust Fund (ARTF). The project delivers 5,000+ third-party monitoring site visits across Afghanistan, including in the 'hard-to-reach' areas the World Bank cannot access. We work closely with Government of Afghanistan Ministries to assess ARTF expenditure on physical infrastructure and social programming, and have developed a custom, data collection-integrated digital platform for Government and World Bank staff to record, monitor and resolve 'deviations' from Fund expenditure, and to ensure strong lines of communication between all stakeholders. The platform includes photos collected from all monitoring visits, access to all surveys conducted and data dashboards to give World Bank staff a high-level overview of the performance of the portfolio.



THE WORLD BANK

Monitoring,
Evaluation and
Learning

Data and
Knowledge
Management



THE CSSF Global Monitoring, Evaluation and Learning Partnership

Conflict, Stability and Security Fund (CSSF) / 2019 – 2022

The Conflict, Stability and Security Fund (CSSF) is a cross government fund which works to build peace and stability in countries and regions suffering from long-running conflicts. Launched in 2015, the £1.26 billion fund delivers 90 programmes in 70 countries and is central to the UK government's work overseas. CSSF has contracted Integrity Research and Consultancy to lead the Global Monitoring, Evaluation and Learning (GMEL) Partnership and support the development of a stronger, more agile and more sustainable 'ecosystem' for monitoring, evaluation, learning and their application in decision-making.

The GMEL Partnership supports the set-up of a global MEL framework that will be designed with the specific overarching aim of bringing the CSSF to a level of evaluability, as well as enabling rigorous evidence-based programme decision. The UK government's primary requirement is for a comprehensive MEL support service that can deliver flexibly across different fields and applies to policy areas, portfolios, and programmes. Hence, the objective of the Global MEL Partnership is to develop the systems and capabilities necessary for enabling the generation and synthesis of results and evidence across the Fund, as well as rigorously embedding evidence generation and dissemination, and lesson learning, into programme decision and design.

The project will have close access to UK government in order to shape thinking and comprehensively understand policy requirements.

Currently, the CSSF is delivering programmes in a broad range of areas including (but not limited to): Conflict prevention and peacebuilding, Security and Justice, Serious Organised Crime and Security Sector Reform, Preventing/Countering Violent Extremism, Stabilisation, Gender, Peace and Security.



Monitoring,
Evaluation and
Learning

Data and
Knowledge
Management

Stakeholder
Engagement

Capability
and Capacity
Development

Technical
Assistance

Communications





Evaluation and Learning Services to the UK Prosperity Fund

Joint Funds Unit, Global / 2017 – 2022

Integrity are a core partner on this five-year programme, one of the largest and most complex of its kind ever procured by the UK government, which will deliver Evaluation and Learning services to the £1.2bn UK Prosperity Fund. The Prosperity Fund is a cross-HMG facility with global reach, active in 43 countries, aimed at the promotion of economic growth and poverty reduction in developing countries. The Fund works across a broad range of growth-promoting sectors, such as infrastructure, energy, low carbon development, finance, trade, the digital economy, education, and healthcare.

Under this project we provide robust, independent evaluation services with a strong focus on user-focused learning to support adaptive management across the Fund's portfolio. This requires a carefully balanced approach and mix of skills and experience that combines (i) technical expertise including user-focused evaluation, learning, knowledge management and communications; (ii) credible and deep thematic, sectoral, and geographic expertise; (iii) the ability to understand and engage stakeholders from across HMG and respond proactively to their evolving interests and needs; (iv) technical and operational expertise to deliver, manage and synthesise evaluation and learning processes across multiple, often overlapping, programmes within a wider fund infrastructure.

This support to the Prosperity Fund demonstrates our expertise in the delivery of large, evolving and geographically and thematically diverse evaluation efforts.



HM Government

Monitoring,
Evaluation and
Learning

Project
Management

Technical
Assistance

Communications

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// Based on evidence and learning, we help clients and communities to **build trust and understanding as the basis for transformative change.**

We do not advocate,
we listen, comprehend and recommend. //

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