



# | **MONITORING, EVALUATION AND LEARNING (MEL)**

Capability Statement and Track Record



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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.

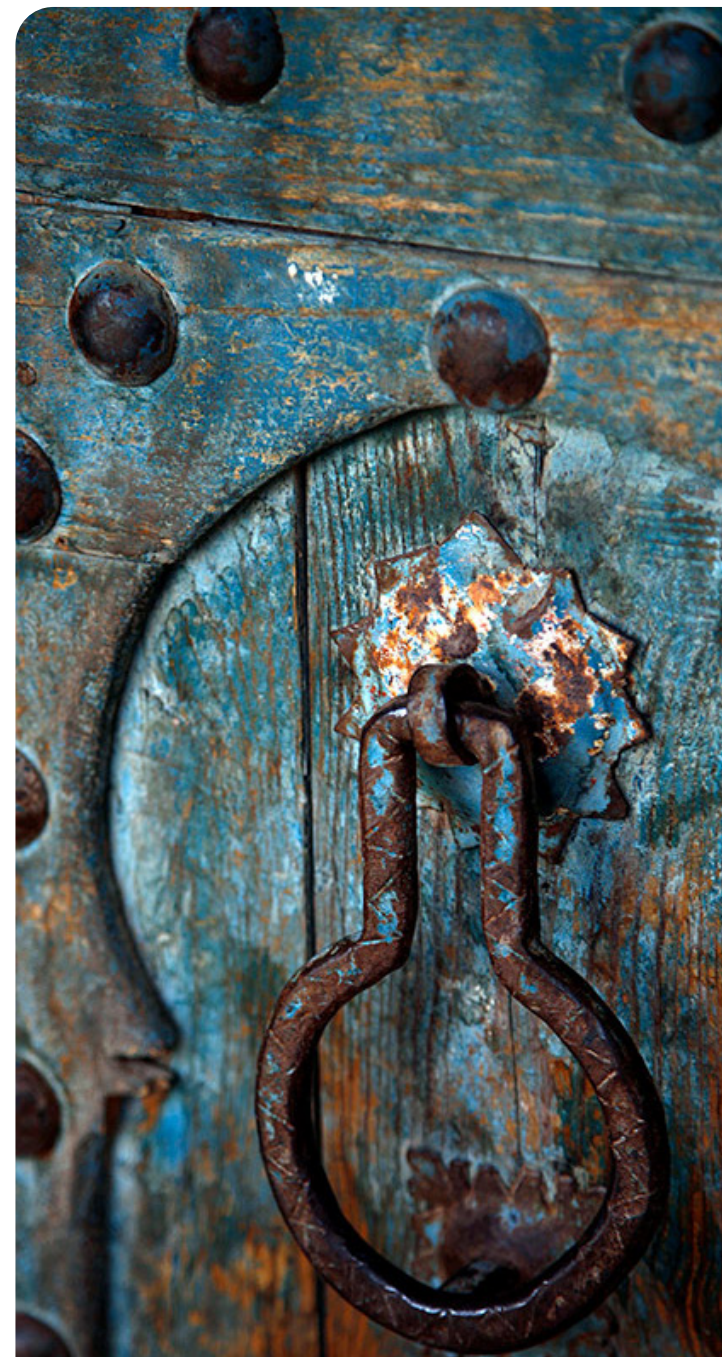


**ANTHONY ELLIS**  
FOUNDER AND CEO

**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.





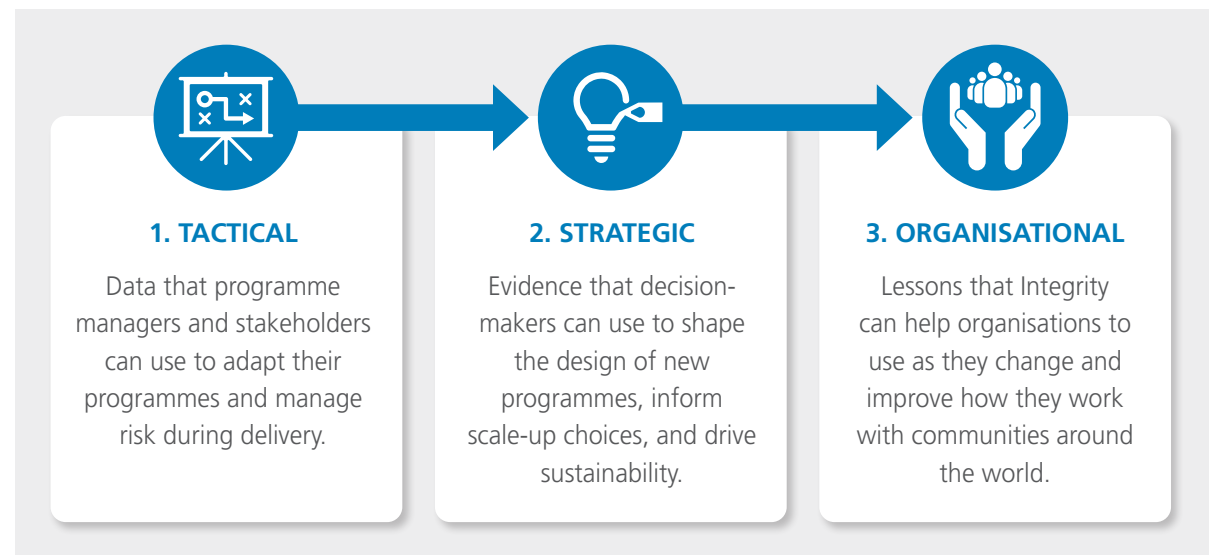


## INTRODUCTION TO MEL

Integrity works with clients and communities to deliver innovative solutions to complex problems in fragile and complex contexts. The reliable and useful evidence and advice that Integrity provides is essential to successful programming, policy and strategy. Our partners work with us to demonstrate progress, spot and act upon problems, and design smarter solutions.

We use MEL approaches to help our clients achieve their goals on individual projects, programmes and across whole portfolios. We build MEL systems that match their organisational rhythm, in order to strike a balance between rigour, resources and practicality.

We help our clients to understand what they have achieved and why, through context-rich information and lessons designed for fast-paced environments. We offer tactical, strategic and organisational support so that we can assist our clients at all levels of their operations.



## OUR MEL PRINCIPLES

Since 2010, we have delivered a variety of bespoke MEL services for our clients. Four key principles inform our MEL approach:



**PRINCIPLE 1:**  
**THE CONTEXT IS THE STARTING POINT**

The quality and reliability of our MEL services depend on how well we know the communities in which we work. We provide solutions that adapt to shifting changing dynamics, priorities and needs. We recruit experienced personnel and build partnerships with organisations in the places we work.



**PRINCIPLE 2:**  
**BE AN OBJECTIVE YET EMPATHETIC ALLY**

We help our clients to identify and understand the reasons for both success and failure. We are sympathetic to the challenges that our clients face in difficult contexts and offer useful solutions.



**PRINCIPLE 3:**  
**BE COLLABORATIVE AND USER-FOCUSED**

We work with our clients to ensure our MEL services make a difference. We invest in relationships that enable us to better understand priorities and design responsive solutions. This helps us to deliver the analysis that our clients need most when delivering complex programming.



**PRINCIPLE 4:**  
**MAKE IT EASY TO USE OUR EVIDENCE**

We have impact when the lessons generated by our MEL services are used. We learn the most effective ways of sharing and visualising knowledge within each organisation. Our Data and Knowledge Management (DKM) team develops user-friendly solutions to make evidence easy to access and share.







## MONITORING

Integrity undertakes systematic tracking of portfolios, programmes and projects, particularly within fragile states where clients have little presence on the ground. Our emphasis on understanding the context allows us to adapt our approach to local dynamics. We work closely with Integrity's in-house Data and Knowledge Management (DKM) team to ensure we provide our clients with rapid analysis and reporting.



### CONTEXT MONITORING

We track, measure and assess changes in the power structures, decision-making and resource control in the countries, regions and communities where we work. This allows us to better understand programme progress, as well as contextual factors that facilitate or act as barriers to successful implementation.

Integrity mobilised its trusted research network in Syria to generate contextual Information and experience which civil society organisations then used to Inform programme adaptation as part of our wider MEL support to the Ta'awon - Build Civil Society In Syria programme (US Department of State Bureau for Near East Affairs, 2015-2017).



### VERIFICATION MONITORING

We provide assurance to our clients that activities are implemented as expected, especially for projects that are being managed remotely. We flag risks to delivery and reputation early so that implementers can resolve issues quickly and even prevent them from happening.

Integrity leads several major verification programmes, including the Learning and Monitoring Programme Somalia (DFID, 2016-2020); the monitoring of the Safety, Support and Solutions Phase II programme (DFID, 2019-2021) which includes verifications in Libya and Mali, and the Building Disaster Resilience in Pakistan programme (DFID, 2019-2020).

## PERFORMANCE MONITORING

We identify whether delivery is on track and if expected results are being achieved. We explore the factors that drive performance, especially what enables or blocks success.

Integrity provided six donor governments with performance data as part of our MEL services on the Access to Justice and Community Security programme in Syria (UK Foreign and Commonwealth Office (FCO) and US Department of State, 2014-2019). We ensured its relevance by combining contextual and media monitoring.

## OUR MONITORING EXPERTISE

### RIGOROUS MONITORING IN VIOLENT CONFLICT

Integrity provided **Third-Party Monitoring of the Access to Justice and Community Security Programme (AJACS) in Syria (UK FCO and US Department of State, 2014-2018)**. AJACS sought to enhance community security through support to the Free Syria Police. The theory of change and log frame required frequent revisions to stay relevant within a volatile context. Integrity achieved consistent measurement of progress by (i) using the AJACS workplans to guide verifications, (ii) developing a separate monitoring framework to measure longer-term progress, and (iii) measuring perceptions of community security and the police so we captured relevant outcome even as activities changed.

### REMOTE MONITORING OF A DEVELOPMENT PORTFOLIO

Integrity leads the consortium delivering the **Learning and Monitoring Programme Somalia (UK DFID, 2016-2020)**, which verifies activities and generates lessons across DFID's development portfolio. Integrity is adapting its approach to delivering verifications across governance, health, and economic development programmes by combining rapid reports with in-depth studies. This means we can provide DFID with an overview of their portfolio while zooming in on issues of particular interest. This approach is backed-up by the programme's digital platform and learning strategy.





## EVALUATION

Integrity's evaluations range from rapid reviews that check programme direction to multi-year studies of global portfolios. We focus on the issues which are most important to our stakeholders. We find out the effects that interventions are having on people's lives and work with stakeholders to co-design useful recommendations for maximising impact.



### PORTFOLIO EVALUATION

We summarise results and learning across multiple countries, organisations and sectors through flexible results frameworks that accommodate diverse programming. We also combine a range of approaches and methodologies to evaluate interventions.

Integrity is part of the consortium that delivers multiple layers of evaluation of the £1.2 billion UK Prosperity Fund (UK FCO, 2017-2021). Integrity evaluates interventions across Africa, the Americas and Asia and leads several thematic evaluations including in Health and Education. Integrity also supports portfolio level evaluations of gender and value for money.



### PROCESS EVALUATION

We use theories of change to understand how programmes intend to achieve results. Our process evaluations test whether a programme's theory of how it will achieve results makes sense. If we find gaps or inconsistencies, then we work with our clients to address them.

Integrity led the technical design and delivery of the mid-term evaluation of DFID's Somalia Stability Fund (UK DFID, 2016). We explored the different iterations of its theory of change to understand how the programme had adapted and sought to bring about change in different contexts.



## OUTCOME EVALUATION

Our outcome evaluations answer some of the most important questions for our clients. These one- off or multiyear studies include a 'before and after' analysis of what the project has achieved, what factors contributed to results, unintended outcomes, and how well the team adapted over time.

Integrity led annual evaluations as part of its MEL services on the Syria Essential Services programme (USAID, 2016-2019). We assessed the programme's impact on sustainable livelihoods and the local economy, with a focus on the impact on women. The findings were used to adapt delivery, including which activities could be prioritised.

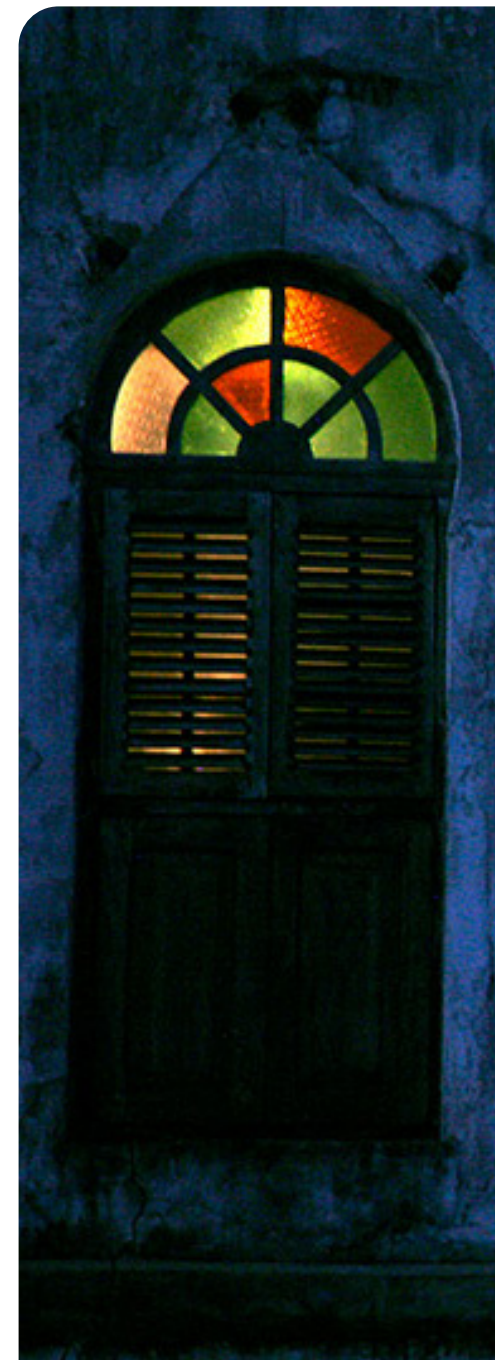
## OUR EVALUATION EXPERTISE

### INNOVATIVE EVALUATION DESIGN

Integrity leads a consortium to deliver the mid-term review and final evaluation of the **Institutions for Inclusive Development Programme in Tanzania (UK DFID, 2016-2021)**. This programme experiments with new approaches to development investment in order to increase impact. We designed our evaluation approach with 'doing development differently' in mind. Our theory-based evaluation builds and shares better understanding of how change happens and if and how flexible and adaptive programming work. Our communications strategy will support us in sharing lessons across the sector.

### COMPELLING EVIDENCE IN COMPLEX ENVIRONMENTS

Integrity played a key role on the Independent Commission for Aid Impact (ICAI) **performance review of the UK's humanitarian aid in Syria (ICAI, 2017-2019)**. An Integrity MEL Expert led the Team, including the mobilisation of Integrity's research network in Syria to gather the perspectives of aid recipients. This engagement is a unique achievement across ICAI's portfolio. Working closely with the ICAI Chief Commissioner, the Integrity Team Lead guided the review team through over 600 interviews in five countries and provided testimony at an International Development Committee hearing.





## LEARNING

Integrity believes that the value of monitoring and evaluation is realised when our clients use these insights to improve programmes and their organisations. Our goal is to help stakeholders resolve smaller issues in real-time, rather than face larger problems later on. To achieve this, we do not offer a standard learning approach. Instead, we work with stakeholders to understand their learning priorities and preferences. This allows us to develop the best solution for each organisation.



### LEARNING DIAGNOSTICS

We use a diagnostic approach to develop user-focused learning strategies. This participatory process helps us understand what stakeholders at all levels want to learn about most, the ways of learning they find useful, and what factors enable or block learning within their organisations.

Integrity leads on learning, knowledge management and communications within the consortium delivering Evaluation and Learning Services to the Prosperity Fund (UK FCO, 2017-2021). We used a Learning Diagnostic to map the priorities, preferences and opportunities for learning. This informed the design of a customised learning strategy and plan.



### FLEXIBLE LEARNING

We tailor our learning solutions to the requirements and rhythm of each team we work with. We understand that stakeholders face time constraints as they deliver projects in complex and stressful environments. We offer a range of learning opportunities so stakeholders can choose what work best for them.

Integrity adapted its approach on the Learning and Monitoring Programme – Somalia (DFID, 2016-2020) to better meet our client's changing needs. We used feedback to develop a light and more targeted approach to ensure lessons reach the most relevant audience. We also expanded our range of analytical products to improve access to data for busy stakeholders.

## CURATED LEARNING

We offer dynamic learning solutions. While learning events at the end of project cycles are useful, busy teams need to access the most relevant lessons at the right time. We use our understanding of a client's objectives and pressures to take the initiative and offer targeted support at key junctures, such as when making decisions to scale-up an activity.

As part of our work providing Evaluation and Learning Services to the Prosperity Fund (FCO, 2017-2021), we look for emerging learning needs and meet these proactively. This includes helping programmes to prepare for key events in their delivery cycle, such as annual reviews, or arranging pop-up learning sessions on key challenges faced by teams.

## OUR LEARNING EXPERTISE

### LEARNING WITHIN A COMPLEX PORTFOLIO

Integrity are a core partner on the five-year programme to provide **Evaluation and Learning Services to the £1.2 billion Prosperity Fund**. The unique challenges associated with supporting a large, newly established and innovative aid instrument requires a deeply embedded approach to learning. We provide a toolkit of learning 'touchpoints' which map directly onto the evaluation cycles delivered across the Fund. The Learning team convenes both in-person and digitally hosted cross-HMG events. We address a wide range of issues, such as mainstreaming gender and social inclusion. These form the basis for peer communities which share experiences, reflections and advice.

### TURNING EVIDENCE INTO ACTION

Integrity led the design of the **Monitoring and Learning for Adaptive Programming (MLAP) strategy on the Deepening Democracy Programme (DFID Kenya, 2016-2019)**. The MLAP includes learning platforms at the project and programme levels. For example, quarterly forums with grantees were designed to facilitate a collaborative review of performance, the exchange of good practices and lessons learned, and peer problem solving. Thematic learning groups were designed to share learning but also to create space for collaboration. Additional strategies include the development of short learning notes and the collection and dissemination of Most Significant Change stories.







## DATA AND KNOWLEDGE MANAGEMENT (DKM)

Integrity's in-house Data & Knowledge Management (DKM) team works closely with our MEL experts to enable evidence-based decision making for our clients. We identify knowledge management challenges and design suitable, cost-effective and sustainable solutions through a combination of capabilities, services and tools.



### PHASED DIGITAL DEVELOPMENT

We do not rely on 'one-size fits all' digital solutions. We unpack our client requirements and design the right solution for them. This includes understanding their user base and reviewing existing digital systems, enabling us to prepare a customised digital development 'roadmap' that will guide implementation.

Integrity supports MEL on the Deepening Democracy Programme in Kenya (DFID, 2016-2020). Integrity worked with the team to understand its needs and proposed realistic solutions. Integrity's solutions enhance the management of log frame data, prevent duplication of efforts, and increase the efficiency of information flows.



### DIGITAL DATA COLLECTION AND ANALYSIS

We collect data in the hardest to reach locations by combining traditional approaches with creative technological solutions. We use Integrity's customised mapping tool to help us visualise data for our clients from diverse sources. This includes data generated through mobile collection, infrastructure mapping and social media monitoring.

Integrity undertakes secure and rapid mobile data collection in multiple countries, including Somalia (Learning and Monitoring Programme Somalia) and South Sudan (Evaluation of the Health Pooled Fund). This is also part of our fieldwork strategy in Libya and Mali as part of the Independent Monitoring and Rapid Research Evidence Facility on the Safety, Support and Solutions Phase II Programme (DFID, 2019-2021).



## DESIGNING AND IMPLEMENTING DIGITAL PLATFORMS

We offer custom application and digital platform development to support the management and uptake of data and evidence. This consists of IT design, procurement, roll-out and management. Our toolkit includes a cloud-based Information management system and combines bespoke and tailored software applications.

Integrity oversees the delivery and management of a web-based Digital Platform for the Learning and Monitoring Programme Somalia (DFID, 2016-2020). It improves the quality and availability of information through visual reports and dashboards. Integrity also delivered interactive website-based visualisations for the UN mission in the DRC as part of the International Security and Stabilization Support Strategy in the Democratic Republic of Congo (DFID, 2015-2018).

## OUR DKM EXPERTISE

### INTEGRATED MAPPING SOFTWARE

Integrity has designed a customised mapping tool to help our team and clients visualise geographic information from mobile data collection, online monitoring and infrastructure mapping. We pull data from our custom project management suite and display filterable maps. The tool can be used to track security events, areas of control, infrastructure locations and for duty of care provision. It can also be deployed quickly to support projects that would benefit from visualising geographic information.

### BESPOKE DIGITAL PLATFORM

Integrity leads a consortium to deliver and manage a web-based **Digital Platform for the Learning and Monitoring Programme Somalia (LAMPS) (DFID, 2016-2020)**. The platform has more than 250 active users and improves access to quality information through visual reports and analytic dashboards. Integrity has produced a Learning Note for DFID on the delivery of digital platform, which we presented to DFID's Digital Spend Team. The LAMPS platform is also a case study on DFID's Digital Grid.





## ADVISORY

Integrity is a trusted adviser to senior leaders across a wide range of government departments, multilateral organisations, high-profile foundations and international corporations. We help our clients overcome complex organisational, policy-related and portfolio challenges through an innovative, multi-disciplinary approach to strategy development and implementation, blending the best from strategy and management consulting and evidence-based decision-making.

We provide an effective mix of strategic and technical advice, drawing upon over a decade of experience engaging at a policy and programming level on some of the world's most sensitive and challenging issues. Our advice is informed and illustrated by global networks and capabilities, harnessing our expertise in monitoring, evaluation & learning, data & knowledge management, research, evidence & analysis, stakeholder engagement and communications.

Across the cycle of strategy design and implementation, we support our clients at key stages through a range of tailored services, including:

- Strategy Review and Design
- Progress Measurement, Reflections & Insights
- Portfolio Design & Adaptive Management
- Organisational Change Management

### OUR MEL ADVISORY: ADVISORY TO HM GOVERNMENT AS THE CSSF GLOBAL MEL PARTNERSHIP

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CSSF  
GLOBAL MEL  
Partnership



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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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