

MID-TERM EVALUATION OF INTEGRITY ACTION'S 2016-2020 SIDA GRANT: SUMMARY OF KEY FINDINGS

OVERVIEW AND METHODOLOGY

Integrity Action is supported by the Swedish International Development Cooperation Agency (SIDA) through a four-year grant (2016-2020) worth approximately £2.4 million, which aims to build the organisation's capacity to deliver on four overarching strategic objectives. A mid-term evaluation of the grant was carried out over five months (October 2018 to February 2019) by a core team of three consultants from Social Development Direct (SDDirect) based in London. Lines of enquiry:

- 1 Achievement of results to date and progress towards outcomes**
- 2 Efficiency, effectiveness and sustainability of operational performance**
- 3 Effectiveness and relevance of the new ToC and new five-year global strategy for driving results**

Across these three areas, the team considered the extent to which gender equality and social inclusion (GESI) have been considered, and assessed progress towards the organisation's GESI strategy.

The methodology included a desk-based review of key documents; interviews and focus group discussions with core staff, partners and donors; and two field visits to Armenia and Kenya.



KEY FINDINGS

The evaluation team found that the organisation is acutely aware of its strengths and weaknesses and are investing resources strategically leading to greater organisational efficiency and effectiveness, with evidence of significant results to date and progress towards the four outcome areas of the Sida grant.



The evaluation team find compelling evidence to support the overall effectiveness and relevance of the model. Integrity Action's commitment to putting community priorities at the heart of its work was praised by both international and local partners, with use of technology and DevelopmentCheck particular unique selling points.



Internal policies, systems and processes have been significantly strengthened since 2016. Restructuring has led to a more efficient and effective team structure, and the proportion of income from SIDA reduced from 75% to 31% in 2018/2019.



Integrity Action has made significant progress demonstrating the scalability and replicability of its approach to open citizen feedback. During the grant period the organisation has expanded its footprint to work with 13 partners in seven countries.¹ This has been enabled by a new approach to partnerships and a new training model.



Progress towards achieving a sustainable model is mixed. Whilst the evaluation team finds compelling evidence of sustained outcomes, for example on monitors' personal and professional development, and increased community engagement in public services, there are very practical challenges for sustaining community-based monitoring beyond project funding cycles.

¹ Afghanistan, Armenia, DRC, Kenya, Nepal, Palestine, and Tanzania.



Integrity Action is a respected leader in the social accountability sector and is perceived as being 'ahead of the curve' with its use of technology and community-driven programming. Local partners particularly value the organisation's bottom up and problem-solving approach, and international partners respect the organisation's clear area of expertise.



Integrity Action has a strong network of well-established and value-adding national partners who share common goals. The organisation has a more intensive due diligence process for existing and new partnerships. Local partners value Integrity Action's collaborative approach to partnerships, as well as mechanisms for learning and capacity building.



Integrity Action has made significant progress towards mainstreaming GESI within internal organisational processes and systems and cascading the approach through local partners. Buy-in and commitment to GESI was found to be high. However, the organisation's support to partners will be critical in a number of areas going forward.



The evaluation team find that the new five-year strategy (2018-2023) and ToC are fit for purpose and growth, with a much greater emphasis on inclusivity, achieving results at scale, building effective partnerships, and building a strong evidence base. Integrity Action now needs to generate buy in among partners for the new strategy and ToC, building a shared sense of ownership, momentum and alignment towards common goals.

RECOMMENDATIONS

The evaluation team make seven overarching recommendations for areas of focus and refinement for the remainder of the grant period.

- 1 Refine and strengthen approach to monitoring, evaluation and learning**
- 2 Review the organisational approach to sustainability**
- 3 Refine and enhance the organisational approach to GESI**
- 4 Develop a robust organisational approach to safeguarding**
- 5 Develop a longer-term strategy for the future of DevelopmentCheck**
- 6 Formalise the new approach to partnerships**
- 7 Strengthen the approach to demonstrating value for money.**



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