Afghanistan Educational & Health Development Aids Organization

AEHDA

Monitoring & Evaluation Policy

Approved by: Chair of BoDs   12ᵀʰ August, 2024

History					
S.N	**Description**	**Department/Org**	**Team/Person**	**Date**	**Remarks/ Sealed**
1	Policy Revision By	ECA	Advisory	25th July 2024	
2	Reviewed by	AWEC	Technical Team	30th July 2024	
3	Approved by	AEHDA	BoDs	12th Aug 2024	
4	Policy & Version	M & E Policy for AEHDA in Afghanistan (V.2)				
5	Policy Updated By	ECA/AWEC	Advisory	25th July 2024	N/A

Table of Contents

Abbreviations

S.N	Abbreviations	Full Form
1	AWEC	Afghanistan Women Education Center
2	M&E	Monitoring and Evaluation
3	CSO	Civil Society Organization
4	DAC	Development Assistance Committee
5	RBM	Results Based Management
6	OECD	Organization for Economic Cooperation and Development
7	AEHDA	Afghanistan Educational & Health Development Organization

1. INTRODUCTION

This M&E policy provides a comprehensive framework to guide M&E activities within our operations. It is of supreme importance that regular monitoring and evaluation (M&E) is undertaken to measure the management performance and track progress towards achieving its mandate including its far-sightedness utilization of resources. It is with this understanding that AEHDA management is prompted to operationalize all functions through the establishment of a Monitoring and Evaluation Policy. Effective Monitoring and Evaluation (M&E) is essential to ensure that our programs are achieving their intended outcomes, making a positive impact, and continuously improving.

Monitoring and evaluation is a noble action that is essential in ensuring that an organization not only meets its mandate but efficiently and effectively does so. Monitoring and evaluation provide information on what an intervention is doing, how well it is performing, and whether it is achieving its aims and objectives including guidance on future intervention activities. This monitoring and evaluation policy will guide the Authority in ensuring that its mandate is not only fully realized and assessed but also that the impacts of its activities are measured. The purpose of this policy is to mainstream M&E principles, practices, and standards in all the operations of the AEHDA. The policy seeks to strengthen result-based management, transparency, accountability, sustainability, and efficiency in the operations of the AEHDA.

The policy covers all programming interventions, including individual development projects and programs implemented by partner agencies at the field level. The Policy is aimed at strengthening the monitoring and evaluation function in AEHDA and its stakeholders in Afghanistan. The situational analysis upon which the development of this Policy is based clearly shows inadequacies in capacities to effectively conduct the M&E function by most AEHDA members in Provinces and other cities. The inadequacies include insufficient and inappropriately skilled M&E staff, lack of systems for generating data, including poor management of information to support the measurement of results in a more coordinated and cost-effective way. This Policy addresses these and many other inadequacies in the country-wide M&E systems.

1.1. About AEHDA

The Afghanistan Educational and Health Development Aids Organization (AEHDA) is a nonprofit, non-political, non-sectarian, and non-governmental humanitarian women lead organization. Originally established as an association in July 2003, AEHDA underwent additional registration with the Ministry of Economy (MoE) at the end of 2020, officially becoming an NGO with registration number 5085. AEHDA's mission spans education, a One Health Approach, healthcare, public nutrition, water, sanitation, hygiene, food security, advocacy and communication, training, capacity building, as well as research and development.

AEHDA was established by a group of committed, dedicated and professional volunteers to offer result-oriented services to rural, urban slums and urban areas of Afghanistan. AEHDA's services will be delivered through utilization of easy adaptable, contextual, accessible and participatory community empowerment strategies in accordance with the key principles of result-based management (RBM) approaches, and in line with Afghanistan national development priorities and national strategic plans. On the other hand, considering the professional/technical capacities in provision of primary education and public health services, AEHDA is one of the pioneer local NGO that provides contemporary, affordable and quality educational and public health services to Afghan population.

Vision:

AEHDA envisions empowering Afghan women, youth, children, and vulnerable groups through equitable access to quality education, healthcare, well-being, sustainable livelihoods, and essential services, fostering a prosperous and resilient Afghanistan.

Mission :

AEHDA is committed to empowering Afghan women, youth, children, and vulnerable groups by providing accessible, quality, and sustainable education, healthcare, mental health and psychosocial support, livelihood opportunities, and essential services. We strive to foster community resilience, social cohesion, and economic growth, ultimately contributing to a prosperous and self-reliant Afghanistan.

1.2.   Purpose

The purpose of this M&E policy is to:

- Establish a systematic approach to monitoring and evaluating AEHDA programs and activities.
- Define the roles, responsibilities, and processes for M&E within the organization.
- Ensuring that AEHDA is fully accountable for the delivery of all of its programs and project activities.
- Ensuring that AEHDA and its partners learn lessons from the implementation of projects or programs, and utilize that learning in seeking to improve or enhance the implementation of programs on an ongoing basis.
- Ensure that data and findings from M&E activities are used to inform decision-making, improve program effectiveness, and demonstrate accountability to stakeholders.

1.3.   Scope

This policy applies to all AEHDA programs, projects, and activities. It covers all staff, volunteers, and partners involved in the design, implementation, monitoring, and evaluation of initiatives except project or program excluded by donor as below;

- **Specific Donor Requirements**: Some donors may have unique requirements or restrictions that necessitate the exclusion of certain programs from this policy. These requirements will be clearly outlined in the funding agreements and must be adhered to by all relevant parties.

- **Compliance with Donor Policies**: Programs funded by donors with specific M&E policies or frameworks may need to align with those guidelines, which could result in certain programs being excluded from the general M&E policy.

- **Ethical Considerations**: If a donor's funding conditions conflict with our ethical standards or organizational values, those programs may be excluded to maintain our integrity and commitment to ethical practices.

- **Strategic Alignment**: Programs that do not align with our strategic priorities or long-term goals, even if funded by a donor, may be excluded to ensure that our resources are focused on initiatives that best support our mission.

- **Resource Constraints**: In cases where resource limitations prevent the comprehensive application of the M&E policy, certain programs may be prioritized or excluded based on their impact and strategic importance.

2. Definitions

- **Monitoring:** The ongoing, systematic collection and analysis of data related to program activities and outputs to ensure they are proceeding as planned.
- **Evaluation:** The systematic assessment of a program's design, implementation, and outcomes to determine its effectiveness, impact, and sustainability.
- **Monitoring and Evaluation**: A process established to help improve performance and achievement of results to enable assessment of the performance of activities, projects, and programs.
- **Monitoring and Evaluation System**: It comprises indicators, tools, and processes that are used to measure whether a project or program has been implemented according to the plan and has achieved the desired result.
- **Mainstreaming:** Ensure that M&E is integrated into all activities, programs, and projects of the organization at all levels.
- **Outcome:** Overall effect caused by the implementation of an activity, project, or program which did not exist before.
- **Impacts:** Consequences of achieving specific outcomes which can be positive or negative.
- **Indicators:** Specific, measurable, and time-bound criteria used to assess progress toward achieving program objectives.
- **Compliance:** Conforming to laws, regulations, standards, or obligations.

- **Baseline Data**: Initial data collected before the start of a program or activity, used as a reference point to measure changes and impacts over time.

- **Performance measurement:** Defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of projects and programs.
- **Outcome indicator:** Measure the situation before the program or project begins.
- **Input:** Financial, human, material, and information resources used to produce outputs through activities and to accomplish outcomes.
- **Output:** Achievement of a result of an activity based on the input.
- **Baseline indicator:** Measure the situation at the beginning of an activity or project.
- **Sustainability:** The process of the continued existence of benefits from an intervention after its implementation.
- **Accountability:** Refers to how individuals and organizations are held responsible for their actions.
- **Transparency:** A full disclosure of information on the implementation projects and programs for accountability purposes.
- **Relevance:** The extent to which the activity is suited to the priorities and policies of the target group, recipient, and donor.
- **Effectiveness:** A measure of the extent to which an aid/development activity attains its objectives.
- **Efficiency:** A measurement of the program outputs about the inputs (including the cost-effectiveness, timing, and efficiency of the process).

- **Logical Framework:** A results-based project framework design based on a causal relationship linking inputs, activities, outputs, outcomes, and impact, with objectively verifiably indicators to measure progress towards the achievement of results.
- **Baseline:** The initial set of data collected before a program or activity begins, used as a reference point for future comparisons.
- **Data Collection:** The process of gathering information to be used in monitoring and evaluation.
- **Qualitative Data:** Non-numerical information that provides insights into the context, experiences, and perceptions related to a program or activity.
- **Quantitative Data:** Numerical information that can be measured and analyzed statistically.
- **Stakeholders:** All agencies, organizations, institutions, entities, groups, and individuals who have a significant interest in the success or failure of a project or program and are directly or indirectly influenced or affected by a project or program.
- **Benchmark**: A standard or point of reference against which things may be compared or assessed.
- **Formative Evaluation**: Evaluation conducted during the development or improvement of a program or activity to provide feedback and guide improvements.
- **Summative Evaluation**: Evaluation conducted after the completion of a program or activity to assess its overall effectiveness and impact.
- **Logic Model**: A visual representation that links the planned work and intended results of a program, showing the relationships between resources, activities, outputs, outcomes, and impacts.
- **Impact Assessment**: The process of identifying the future consequences of a current or proposed action, particularly in terms of social, economic, and environmental effects.
- **Data Analysis**: The process of systematically applying statistical and logical techniques to describe, summarize, and compare data.
- **Indicator Framework**: A structured set of indicators used to measure and track the performance of a program or activity.
- **Participatory Monitoring and Evaluation (PM&E)**: An approach that involves stakeholders, particularly beneficiaries, in the M&E process to ensure their perspectives and experiences are considered.

3. Monitoring and Evaluation Framework

A Monitoring and Evaluation (M&E) Framework is a structured and systematic tool used in project management and program implementation to assess performance, measure outcomes, and ensure the achievement of objectives. It consists of several core components, including clear project objectives, key performance indicators (KPIs), data collection methods, data sources, and responsibilities.

The M&E Framework defines how data will be collected, analyzed, and reported, ensuring that the project or program remains on track. It incorporates ethical considerations and emphasizes a culture of continuous improvement. Overall, an M&E Framework serves as a roadmap for organizations, enabling them to make informed decisions, enhance transparency, and align initiatives with their intended goals.

4. Key Components of an M&E Framework

- **Key Indicators:** These are specific metrics or measures used to gauge progress, outputs, outcomes, and impacts of a program. For example, in a public health campaign, a key indicator could be the reduction in the number of reported cases of a particular disease.
- **Means of Verification:** This component outlines the data sources, methods, and tools that will be used to collect and verify information related to each key indicator. It ensures that data collection is systematic and reliable.
- **Assumptions and Risks:** An M&E Framework acknowledges external factors that may affect the program's success. Assumptions are conditions or factors considered favorable for achieving program goals, while risks are potential challenges or obstacles. For instance, an assumption might be that community engagement will positively impact project outcomes, while a risk could be budget constraints affecting the availability of resources.

5. Data Collection and Management

AEHDA will use various methods to collect data, develop SMART indicators, and maintain high data quality. We will implement secure and efficient data management systems to ensure accurate and reliable information.

- **Data Collection Methods**: AEHDA will employ both quantitative and qualitative data collection methods to capture a comprehensive picture of program performance and impact. Methods may include surveys, interviews, focus groups, observations, and document reviews.
- **Indicator Development**: Specific, measurable, achievable, relevant, and time-bound (SMART) indicators will be developed for each program and project to track progress and measure outcomes.
- **Data Quality**: Data will be collected systematically and consistently using standardized tools and methodologies to ensure accuracy and comparability. Training will be provided to staff and volunteers on data collection techniques to maintain data quality.
- **Data Management Systems**: Data management systems will be established to ensure secure storage, easy retrieval, and proper use of data. This includes both digital and physical data storage solutions, with regular backups to prevent data loss. Personal data will be handled in accordance with relevant data protection laws and principles.

6. The International Framework for AEHDA Development Effectiveness

Given that effectiveness is one of the Development Assistance Committee (DAC) Criteria that AEHDA shall utilize to assess their work, the ongoing evolution of the international development effectiveness AEHDA is of particular relevance to all of AEHDA work, and to its monitoring and evaluation approach in particular. The Istanbul Principles for Development Effectiveness form a key reference point for the evaluation of its development work:

- Respect and promote human rights and justice
- Embody gender equality and equity while promoting women's and girls' rights
- Focus on people's empowerment, democratic ownership and participation
- Promote environmental sustainability
- Practice transparency and accountability
- Pursue equitable partnerships and solidarity
- Create and share knowledge and commit to mutual learning
- Commit to realizing positive sustainable change.

7. Monitoring and Evaluation Values & Style

7.1. Purpose

The key purpose of monitoring and evaluation (M&E) within the organization is to ensure that all programs and activities are effectively tracked, assessed, and improved upon. M&E serves as a critical tool for measuring performance, ensuring accountability, and fostering continuous learning and improvement. By embedding M&E into our organizational culture, we aim to enhance the impact and sustainability of interventions.

Furthermore, M&E provides valuable insights that inform decision-making processes, enabling us to allocate resources more efficiently and effectively. It helps identify best practices and areas for improvement, ensuring that our strategies remain relevant and responsive to changing needs. Through systematic data collection and analysis, M&E supports transparency and builds trust among stakeholders by demonstrating our commitment to achieving desired outcomes. Additionally, it encourages a culture of reflection and adaptability, where feedback is actively sought and utilized to refine our approaches. Ultimately, M&E is integral to our mission of delivering high-quality, impactful programs that drive positive change and long-term success.

7.2. Guiding Principles

Our M&E values are grounded in the following guiding principles:

1. **Transparency**: We commit to open and honest communication about our processes, findings, and challenges.

2. **Accountability**: We hold ourselves accountable to our stakeholders, ensuring that our actions and decisions are aligned with our mission and objectives.

3. **Inclusivity**: We engage all relevant stakeholders in the M&E process, ensuring diverse perspectives and insights are considered.

4. **Learning and Improvement**: We use M&E findings to inform decision-making and drive continuous improvement in our programs and activities.

5. **Ethical Standards**: We adhere to the highest ethical standards in all M&E activities, ensuring integrity and respect for all participants.

6. **Sustainability**: We focus on long-term impacts and sustainability, ensuring that our interventions lead to lasting positive change.

7. **Data-Driven Decision Making:** We rely on accurate and timely data to guide our decisions, ensuring that our actions are based on evidence and sound analysis.

8. **Collaboration:** We foster a collaborative environment where team members and partners work together to achieve common goals, leveraging each other's strengths and expertise.

9. **Adaptability:** We remain flexible and responsive to changing circumstances, continuously adapting our strategies and approaches to meet evolving needs and challenges.

8. Monitoring and Evaluation (M&E) strategy and system

M&E is a crucial component for ensuring the effectiveness and efficiency of any project or program. An M&E strategy and system provide a structured approach to assess progress, measure outcomes, and identify areas for improvement. By systematically collecting and analyzing data, the M&E process helps organizations make informed decisions, enhance accountability, and optimize the impact of their initiatives. A well-designed M&E system is integral to achieving long-term success and sustainability.

8.1. Technology Options and Software/Hardware for Data Collection, Management, and Reporting

AEHDA recommends using modern tools and technology to make data collection, management, and reporting easier and more effective.

a) **Software** - We suggest using M&E software i.e. Kobo tool and Excel form. This tools help track key performance indicators (KPIs), manage projects, and bring all your data together in one place.
b) **Hardware** - For collecting data in the field, we recommend equipping teams with tablets or smartphones. These devices allow real-time data entry and come with GPS for tracking locations and cameras for taking pictures, which can be valuable for visual documentation.
c) **Data Management** - To store and manage the collected data securely, we suggest using cloud storage solutions like Google Drive or Microsoft OneDrive. These platforms ensure that data is easily accessible from anywhere while being protected by data encryption, keeping sensitive information safe.

By adopting these technology options, AEHDA aims to enhance the efficiency and accuracy of our Monitoring and Evaluation processes.

8.2. Guidance on Reporting and Sharing of Data for Project Learning

Effective reporting and sharing of data are key to ensuring that the lessons learned from projects are captured, communicated, and used to drive improvements. AEHDA emphasizes the importance of structured reporting, the use of collaborative data-sharing platforms, and the facilitation of learning sessions to foster a culture of continuous learning and adaptation.

- **Regular Reporting**: Establish a schedule for regular reporting to ensure continuous monitoring and timely adjustments.
- **Data Sharing Platforms**: Use platforms like Google Drive or Microsoft OneDrive for sharing reports and insights with stakeholders. Ensure that these platforms support collaborative features for feedback and discussion.

- **Learning Sessions**: Organize periodic learning sessions or workshops to discuss findings, challenges, and best practices. Encourage a culture of continuous improvement and knowledge sharing.

8.3.   Key Standards or Requirements for Monitoring and Evaluation

For Monitoring and Evaluation (M&E) to be effective, it is essential to follow certain standards and best practices. AEHDA emphasizes the importance of creating clear frameworks, setting measurable goals, and ensuring that sufficient resources are allocated to support M&E activities.

- **Logic Models and Results Statements**. AEHDA M&E Unit develop logic models/framework to outline the program's inputs, activities, outputs, outcomes, and impacts as per the project documents. Create clear and measurable results statements to track progress.
- **Performance Indicators.** Performance indicators and means of verification should be specified for output and outcomes level results. It should include baseline and target measures for expected results. In case baseline data/information may not be available in the design phase or at the submission time of a project documents managers should plan to obtain baseline or other relevant information with in reasonable period from project startup to ensure evaluability of results. Managers must ensure indicators are specific, measurable, achievable, relevant, and time-bound (SMART).
- **Budgeting for M&E**: A specific percentage of the project budget (e.g., 5-10%) is allocated for M&E activities. This should cover costs for software, hardware, training, data collection, and analysis.
- **Privacy and Confidentiality**: Our data protection policies ensure the privacy and confidentiality of collected data. Use anonymization techniques where necessary and comply with relevant data protection regulations.
- **Sense-Making and Reflection**: Conduct regular reflection sessions to analyze collected data and derive actionable insights. Use techniques like SWOT analysis or After-Action Reviews (AAR) to understand successes and areas for improvement.

8.4.   Budgeting for Monitoring and Evaluation Activities

At AEHDA proper budgeting in made for the M&E activities within each project which emphasizes the importance of the following;

- **Cost Allocation**: Budget for essential M&E components such as software licenses, hardware procurement, training sessions, data collection activities, and external evaluations.
- **Resource Allocation**: Ensure adequate human resources are allocated for M&E tasks, including hiring or training M&E specialists.
- **Contingency Planning**: Include a contingency budget to address unforeseen challenges or additional data collection needs.

8.5.   Guidance on Hiring Monitoring and Evaluation Staff

Selecting the right M&E staff is crucial for the success of any project. AEHDA recognizes that effective M&E requires a team with a blend of analytical skills, technical expertise, and strong communication abilities. When hiring for these positions, it's important to focus on both the technical qualifications and the candidate's experience with managing complex M&E tasks. The

following guidelines should be incorporated into the hiring policy/Job requirements to ensure that AEHDA recruits the most capable and well-rounded M&E professionals.

Key Skills Needed:
- Candidates should have the ability to thoroughly analyze data and interpret the results, drawing meaningful conclusions that can inform project decisions.
- Proficiency in M&E software and data collection tools is essential, ensuring that the candidate can efficiently handle the technological aspects of the role.
- Strong written and verbal communication skills are necessary for reporting findings, presenting data, and working with stakeholders.
- Experience in managing projects, especially those involving multiple stakeholders, is critical for coordinating M&E activities and ensuring that they align with project goals.
- Precision in data collection and analysis is key to maintaining the accuracy and reliability of M&E reports.

Key Questions to Ask Potential Candidates:
- Ask candidates to describe their experience in designing and implementing M&E frameworks to assess their understanding and practical knowledge.
- Inquire about their methods for ensuring data accuracy and integrity in reports to gauge their attention to detail and commitment to quality.
- Request examples of challenging M&E projects they have managed and how they overcame these challenges, to understand their problem-solving abilities and resilience.
- Ask about the specific M&E software and tools they are proficient in to ensure they can meet the technical demands of the role.
- Discuss their approach to handling data privacy and confidentiality, which is vital for maintaining trust and compliance with regulations.

8.6. Guidance on Managing M&E Support to Projects

AEHDA emphasizes the importance of establishing clear processes for integrating M&E activities into projects, maintaining regular communication with project teams, and documenting all M&E efforts. The following guidelines should be followed to ensure that M&E support is effectively managed across all initiatives.
- **Project Onboarding**: Develop a standardized process for integrating M&E activities into new projects, including initial assessments and baseline data collection.
- **Regular Check-ins**: Schedule regular meetings with project teams to review progress, address challenges, and provide technical support.
- **Documentation**: Maintain comprehensive documentation of M&E activities, including methodologies, data sources, and analysis techniques.
- **Feedback Mechanisms**: Implement feedback loops to continuously improve M&E processes based on lessons learned and stakeholder input.

8.7. Monitoring and Evaluation Unit

AEHDA's M&E unit is composed of key staff members who are responsible for various aspects of M&E, from strategic planning to data collection and analysis. Each team member has specific roles and responsibilities that contribute to the effective monitoring and evaluation of projects, ensuring that AEHDA's goals are met and that the impact of its work is maximized.

- **Staff Involved**:

- o **M&E Manager**: Oversees the M&E unit, ensures alignment with organizational goals, and manages the team.
  - o **M&E Officers**: Responsible for data collection, analysis, and reporting for specific projects.
  - o **Data Analysts**: Specialize in data processing, statistical analysis, and visualization.
  - o **Field Coordinators**: Manage on-the-ground data collection and liaise with project teams.
- **Roles and Responsibilities**:
  - o **M&E Manager**: Strategic planning, team leadership, stakeholder engagement, and quality assurance.
  - o **M&E Officers**: Design M&E frameworks, conduct evaluations, and prepare reports.
  - o **Data Analysts**: Analyze data, generate insights, and create visualizations.
  - o **Field Coordinators**: Coordinate field activities, ensure data quality, and support project teams.

8.8. Engagement with Other Staff/Departments

- Provide training sessions for project staff on M&E methodologies, tools, and best practices.
- Offer technical support for data collection, analysis, and reporting.
- Work closely with project managers and other departments to integrate M&E activities into project plans and ensure alignment with organizational objectives.
- Share regular updates and reports with relevant departments to keep them informed of progress and findings.
- Facilitate feedback sessions and learning workshops to discuss M&E findings and incorporate lessons learned into future projects.

9. Reporting and Communication

Effective reporting and communication are essential for sharing the results of Monitoring and Evaluation (M&E) activities. The following guidelines outline how AEHDA will manage the reporting and communication of M&E activities.

- **Regular Reporting**: M&E reports will be produced on a regular basis (monthly, quarterly, and annually) and disseminated to relevant stakeholders, including program staff, donors, beneficiaries, and partners. Reports will include findings, analysis, and recommendations for improvement.
- **Ad Hoc Reporting**: In addition to regular reports, ad hoc reports may be produced to address specific issues or respond to urgent information needs.
- **Dissemination**: Key findings and lessons learned from M&E activities will be shared through various channels, including meetings, workshops, newsletters, and the AEHDA website. Efforts will be made to ensure that reports are accessible and understandable to all stakeholders, including beneficiaries.

10.　Learning and Improvement

- **Feedback Mechanisms**: AEHDA will establish mechanisms for regular feedback from beneficiaries, staff, and partners. This feedback will be used to inform program improvements and adaptations.
- **Reflective Practice**: Regular reflection sessions will be held with program teams to discuss M&E findings, share experiences, and identify opportunities for improvement.
- **Capacity Building**: Staff training and capacity-building activities will be conducted to enhance M&E skills and knowledge across the organization. This includes training on data collection, analysis, reporting, and the use of M&E tools and software.

11.　Accountability and Transparency

AEHDA ensures accountability and transparency by regularly sharing program updates with stakeholders and incorporating beneficiary feedback through various channels.

- **Stakeholder Engagement**: AEHDA is committed to being accountable to its stakeholders by providing transparent and accurate information about program performance and impact. Regular stakeholder meetings will be held to present M&E findings and discuss program progress.
- **Beneficiary Feedback**: Mechanisms for beneficiary feedback and participation will be established to ensure that the voices of women and girls are heard and considered in M&E processes. This may include suggestion boxes, feedback forms, and community meetings.

12.　Implementation and Review

- **Implementation Plan**: An implementation plan for the M&E policy will be developed, outlining the steps, timelines, and responsibilities for rolling out the policy across the organization.
- **Resource Allocation**: AEHDA will allocate the necessary resources (financial, human, and technical) to ensure the effective implementation of the M&E policy.
- **Annual Review**: The effectiveness of the M&E policy will be reviewed annually, and revisions will be made as needed to ensure its relevance and effectiveness. Feedback from staff, beneficiaries, and other stakeholders will be incorporated into the review process.

13.　Conclusion

The M&E policy is a critical component of AEHDA's commitment to delivering high-quality programs that empower women and girls in Afghanistan. By systematically monitoring and evaluating our work, we ensure that we are making meaningful progress toward our mission and continuously improving our impact.

Monitoring should be an established practice for AEHDA funded projects, programs, and mechanisms. It is a necessary management tool to ensure that the implementation

of the activities is on the right track towards its intended objectives, and improves the delivery and performance in both operational and financial aspects.

14.   References

- https://mneguidelines.oecd.org/monitoring-and-evaluation-framework-2022-edition.pdf
- https://www.unitar.org/sites/default/files/uploads/pprs/unitar_monitoring_and_evaluation_policy_framework.pdf
- https://www.unevaluation.org/document/detail/2163