

Maiwand social services Association for Afghanistan (MSSAA)

Monitoring & Evaluation Manual





Maiwand Social Service Association Monitoring and Evaluation Manual

Table of Contents

1. Introduction	3
1.1 Monitoring and Evaluation Policy Objectives	3
2. Monitoring	4
2.6 Common types of monitoring	7
2.6.1 Results monitoring:	7
2.6.2 Process (activity) monitoring	7
2.6.3 Compliance monitoring ensures:	8
2.6.4 Context (situation) monitoring:	8
2.6.5 Beneficiary monitoring:	8
2.6.6 Financial monitoring:	8
2.6.7 Organizational monitoring:	8
3. Evaluation	9
3.1. Summary of major evaluation types	11
3.1.1 According to evaluation timing	11
3.1.2 According to who conducts the evaluation	12
3.1.3 According to evaluation technicality or methodology	12
3.2. Summary of major evaluation types (continued)	12
3.2.1 According to evaluation timing	12
3.2.2 According to who conducts the evaluation	13
3.2.3 According to evaluation technicality or methodology	13
3.3. The Role and Purpose of Evaluation	13
3.4. Types of evaluation	14
3.4.1. MSSAA programs	14
3.4.2. Individual projects/programs	15
3.4.3. Sectors activity	15
3.4.4. Organization and management	15
3.5. When to evaluate	15
3.6. Evaluations can be conducted:	15
a) At an early stage of an operation (in «real time»)	15
b) Mid-term	15



Maiwand Social Service Association Monitoring and Evaluation Manual

3.7. What to evaluate.....	15
3.7.1. <i>MSSAA Mission and overall objective</i>	16
3.7.2. <i>Efficiency</i>	16
3.7.3. <i>Effectiveness</i>	17
3.7.4. <i>Coordination</i>	17
3.7.5. <i>Coverage</i>	18
3.7.6. <i>Impact</i>	18
3.7.7. <i>Relevance/ appropriateness</i>	19
3.7.8. <i>Coherence</i>	19
3.7.9. <i>Connectedness/ Sustainability</i>	20
3.8. Who does the evaluation?	20
3.9. MSSAA Conduct in Evaluations	20
3.10. Evaluation principles and standards.....	21
3.10.1. Relevance	21
3.10.2. Consultation	21
3.10.3. Transparency	21
3.10.4. Independence	21
3.10.5. Integrity	21
3.11. Terms of reference	22
3.12. External evaluation	22
3.13. Utilization	23
3.12. Management response.....	24
3.13. Quality control.....	24
4. Whistle Blowing and Complaints Handling Policy of MSSAA.....	25
5. M&E Reporting	26
6. Dissemination and Disclosure	26
7. Knowledge management and organizational learning	26
8. Roles and Responsibilities	26
9. Coverage and Scope	26
10. Implementation, Amendment and Review	27
11. Glossary of key terms.....	27



Maiwand Social Service Association Monitoring and Evaluation Manual

1. Introduction

Maiwand Social Service Association MSSAA is a non-governmental humanitarian organization. Humanitarian programs are different from regular development programs, as they often operate under considerable time pressure and in rapidly changing contexts. Daily working environment in MSSAA, both at the main office and in the field, is characterized by rapidly changing environments and fast start-up in new emergencies. This means that it is crucial for the organization to have systems for linking together the acquisition of knowledge taking place in the field and in the main office, for collection and institutionalizing the experience gained and lessons learnt from a micro to macro level, and between training and further development of personnel at the office and in the field.

The Maiwand Social Service Association MSSAA is an experienced-based expertise organization. MSSAA is with this monitoring and evaluation policy document introducing a policy that is intended to make further contribution towards its capacity for organizational learning, performance review and accountability.

1.1 Monitoring and Evaluation Policy Objectives

Maiwand Social Service Association is committed to increasing and improving:

- The level of monitoring and evaluation activity within the organization
- The staff's knowledge on monitoring and evaluation planning and management
- The effectiveness of its monitoring and evaluation methods and management
- The utilization of monitoring and evaluation findings and recommendations



Maiwand Social Service Association Monitoring and Evaluation Manual

1.2 The objective of this document is to:

- Improve knowledge on monitoring and evaluation planning and management
- Outline why, how and when MSSAA should use evaluations
- Ensure that monitoring and evaluations will meet MSSAA needs in accordance with its mission, policy, commonly agreed principles and criteria for evaluations
- Ensure commitment to organizational learning and accountability.

Monitoring and Evaluation Coordinator at MSSAA office is the focal point for evaluation activities. Particular efforts are made to develop a broader sense of ownership and involvement in relation to evaluation. There is a need to develop an organizational culture amenable to further development of effective monitoring and evaluation function.

- Managers are committed to organizational learning and performance review
- Using monitoring and evaluation to bring change is highly encouraged
- Staff are held accountable for the activities they manage

2. Monitoring

Monitoring is the routine collection and analysis of information to track progress against set plans and check compliance to established standards. Problem analysis, context analysis, other stakeholders' analysis and methods including rapid need assessment or in-depth assessment and secondary data sources will be used for setting log frame objectives.

2.1 Need for Monitoring and Evaluation:

- To show to project managers and other stakeholders the extent to which the project is meeting its objectives and is leading to the desired effects.
- To build greater transparency and accountability in managing project resources.
- To provide information to the project management as the basis for decision making.
- Learn lessons for improving future planning and development.

This monitoring and evaluation policy will increase MSSAA level of evaluation activity in a principled manner. We will use more systematic and dynamic approaches for the utilization of evaluation findings. The organization will become more professional and transparent.



Maiwand Social Service Association Monitoring and Evaluation Manual

2.2 Monitoring Objectives:

- Provide information to project management, field staff and other stakeholders whether progress is being made towards achieving project objectives. Monitoring is a continuous track of project implementation in relation to project plans, resources or input, produced infrastructure or output, use of service by project beneficiaries or outcome, a project long term effects or impact.
- Provide regular feedback to the top management to enhance the ongoing learning experience and to improve the planning and the intervention effectiveness.
- Ensure project accountability.
- Check conditions a situations of the target groups, and the changes brought by the project activities. This helps project management to see whether project is addressing needs of the target group or the geographical area, and whether project assumptions are still valid or otherwise.

Direct, indirect, quantitative, and qualitative indicators; input, output, outcome, an impact will be calculated and measured for each project. M&E plan will be made in a matrix form to check gradual and instantaneous activity progress in the field. This will help identifying trends and patterns, adapting strategies an makin decisions for project management.

2.3 Monitoring methods include:

- Quantitative methods use numerical data to evaluate the project. These methods may include financial auditing, auditing of resources and analysis of person-hours spent on the project.
- Qualitative methods monitor non-numerical aspects of the project. Methods may include holding certain meetings, providing certain reports, interviewing team members and analyzing project documentation.
- The project is proceeding as planned (within cost budgets and according to the schedule)
- The team is working effectively, with resources being efficiently used
- The project is staying within the expected project boundaries

Monitors present regular reports on weekly, biweekly, monthly and quarterly bases of the activities. Project management including the field staff will directly use the information, shortcomings, and recommendations for the work improvement on the spot. The M&E information can be shared with other relevant and concerned parties for better understanding of the project.

2.4 Data Collection Steps:

Updated accurate data is needed for project planning. Project planners



Maiwand Social Service Association Monitoring and Evaluation Manual

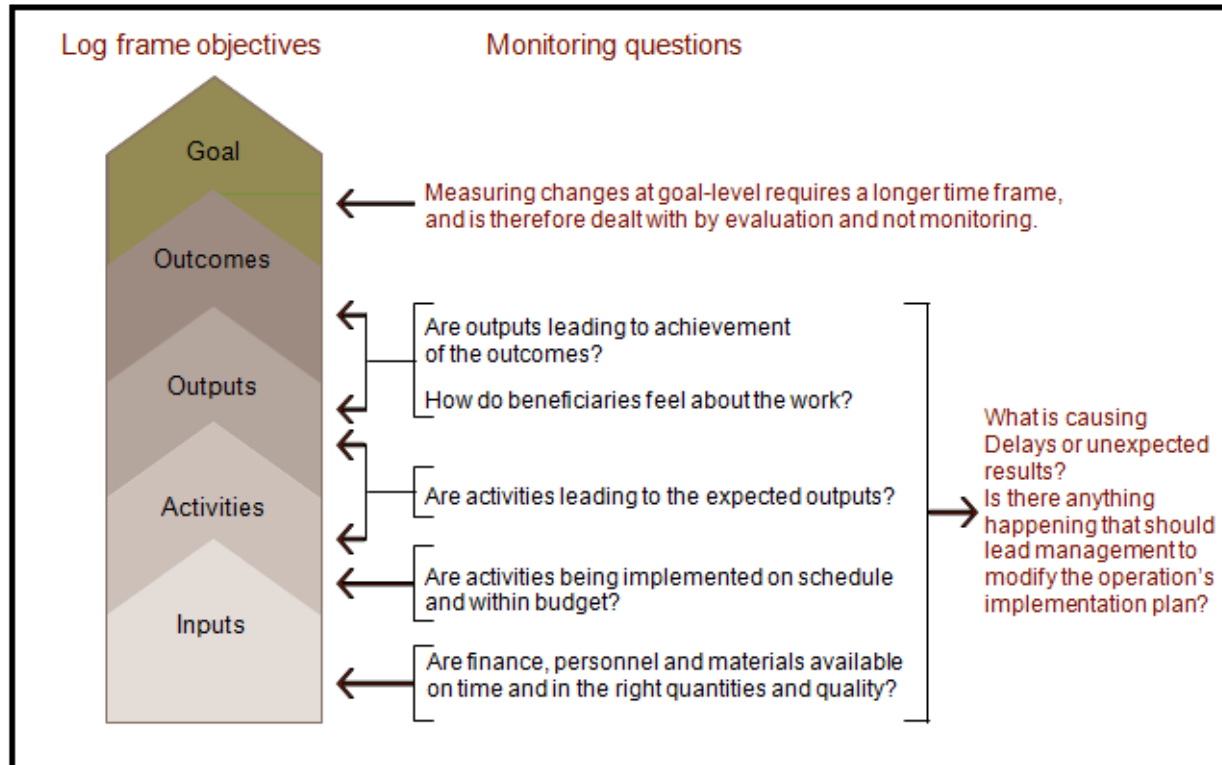
have to know the actual situation of the potential project site on the ground. For finding relevant parameters, a baseline study is needed. This study measures the actual physical condition of the target community and area. The condition of the community, while project is being implemented, shall be followed up, for the effect of the input and intervention the project is bringing to the target area. Indicators relevant to the project objectives will be observed and compared to the time before the project. An end line study will be done after the project is complete. This will clearly indicate what changes the project has brought and what improvement has come at the people living conditions.

All this depends on the reliability and accuracy of data. Unless the data is actual and accurate, none of these studies will have any value. The field staff must be well trained and serious in their work of data collection. The data must be checked and verified by field supervisors and monitors before it reaches the plan making staff.

The data will be compiled in a database. The database shall be kept properly and only professional and responsible person shall have access to it. The data will be analyzed by experts and be presented to the project planners.

The diagram bellow summarizes key monitoring questions as they relate to the log- frame's objectives. Note that they focus more on the lower-level objectives, direct and indirect indicators, quantitative and qualitative including inputs, output, impact, activities and (to a certain extent) outcomes. This is because the outcomes and goal are usually more challenging changes (typically in knowledge, attitudes and practice/behaviors) to measure, and require a longer time frame and a more focused assessment provided by evaluations.

2.5 Monitoring questions and the log frame



Bellow common types of monitoring provide a summary of the different types of monitoring commonly found in a project monitoring system. It is important to remember that these monitoring types often occur simultaneously as part of an overall monitoring system.

2.6 Common types of monitoring

2.6.1 Results monitoring: Tracks effects and impacts: This is where monitoring merges with evaluation to determine if the project is on target towards its intended results (outputs, outcomes, impact) and whether there may be any unintended impact (positive or negative).

2.6.2 Process (activity) monitoring Tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered – the efficiency in time and resources. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact. For example, a water and sanitation project may monitor that targeted households receive septic systems according to schedule.



Maiwand Social Service Association Monitoring and Evaluation Manual

- 2.6.3 Compliance monitoring ensures:** compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards. **For example,** a shelter project may monitor that shelters adhere to agreed national and international safety standards in construction.
- 2.6.4 Context (situation) monitoring:** tracks the setting in which the project/program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field as well as the larger political, institutional, funding, and policy context that affect the project/program. For example, a project in a conflict-prone area may monitor potential fighting that could not only affect project success but endanger project staff and volunteers.
- 2.6.5 Beneficiary monitoring:** tracks beneficiary perceptions of a project/program. It includes beneficiary satisfaction or complaints with the project/program, including their participation, treatment, access to resources and their overall experience of change. Sometimes referred to as beneficiary contact monitoring (BCM), it often includes a stakeholder complaints and feedback mechanism. It should take account of different population groups as well as the perceptions of indirect beneficiaries (e.g. community members not directly receiving a good service). For example, a cash-for-work program assisting community members after a natural disaster may monitor how they feel about the selection of program participants, the payment of participants and the contribution the program is making to the community (e.g. are these equitable?).
- 2.6.6 Financial monitoring:** accounts for costs by input and activity within predefined categories of expenditure. It is often conducted in conjunction with compliance and process monitoring. **For example,** a livelihoods project implementing a series of micro-enterprises may monitor the money awarded and repaid, and ensure implementation is according to the budget and time frame.
- 2.6.7 Organizational monitoring:** tracks the sustainability, institutional development and capacity building in the project/program and with its partners. It is often done in conjunction with the monitoring processes of the larger, implementing organization. Various processes and tools to assist with the different types of monitoring involve obtaining, analyzing and reporting on monitoring data. Specific processes and tools vary according to monitoring need, but there are some overall best practices, which are summarized as below.
- Monitoring data should be well-focused to specific audiences and uses (only what is necessary and sufficient).
 - Monitoring should be systematic, based upon predetermined indicators

Maiwand Social Service Association Monitoring and Evaluation Manual

and assumptions.

- Monitoring should also look for unanticipated changes with the project/program and its context, including any changes in project/program assumptions/risks; this information should be used to adjust project/program implementation plans.
- Monitoring needs to be timely, so information can be readily used to inform project/program implementation.
- Whenever possible, monitoring should be participatory, involving key stakeholders – this can not only reduce costs but can build understanding and ownership.
- Monitoring information is not only for project/program management but should be shared when possible with beneficiaries, donors and any other relevant stakeholders.

To ensure regular and effective monitoring and proper supervision of projects, a workable supervision and monitoring plan will be developed at the beginning of each project and must be applied during project implementation. The project monitoring and evaluation plan covers all aspects of the project that should be monitored during the implementation.

3. Evaluation

Evaluation is “an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results.

3.1 Evaluation Objectives:

- 3.1.1 Provide managers with information on project performance. Evaluation verifies if the program is really running as originally planned. It provides signs of project strengths and weaknesses, and enables project managers to improve future planning, delivery of services and decision making.
- 3.1.2 Assists project managers, staff and other stakeholders to determine in a systematic and objective manner the relevance, effectiveness, and efficiency of activities in the light of specified objectives.



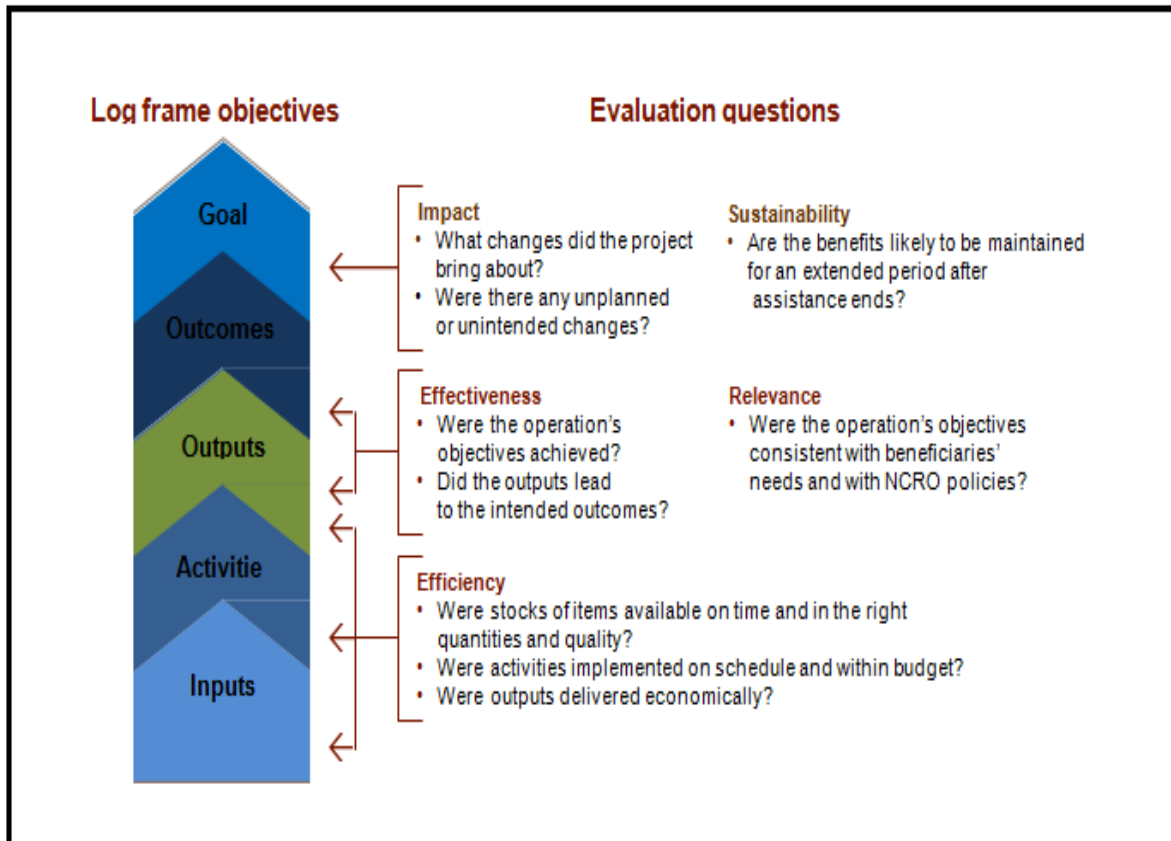
Maiwand Social Service Association Monitoring and Evaluation Manual

- 3.1.3 Post project completion evaluation determines the extent to which the intervention is successful in term of its impact and sustainability of results.
- 3.1.4 Assists managers to carry out a thorough review and re-thinking about their projects in term of its goals and objectives, and means of achieving them.
- 3.1.5 Generates detail information about project implementation process and results. This information can be used for public relations, fundraising, promotion of services in the community, as well as identifying possibilities for project replication.
- 3.1.6 Improves organization staff learning process for future project planning.

The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learnt into the decision-making process of both recipients and donors

Evaluations involve identifying and reflecting upon the effects of what has been done, and judging their worth. Their findings allow project/program managers, beneficiaries, partners, donors and other project/program stakeholders to learn from the experience and improve future interventions.

The diagram below summarizes key evaluation questions as they relate to the log-frame objectives, which tend to focus more on how things have been performed and what difference has been made.



It is best to involve key stakeholders as much as possible in the evaluation process.

This includes project staff and volunteers, community members, local authorities, partners, donors, etc. Participation helps to ensure different perspectives are taken into account, and it reinforces learning from and ownership of the evaluation findings.

There is a range of evaluation types, which can be categorized in a variety of ways.

Ultimately, the approach and method used in an evaluation is determined by the audience and purpose of the evaluation. The table below summarizes key evaluation types according to three general categories. ***It is important to remember that the categories and types of evaluation are not mutually exclusive and are often used in combination.*** For instance, a final external evaluation is a type of summative evaluation and may use participatory approaches

3.1. Summary of major evaluation types

3.1.1 According to evaluation timing

- i. **Formative evaluations** occur during project/program implementation to improve performance and assess compliance.

Maiwand Social Service Association Monitoring and Evaluation Manual

- ii. **Summative evaluations** occur at the end of project/program implementation to assess effectiveness and impact.

3.1.2 According to who conducts the evaluation

- i. **Internal or self-evaluations** are conducted by those responsible for implementing a project/program. They can be less expensive than external evaluations and help build staff capacity and ownership. However, they may lack credibility with certain stakeholders, such as donors, as they are perceived as more subjective (biased or one-sided). These tend to be focused on learning lessons rather than demonstrating accountability.
- ii. **External or independent evaluations** are conducted by evaluator(s) outside of the implementing team, lending it a degree of objectivity and often technical expertise. These tend to focus on accountability.

3.1.3 According to evaluation technicality or methodology

- i. **Real-time evaluations (RTEs)** are undertaken during project/ program implementation to provide immediate feedback for modifications to improve ongoing implementation. Emphasis is on immediate lesson learning over impact evaluation or accountability. RTEs are particularly useful during emergency operations, and are required in the first three months of emergency operations that meet any of the following criteria: more than nine months in length;
- ii. **Meta-evaluations** are used to assess the evaluation process itself. Some key uses of meta-evaluations include: take inventory of evaluations to inform the selection of future evaluations; combine evaluation results; check compliance with evaluation policy and good practices; assess how well evaluations are disseminated and utilized for organizational learning and change, etc.

3.2. Summary of major evaluation types (continued)

3.2.1 According to evaluation timing

- i. **Ex-post evaluations** are conducted some time after implementation to assess long- term impact and sustainability.

3.2.2 According to who conducts the evaluation

- i. **Participatory evaluations** are conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support
- ii. **Joint evaluations** are conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support.

3.2.3 According to evaluation technicality or methodology

- i. **Thematic evaluations** focus on one theme, such as gender or environment, typically across a number of projects, programs or the whole organization.
- ii. **Cluster/sector evaluations** focus on a set of related activities, projects or programs, typically across sites and implemented by multiple organizations (e.g. the United Nations and NGOs).
- iii. **Impact evaluations** focus on the effect of a project/ program, rather than on its management and delivery. Therefore, they typically occur after project/ program completion during a final evaluation or an ex-post evaluation. However, impact may be measured during project/program implementation during longer projects/ programs and when feasible.

3.3. The Role and Purpose of Evaluation

There are several ways of describing and defining evaluations, and how it compares and is distinguished from monitoring and review. MSSAA defines evaluation as:

«A systematic and impartial examination of humanitarian action intended to draw lessons to improve policy and practice and enhance accountability».

Evaluation is one component of a broader performance review framework, which also includes activities such as inspection (field visits), annual audit and monitoring.

Monitoring is a continuous collection and analysis of information to assess project progress

Monitoring is complementary to evaluation and is normally carried out by project staff for project management. Monitoring is a cost-effective way of adding value to the humanitarian endeavor



Maiwand Social Service Association Monitoring and Evaluation Manual

and is crucial for the organizational learning process.

The purpose of evaluations is a combination of learning, guidance and control based on an assessment of what has been achieved and the process that has led to it. An evaluation is intended to provide information that is both credible and applicable. It shall be performed in such a way as to satisfy the need for adequate information for decision-making purposes at both the operative and strategic levels.

The goal of an evaluation will usually be two-fold:

- a) A retrospective review for validation and control. i.e. getting an independent verification of effectiveness, impact, relevance and sustainability of the activity performed
- b) A more future-oriented review aimed at learning and administration, i.e. facilitating better decisions and developing better tools to work with current or new activities.

Hence, the primary purpose of MSSAA's evaluation function is to

Provide MSSAA managers and staff with useful information, analysis and recommendations, thereby enabling the organization to engage in effective policymaking, planning, programming and implementation.

The value of the evaluation depends on the follow up, that is, on how the information produced affects future decisions.

Hence, the end users of the results should be clearly identified right from the start, as should the decisions the evaluation results could potentially be used to support, and thus the consequences various evaluation scenarios might entail.

3.4. Types of evaluation

MSSAA recognizes the diversity of evaluation types and encourages managers to select the most appropriate approach. The types of evaluation MSSAA chooses in a given situation or period should respond to the organizations need for lessons learned policy development etc. Below are some examples relevant for MSSAA:

3.4.1. MSSAA programs

Evaluation of the totality of MSSAA's activities in prevailing context or situation should also include an evaluation of the performance of the MSSAA team.



Maiwand Social Service Association Monitoring and Evaluation Manual

3.4.2. Individual projects/programs

Evaluations of an individual project/program e.g. an education project, in a specified area.

3.4.3. Sectors activity

The MSSAA policy to focus on a set of sector activities, gives a good opportunity to enhance the knowledge and lessons learned across programs, and to «test» how different models and program design will work in different contexts.

3.4.4. Organization and management

Evaluations can also be focused on a policy, a function or a set of procedures. Organizations like MSSAA will have to periodically adapt structure and procedures to new needs and challenges.

3.5. When to evaluate

The timing of the evaluation is crucial for how it can feed into strategic decision making and policy development. There will sometimes be «windows of opportunity» where recommendations from an evaluation will have greater potential to change and improve practice and policy.

3.6. Evaluations can be conducted:

a) At an early stage of an operation (in «real time»)

The starting up of MSSAA projects and programs is often taking place in an emergency situation, and thus planning must be rapid and swift. Adding changing humanitarian needs etc., and there might be a need for evaluations and assessments.

b) Mid-term

Takes place during implementation of a project/program. Focus on improving the design and implementation of the intervention. Working in unstable and changing environments increases the need for “stepping back” and recheck the relevance of goals and strategy, as well as determine whether programs are relevant to changed context.

3.7. What to evaluate

Planning and evaluation goes hand in hand. It is assumed that there is a general agreement about the improved situation before project planning takes place, as this will make it possible to agree on the purpose and the goal of the project/ program. It is important that the desired future situation is described in such a way that it is possible to check at a later stage to what extent the project/program has been successful in relation to its objectives and the target groups. Further, a



Maiwand Social Service Association Monitoring and Evaluation Manual

project/program is based on input of resources, the implementation of certain activities, and will result in a number of outputs which are expected to contribute to the desired objectives. If (overall) goal, purpose, outputs and activities are not clearly stated in the project/ program design, it is very difficult to evaluate the effectiveness, impact and relevance of the project /program in relation to its objectives, target groups and other affected parties, and in relation to its inputs. In order to make evaluation an integrated part of planning, project/program design and evaluation design must be seen as a single unit. Strategies, action plans and project applications should include plans for evaluations. Below are some of the evaluation criteria that are most central to MSSAA:

3.7.1. MSSAA Mission and overall objective

Evaluation of efficiency, effectiveness, coordination, coverage, impact, relevance/appropriateness, coherence, connectedness/sustainability of a project / program must always relate to MSSAA mission and overall objectives: "...to promote and protect the rights of people who have been caught up in emergencies and difficult situation". To the extent possible, all evaluations undertaken or commissioned by MSSAA include a focus on protection, fair assistance and gender equity. Evaluations of MSSAA programs should reflect whether assessments of protection needs have taken place, if the program were designed and implemented according to protection concerns and to what extent protection needs were met.

3.7.2. Efficiency

Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs. This generally requires comparing alternative approaches to achieving an output, to see whether the most efficient approach has been used. Value for-money is an important aspect; could similar results have been achieved by other means at a lower cost but at the same time?

Key questions:

- How much, in terms of time and resources (material, financial and human) has it taken to achieve whatever has been achieved? (This requires a detailed cost/resource analysis).
- Could they have been achieved with fewer inputs?
- What constraints and opportunities existed or developed which have, or could have, influenced resource costs (e.g. particular problems which may have reduced efficiency, or opportunities which may have increased efficiency)?
- Were the right staff and materials (logistics and procurement) available in the right place



Maiwand Social Service Association Monitoring and Evaluation Manual

at the right time?

3.7.3. Effectiveness

Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. The key question is what difference the project/program made in practice, as measured by how far the intended beneficiaries really benefited from the products or services made available.

Key questions:

- What do the project documents say it would do? How well have the objectives been achieved?
- What results were achieved based on an analysis of key indicators and standards (e.g. SPHERE and other sources)?
- To what extent did the targeted direct and indirect beneficiaries actually benefit from the project?
- What do beneficiaries and others say about the value, quality and quantity of the project?

3.7.4. Coordination

Under the criteria of effectiveness, a poorly coordinated response is unlikely to maximize effectiveness or impact. However, given the multiplicity of actors involved in a humanitarian response, it is important that coordination is explicitly considered. The intervention of MSSAA cannot be evaluated in isolation from what others are doing, particularly as what may seem appropriate from the point of view of a single actor, may not necessarily be appropriate from the point of view of other actors, or the system as a whole.

Coherence focuses on whether policies of different actors are in line with each other, coordination focuses more on the practical effects of actions of governments and agencies – for example whether they join cluster groups, whether they discuss geographical targeting, to the extent to which information is shared.

Key questions:

- Were plans for coordination in place, and followed?
- Were there any incentives to coordinate, for example did donors promote coordination through funding arrangements?



Maiwand Social Service Association Monitoring and Evaluation Manual

- Was a lead agency appointed, and what was the result of this?
- Which parties were included and in what manner? Why?
- What were the main constraints and supports to coordination?
- How a good coordination was achieved, and is it replicable in other situations?
- Did coordination lead to improved effectiveness and impact, for example an increase in humanitarian space?
- How did this come about?

3.7.5. Coverage

It is the need to reach needy persons facing life-threatening suffering wherever they are, providing them with assistance and protection proportionate to their needs. Coverage is closely linked to effectiveness.

Key questions:

- What were the main reasons that the project/program provided, or failed to provide, needy persons with assistance and protection?
- Was the assistance provided according to needs in different areas? Why? Why not?
- Who received support? Why?

3.7.6. Impact

Whereas assessment of effectiveness examines whether intermediate objectives have been achieved and fed into outcomes, assessment of impact usually examines the longer-term consequences of achieving or not achieving those objectives. Because of its wider scope, assessment of impact may not be relevant for all evaluations, particularly those carried out during or immediate after an intervention.

Impact looks at the wider effects of the project/program – social, economic, technical, and environmental – on individuals, gender-and age groups, communities and institutions.

Impact can be intended or unintended, positive and negative, macro and micro.

MSSAA's primary interest is to measure the impact of the project/program on the population of



Maiwand Social Service Association Monitoring and Evaluation Manual

concern; persons. This should not exclude the assessment of the intended or unintended effects on the local population, the environment, the conflict or other factors, according to the “Do no harm” principle.

Key questions:

- What positive effects (intended/unintended) are produced by the intervention?
- Any negative unintended effects produced by the intervention?
- What were the processes involved that led to particular results?
- Are we producing the most appropriate impact, given the situation and resources available?

3.7.7. Relevance/ appropriateness

Relevance and appropriateness are complementary criteria that can be used at different levels. When measuring relevance one check whether the objectives, project design and activities are consistent with the humanitarian and protection needs and the situation in general.

(Complementarily and coherence with related activities undertaken by other actors is also an important component of relevance). Appropriateness is the tailoring of humanitarian activities to local needs, increasing ownership, accountability, and cost effectiveness accordingly.

Key questions:

- Who chose and designed the projects/program in the first place, how and why?
- Are we doing the right thing?
- Does the project/program make sense?
- What alternatives exist (including non-emergency programs)?
- Has MSSAA the required capacity in terms of staffing, local knowledge and experience in the targeted area or region to conduct relevant and appropriate response?

3.7.8. Coherence

Whereas an evaluation of coordination focuses more on operational issues, coherence focuses on the policy level. Coherence refers to policy coherence and the need to assess security, developmental, trade and military policies as well as humanitarian policies, to ensure that there is consistency and, in particular, that all policies takes into account humanitarian and human rights considerations.

Coherence becomes an important evaluation issue when politics foster the occurrence or continuation of a humanitarian emergency, and when the military and civilian actors are involved in the same emergency – for example when humanitarian actors are denied access to certain regions by the military for security reasons. Evaluation of coherence needs to take into account



Maiwand Social Service Association Monitoring and Evaluation Manual

considerations of humanitarian space, including protection.

Key questions:

- To what extent are the policies of the actors involved complementary?
- To what extent are the policies of the actors involved contradictory?
- To what extent are all actors working towards the same goal?
- Are the actors coherent in their approach to protection?
- Has the policy met the protection needs of primary stakeholders?

3.7.9. *Connectedness/ Sustainability*

Connectedness refers to the need to ensure that activities of a short term emergency nature are carried out in a context that takes longer-term and interconnected problems into account. Connectedness has been adapted from the concept of sustainability, the idea that development interventions should support longer-term goals, and eventually be managed without donor input. Connectedness is especially relevant for humanitarian assistance. As already stated, most of MSSAA activities are of an emergency or “medium-term” nature, and MSSAA must assure that projects and programs focus on the connections between humanitarian action, recovery and development.

Key questions:

- Have key linkages between relief and recovery phases been established?
- Are the changes that have been achieved likely to be sustained?
- To what extent have national and local capacity been supported and developed

3.8. *Who does the evaluation?*

One can distinguish between external and internal evaluations. Internal evaluations are cheaper and more cost effective as the evaluator(s) know the basics (mission, program areas etc). In addition, they provide ownership and create learning. However, MSSAA’s main focus is on external evaluations as they are most likely to be impartial. However, evaluations can also be conducted by a team consisting of external consultants, MSSAA employees and stakeholders.

3.9. *MSSAA Conduct in Evaluations*

The M&E department is responsible for the identification of projects evaluation in the program. Management (including Director), program manager, advisors and project leaders should have knowledge of how to plan, manage and follow up evaluations as well as basic knowledge of



Maiwand Social Service Association Monitoring and Evaluation Manual

evaluation techniques and methods.

3.10. Evaluation principles and standards

MSSAA's evaluations will be guided by the following principles:

3.10.1. Relevance

Evaluations should focus on those operations, functions and operational policy issues that are of most direct concern to MSSAA, its partners and beneficiaries. Evaluations are used as a means of enhancing the organization's capacity to fulfill its mission on behalf of needy persons.

3.10.2. Consultation

MSSAA's stakeholders, including beneficiaries, should when appropriate be consulted regarding the identification, planning, implementation and utilization of evaluation projects.

3.10.3. Transparency

Evaluation activities are conducted openly; terms of reference, findings and recommendations are placed in the public domain and major evaluation contracts are awarded through a process of competitive bidding.

3.10.4. Independence

The final findings and recommendations of evaluations are not subject to the control or interference of senior MSSAA management; the independence of the evaluation function is ensured through the extensive use of external evaluators.

3.10.5. Integrity

Staff members and external evaluators engaged by MSSAA will maintain the highest possible professional and personal standards. In particular, they will ensure the honesty and integrity of the evaluation process, and respect the security and the dignity of the stakeholders with whom they interact.

Information and documentation gathered in the course of an evaluation project shall not be used for any other purpose without the prior permission by MSSAA. Evaluators who collect significant evidence on issues which fall beyond their terms of reference should provide that information immediately and on a confidential basis to MSSAA Main Office.



Maiwand Social Service Association Monitoring and Evaluation Manual

3.11. Terms of reference

Separate Terms of References (ToR) will be established for every evaluation initiated by MSSAA, these terms of references will identify:

- background and rationale for the project/program
- the purpose and intended use of the evaluation
- scope and focus
- primary issues to be addressed
- methodology to be used
- timetable
- budget
- process established to ensure stakeholders consultation
- reporting
- follow up

3.12. External evaluation

Major evaluation consultancy opportunities with MSSAA will be advertised and competitive procedures will be employed to select consultant and consultancy teams or companies for major evaluations. Consultants / consultancy companies will be paid only for satisfactory work, completed in accordance with their terms of reference. All evaluations will be properly budgeted and undertaken in a cost effective manner.

Methodology

Conducting evaluations one can use a range of different evaluative, analytical and participatory techniques. Evaluations can be fully external and independent or involve MSSAA partners and staff.

The primary concern of MSSAA evaluations is the effectiveness and impact of MSSAA's work on the MSSAA target group; needy persons. MSSAA will strive to develop evaluation methods that enable needy persons and other beneficiaries to articulate their opinions and aspirations.

Mixed evaluation teams should consist of a combination of external consultants, MSSAA staff and possible representatives of partner organizations. MSSAA evaluation teams should as far as possible include both men and women, be culturally diverse and multidisciplinary in nature.

Participation in mixed evaluation teams represents an important learning opportunity for MSSAA staff members.

MSSAA staff participating in an evaluation team should not have had any direct responsibility for the activity being evaluated.



Maiwand Social Service Association Monitoring and Evaluation Manual

MSSAA wishes to promote the use of participatory self-evaluation exercises as this is, among others, a cost-effective means of giving a voice to beneficiaries and other affected population as well as providing MSSAA staff with learning opportunities. It is important to ensure that self-evaluation exercises are undertaken in a consistent and principled manner.

3.13. Utilization

In MSSAA, as in many other humanitarian organizations, evaluations have traditionally focused on the presentations of a final report, containing a set of recommendations. With the introduction of this evaluation policy, MSSAA will strive to enhance the impact of the evaluations function by pursuing what is known as an «utilizations-focused» approach to evaluation, based on the following principles:

- Decisions concerning the terms of reference, design, methods and timing of any evaluation will be made in such a way as to maximize the potential for the findings and recommendations of the evaluation to be effectively utilized.
- At the outset of the evaluation, a stakeholder analysis will be undertaken to identify the intended users of the evaluation and to ensure their active participation in it. Ownership to an evaluation will strengthen the learning.
- Particular findings and recommendations of any evaluation project will be summarized, communicated to and discussed with relevant entities and managers within MSSAA so to ensure they are effectively utilized.
- Evaluation reports will be published in a hard copy and disseminated to interested parties within and outside the organization. In addition, other activities and outputs will be generated, (e.g. presentations, workshops, and articles) and presented to other groups of internal and external stakeholders.
- MSSAA recognizes the important relationship that exists between organizational learning and individual learning. Lessons learned from the evaluations should be included in the MSSAA staff training, both in the basic training of MSSAA staff and at more specialized training, e.g. in core activities, conducted by MSSAA . Different approaches are required to meet the different learning needs.

To facilitate the introduction of this approach, a Steering Committee will be established for each evaluation project. The function of the Steering Committee will be to assist in the following areas: establishing the terms of reference for the project, selecting external evaluators, reviewing



Maiwand Social Service Association Monitoring and Evaluation Manual

preliminary findings and recommendations and establishing a dissemination and utilization strategy.

3.12. Management response

Effective mechanisms are required to ensure that MSSAA's increased investment in evaluation leads to real improvements in the quality and impact of the organization's work. To meet this objective managers (both at the office and in the field), advisors and program coordinators are expected to respond appropriately to the findings and recommendations of any evaluation, especially those which focus on ongoing projects and programs. In such cases, evaluation findings and recommendations should be used by program in developments of strategies and action plan.

Within two months of the receipt of a final evaluation report the manager responsible for the project or program under review will ensure that a management response is produced and sent, through the program coordinator at MSSAA Main Office, to the management of the M&E Department. The response shall comment on the findings of the evaluation and describe what action is being taken to implement each of the accepted recommendations, including a time frame. If recommendations are not accepted, the response should explain why the recommendation is rejected, and this should be approved by the management of the M&E Department. The management's response is included in their job description.

The M&E Department is responsible for the use of recommendations and findings in further policy development and planning of new projects/program.

3.13. Quality control

At the conclusion of each evaluation project, lessons learned exercise on the conduct of the evaluation will be undertaken, so as to ensure that MSSAA's evaluation principles, procedures and methods are appropriate and effective. The questions of «To what degree have we learned from this experience and shared the learning» should also be asked.

The Evaluation Advisor at MSSAA Office is acting as a focal point for evaluation. The Advisor has the overall responsibility of the development of the organization's evaluation function, including helping to build organizational capacity for evaluation, supporting the spread of good evaluation practice across the organization and organizational learning from evaluations. Responsibility for the implementation of the recommendations lies, as earlier mentioned, with the M&E Department.



Maiwand Social Service Association Monitoring and Evaluation Manual

4. Whistle Blowing and Complaints Handling Policy of MSSAA

This Whistle Blowing and Complaint Handling Policy are in furtherance of the MSSAA's desire to strengthen the organizational system of integrity and the fight against corruption and related offences. The Policy sets forth the conditions and procedures for investigations of allegations of corruption, fraud and any other misconduct both related to individual project and organizational system. It is developed by

MSSAA's Management Committee and adapted to MSSAA's internal policy instrument for uses.

Confidential reporting mechanisms, or whistle-blower hotlines, are often proposed as one tool in the organizations internal control arsenal for dealing with fraud. Since in general, the fraud involves concealment and communication fosters openness most in pot conflict society, it is logical that communication might act to thwart fraudulent activities. Indeed, imposing such policy that a key element of good communication is upstream communication, such as that provided via a whistle-blower hotline.

If communication regarding observed incidents of fraud is to occur, it is vitally important to the organization that these reports are made internally, rather than through external paths. It is only in this way that organizations can meet the challenge of addressing the immediate problem of fraud and correcting the internal controls, which allowed the fraud to occur. This will also give the entity the ability to report the wrong-doing and associated corrective action to appropriate authorities internally and externally if necessary, rather than suffering the embarrassment and potential legal penalties resulting from learning of the fraud through external channels. It is encouraging to note that nearly all whistle-blowers first report perceived wrongdoing to parties within their organizations (program dept). When valid, such reports provide the opportunity for wrongdoing to be corrected and MSSAA's organizational controls to be improved.

Users - those who are in positions to identify unethical acts that could potentially impact the financial statements and may one day, face the decision of whether to make a report via a confidential hotline; and responders - those who are responsible for screening, researching and evaluating reports made via their organization's whistleblower hotline.

From the users, we sought to better understand what makes people willing or unwilling to report unethical acts or violations of corporate policy through whistleblower hotlines.

From the responders, MSSAA seek to understand their perceptions of when hotlines should be used, as well as how they decide whether to investigate, how to investigate, and how to respond once an investigation is complete.



5. M&E Reporting

- Results from an MSSAA's monitoring and Evaluation Exercises are to be recorded in the following formats; 1), Program performance Reports, completion Reports, Evaluation Reports and self-Evaluation Reviews and 2) Other types of reporting formats such as inception reports, mid-term reports, monthly reports, annual reports, impact evaluation reports, etc. may be used in addition to these formats if required by donor or partner.

6. Dissemination and Disclosure

- Reports will be accessible in a public depository with a view to ensure transparency and facilitate knowledge management and application of lesson learned.

7. Knowledge management and organizational learning

- As one of the main purposes of monitoring and evaluation, the creation, storage, management and dissemination of knowledge is essential. In view of promoting organizational learning and contributing to quality improvement of MSSAA's products and services.

8. Roles and Responsibilities

MSSAA might have a shared system of role and responsibilities in performing monitoring and evaluation functions.

- Office of the MSSAA Director
- Monitoring and Evaluation department
- Program Management

9. Coverage and Scope

- The M&E Manual applies entirety to MSSAA operation and programming at central level and sub-offices. The policy is limited in scope however, as concerns projects, activities or other undertakings which are implemented in collaboration with partner/ donor



10. Implementation, Amendment and Review

- The M&E Manual will be implemented in a stage approach. The initial stage, beginning on a specific date for instance on 16 April 2018, will include systematic monitoring and evaluation of inputs, outputs, and outcome in line with donor requirements.

11. Glossary of key terms

This glossary is not comprehensive, but only defines key terms as they are typically used in the context of MSSAA project/program management and related monitoring and evaluation (M&E).

1. **Accountability.** The obligation to demonstrate to stakeholders to what extent results have been achieved according to established plans. This definition guides our accountability principles: explicit standard setting; monitoring and reporting; transparent information sharing; meaningful beneficiary participation; effective and efficient use of resources; systems for learning and responding to concerns and complaints.
2. **Accuracy.** The extent that collected data measures what they are intended to measure.
3. **Activities.** As a term used in the objectives for the MSSAA log frame, activities refers to the collection of tasks to be carried out in order to achieve an output.
4. **Actual.** As a term used in MSSAA indicator performance measurement, it is the actual measurement of an indicator for the period reporting on indicator performance.
5. **Appraisal.** An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding.
6. **Appropriateness.** The extent to which an intervention is tailored to local needs and context, and complements other interventions from other actors. It includes how well the intervention takes into account the economic, social, political and environmental context, therefore contributing to ownership, accountability and cost-effectiveness.
7. **Assessment.** The systematic collection, review and use of information about projects/programs undertaken for the purpose of improving learning and implementation. "Assessment" is a broad term, and can include initial assessments, evaluations, reviews, etc.
8. **Attribution.** The degree an observed or measured change can be ascribed (attributed) to a specific intervention versus other factors (causes).
9. **Audit.** An assessment to verify compliance with established rules, regulations, procedures or mandates. An audit can be distinguished from an evaluation in that



Maiwand Social Service Association Monitoring and Evaluation Manual

emphasis is on assurance and compliance with requirements, rather than a judgment of worth.

10. **Beneficiaries.** The individuals, groups or organizations, whether targeted or not, that benefits directly or indirectly from an intervention (project/program)
11. **Beneficiary monitoring.** Tracks beneficiary perceptions of a project/program – includes beneficiary satisfaction or complaints with the project/program, including their participation, treatment, access to resources and their overall experience of change.
12. **Compliance monitoring.** Checks compliance with donor regulations and expected results, grant and contract requirements, local governmental regulations and laws, and ethical standards
13. **Context (situation) monitoring.** Tracks the setting in which a project/program operates, especially as it affects identified risks and assumptions, but also any unexpected considerations that may arise. It includes the field, as well as the larger political, institutional, funding and policy context that affect the project/ program.
14. **Coverage.** The extent population groups are included in or excluded from an intervention, and the differential impact on these groups
15. **Data management.** Refers to the processes and systems for how a project/program will systematically and reliable store, manage and access M&E data.
16. **Direct recipients.** Countable recipients of services from a Federation provider at the delivery point
17. **Effectiveness.** The extent to which an intervention has or is likely to achieve its intended, immediate results.
18. **Efficiency.** The extent to which results have been delivered in the least costly manner possible – a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
19. **Evaluation.** An assessment that identifies reflects upon and judges the worth of the effects of what has been done. “An assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors
20. **External or independent evaluation.** Conducted by evaluator(s) outside of the implementing project/program team, lending it a degree of objectivity and often technical expertise.



Maiwand Social Service Association Monitoring and Evaluation Manual

21. **Final evaluation.** A summative evaluation conducted (often externally) at the completion of project/program implementation to assess how well the project/program achieved its intended objectives.
22. **Financial monitoring.** Tracks and accounts for costs by input and activity within predefined categories of expenditure.
23. **Formative evaluations.** Occurs during project/ program implementation to improve performance and assess compliance
24. **Goal.** As a term used in the hierarchy of objectives for the MSSAA log frame, a goal refers to the long-term result that an intervention seeks to achieve (even if it may be beyond the scope of an individual project/program to achieve on its own – e.g. a nutritional program may contribute to the goal of community health, while other programs, such as a malaria prevention program, also contributes to community health).
25. **Impact.** The positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or intended.
26. **Impact evaluation.** Focuses on the effect of a project/program, rather than on its management and delivery. Therefore, they typically occur after project/program completion during a final evaluation or an ex-post evaluation
27. **Independent evaluation.** See “external evaluation”
28. **Indicator.** As a term used in the MSSAA log frame, an indicator is a unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
29. **Inputs.** As a term used in the hierarchy of objectives for the MSSAA log frame, inputs refer to the financial, human and material resources needed to carry out activities.
30. **Internal or self-evaluation.** Conducted by those responsible for implementing a project/ program, typically being more participatory and reinforcing ownership and understanding among the project/program team.
31. **Joint evaluation.** Conducted collaboratively by more than one implementing partner, and can help build consensus at different levels, credibility and joint support.
32. **Logical framework** (log frame). A table (matrix) summarizing a project/program’s operational design, including: the logical sequence of objectives to achieve the project/program’s intended results (activities, outputs, outcomes and goal), the indicators and means of verification to measure these objectives, and any key assumptions.
33. **M&E plan.** A table that builds upon a project/ program’s log frame to detail key M&E requirements for each indicator and assumption. Table columns typically summarize key indicator (measurement) information, including: a detailed definition of the data, its



Maiwand Social Service Association Monitoring and Evaluation Manual

sources, the methods and timing of its collection, the people responsible, and the intended audience and use of the data.

34. **Midterm evaluation.** A formative evaluation that occurs midway through implementation.
35. **Monitoring.** The routine collection and analysis of information to track progress against set plans and check compliance to established standards. It helps identify trends and patterns, adapt strategies and inform decisions for project/program management.
36. **Objective.** As a term used in the MSSAA log frame, objectives refer to the terms used in the left column of the log frame summarizing the key results (theory of change) that a project/program seeks to achieve: inputs, activities, outputs, outcomes and goal.
37. **Organizational monitoring.** Tracks the sustainability, institutional development and capacity building in the project/program and with its partners.
38. **Outcome.** As a term used in the hierarchy of objectives for the MSSAA log frame, outcomes refer to the primary results that lead to the achievement of the goal (most commonly in terms of the knowledge, attitudes or practices of the target group).
39. **Output.** As a term used in the hierarchy of objectives for the MSSAA log frame, outputs are the tangible products, goods and services and other immediate results that lead to the achievement of outcomes
40. **Participatory evaluations.** Conducted with the beneficiaries and other key stakeholders, and can be empowering, building their capacity, ownership and support.
41. **Precision.** The extent that data measurement can be repeated accurately and consistently over time and by different people
42. **Problem analysis.** Used to get an idea of the main problems and their causes, focusing on cause effect relationships (often conducted with a problem tree)
43. **Process (activity) monitoring.** Tracks the use of inputs and resources, the progress of activities and the delivery of outputs. It examines how activities are delivered the efficiency in time and resources.
44. **Program.** A set of coordinated projects implemented to meet specific objectives within defined time, cost and performance parameters. Programs aimed at achieving a common goal are grouped under a common entity (country plan, operation, alliance, etc).
45. **Reporting.** The process of providing analyzed data as information for key stakeholders to use, i.e. for project/program management, donor accountability, advocacy, etc. Internal reporting is conducted to actual project/ program implementation; it plays a more crucial role in lesson learning to facilitate decision-making and ultimately, what can be extracted and reported externally. External reporting is conducted to inform



Maiwand Social Service Association Monitoring and Evaluation Manual

stakeholders outside the project/program team and implementing organization; this is important for accountability

46. **Results.** The effects of an intervention (project/ program), which can be intended or unintended, positive or negative. In the MSSAA log- frame, the three highest levels of results are outputs, outcomes and goal.
47. **Results monitoring.** Tracks the effects and impacts determines any progress towards in- tended results (objectives) and whether there may be any unintended impact (positive or negative)
48. **Review.** A structured opportunity for reflection to identify key issues and concerns, and make informed decisions for effective project/program implementation
49. **Stakeholder.** A person or group of people with a direct or indirect role or interest in the objectives and implementation of an intervention (project/program) and/or its evaluation.
50. **Sustainability.** The degree to which the benefits of an intervention are likely to continue once donor input has been withdrawn. It includes environmental, institutional and financial sustainability
51. **Target.** As a term used in MSSAA indicator tracking, a target is the intended measure (quantity) set to achieve an indicator.
52. **Target group/population.** The specific individuals or organizations for whose benefit an intervention(project/program) is undertaken
53. **Terms of reference (ToR).** Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated and reporting requirements.
54. **Thematic evaluation.** Focuses on one theme, such as gender or environment, typically across a number of projects, programs or the whole organization.
55. **RTE:** Real-time evaluations